EUROPEAN UNIVERSITY ASSOCIATION
INSTITUTIONAL EVALUATION PROGRAMME

KARADENİZ TECHNICAL UNIVERSITY

SELF-EVALUATION REPORT

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Trabzon, Türkiye

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LIST OF ABBREVIATIONS

AEQDC	Academic Evaluation and Quality Development Council
BAP	Scientific Research Unit of the University
DPT	State Planning Organisation
ECTS	European Credit System
ENAEE	European Network for Accreditation of Engineering Education
EU	European Union
EUA	Eueropean University Association
FP6-FP7	European Framework Projects
HEC	Higher Education Council
IEP	Institutional Evaluation Programme
KOSGEB	Small and Medium Enterprises
KTÜ	Karadeniz Technical University
KTÜ-UZEM	Karadeniz Technical University, Distance Learning Centre
MÜDEK	Deans' Council for Engineering Faculties in Turkey
OECD	Organisation for Economic Co-operation and Development
ÖSS	Student Selection Exam
ÖSYM	Student Selection and Placement Centre
RAC	Research and Application Centres
SANTEZ	Industrial Thesis
SME's	Small and Medium Enterprises
TÜBİTAK	Turkish Scientific and Technological Research Council
ULAKBİM	National Internet Service Provider
VHES	Vocational Higher Education Schools
YÖK	Higher Education Council of Turkey

1 INTRODUCTION

Karadeniz Techical University (KTÜ), was founded in May 20, 1955 and began its educational activities in 1963. Today, with faculties and higher schools of health sciences, the university has a distinguished place among other technical universities in Turkey. Having a regional characteristic at first, KTÜ has now become a university of Trabzon only after the academic units within the university in different cities have turned into universities in the last three years.

From its foundation to 1981 when Higher Education Law Article no. 2547 was enacted, KTÜ continued its development by taking support from Istanbul Technical University in the fields of engineering, architecture and basic sciences, and from Hacettepe University in the field of medicine. In the mean time, KTÜ had its qualified academic team and thus became free from the supports of other universities.

In 1990s, becoming aware of the competitive environment in higher education field in the world, KTÜ first became a member of EUA and then signed "partner university" agreements with some universities in the world.

In 2000s, believing in the primary necessity of strategic plan for the establishment of the understanding of quality culture, KTÜ initiated accreditation activities. "The Law of Civil Financial Management and Control" passed in 2003 and implemented in 2006 had also a great role in the establishment and development of this understanding.

In 2005, taking into account the related regulation of Higher Education Council, "Academic Evaluation and Quality Development Council" (AEQDC) was established. Following this, Strategic Planning Commission was founded within the bodies of universities and academic units and the educational activities were started. The strategic plan prepared with the contribution of all units for the period of 2007-2011 was completed at the end of 2006 and submitted to the Higher Education Board, State Planning Organization, Court of Accounts and Turkish Grand National Assembly. In two years following the application of strategic plan, strategic planning actions were renewed to include the years of 2009-2013 as a result of the foundation of five new universities separating from KTÜ.

Accreditation activities were started especially in the departments of Civil Engineering and Mechanical Engineering in the Faculty of Engineering which have a deep rooted history. After the accreditation of these departments, the period of accreditation of Faculty of Medicine and all the other departments of Faculty of Engineering began. The evaluations of these units were completed in 2009. In addition, activities to get accreditation and a quality certificate were successfully completed in the department of Maritime Transportation and Management Engineering of Sürmene Faculty Marine Sciences.

To pursue an understanding of quality culture at the institutional level, KTÜ applied to the IEP programme of European Universities Association to be subject to an external evaluation. Joining the EUA-IEP programme is believed to make a great contribution in the following subjects:

- acquiring a better self-understanding in the self-evaluation process,
- creating awareness and institutional culture among academic and administrative staff and students,
- creating quality culture in the institution,
- implementing new regulations to increase quality and performance in the light of internal and external feedbacks to be received,

- contributing not only to national and international accreditation studies but also to the development of the current management system by means of going through an independent and objective external evaluation.

The steering committee, established to prepare the self-evaluation report, is composed of thirteen members whose positions and duties are given below:

Name	Position	Duty in the Committee
Prof. Dr. Necati Tüysüz	Vice Rector	Head of the Steering Commite
Prof. Dr. Orhan Aydın	Vice Rector	Representative of the Research Projects
Prof. Dr. Selahattin Köse	Vice Rector	Representative of Strategic Planning and Student Affairs
Prof. Dr. Ertuğrul Bilgili	Adviser to the Rector	Representative of Accreditation Affairs
Prof. Dr. Miraç Akçay	Adviser to the Rector	Representative of International Affairs
Prof. Dr. Süleyman Baykal	Dean of the Faculty of Medicine	Representative of Deans
Prof. Dr. Alemdar Bayraktar	Dean of the Faculty of Engineering	Reprsentative of Accreditation Board of the University
Prof. Dr. Alipaşa Ayas	Dean of the Faculty of Education	Representative of Professors
Prof. Dr. Salih Terzioğlu	Director of the Institute of Science and Technology	Representative of Graduate Schools
Prof. Dr. İsmail Hakkı Altaş	Director of the Sürmene Vocational School	Representative of Vocational Schools
Prof. Dr. Tevfik Özlü	Chief Physician of Farabi Hospital	Representative of Farabi Hospital
İsmail Çom	Head of the Strategy Development Directorate	Representative of Budgetary Affairs
Necmi Kırkbir	Head of the Directorate of Health, Sport and Culture	Representative of Administrative Staff

Some members of the steering committee visited the universities in Turkey applied to IEP before. The head of the committee also participated in a workshop in Brussels in 2009. In the course of the preparation of the self-evaluation report, the committee organised meetings with the staff members of the University to inform them of the issues related to the application and evaluation processes.

2. TURKISH NATIONAL EDUCATION SYSTEM

The Turkish Education System was built in accordance with the Atatürk Reforms after the Turkish War of Independence. It is a state-supervised system designed to produce a skillful professional class for the social and economic institutes of the nation.

The Turkish National Educational Systems organised based on the Law No: 1739 enacted in 1973 is composed of pre-school-, primary-, secondary- and higher education (Appendix 1). All schools, except the higher education, are run by the Ministry of Education. Turkish system mandates 8 years of primary education between the ages of 7 and 14. In 2001, the enrollment of children in this age range was nearly 100%. For 14 to 18-year olds, three or

more years of secondary education are available in public, distance-learning, and vocational schools. About 95% of pupils attend public schools, but due to the inadequacy of the public system, the middle-class parents tend to seek private education for their children. The final year of the pre-school education has been part of compulsory education since the arrangements made in 2009 and will gradually be implemented countrywide. This proces has alreday been initiated in 29 cities one of which is Trabzon.

2.1. Turkish Higher Education System

Turkish Higher Education System is organized by the Turkish Higher Edeucation Council, which was founded in 1981 under the law No. 2547. This article placed all higher education institutions under the supervision of this Council and academies were transformed into universities, institites into faculties of education, and conservatories and higher schools were taken under the control of universities. The Turkish Higher Education Council, which has gained an independent status within the frame of the articles no. 130 and 131, became the only organization responsibe for implementation of all higher education activities.

The new legislation compatible with the articles in the constitution allowed the establishment of universities under the supervision of non-profit organisations. The first non-profit foundation university was established in 1992. There are currently 139 universities in the country, of which 94 are state- and the others are non-state foundation universities.

After the highschool, the students enter a nation-wide one-stage examination (ÖSS - Student Selection Examination) in order to be admitted to Higher Education institutions. This centralized examination is administrated by the Student Selection and Placement Center (ÖSYM) every year, which determines candidates for the enrollment to the academic units of each university after evaluating the grades obtained by the students in the exam, their high school average results and their preferences. Those with sufficient grades are qualified for four-year undergraduate programmes and at the end of which they are granted a Bachelor's Degree (BA). Those with grades insufficient for four-year undergraduate Programmes may be admitted to two-year higher education programmes which would provide the students with Associate's Degrees (AA). Unlike other undergraduate Programmes, the Dentistry and Veterinary Medicine programmes last for five years and Medicine for six years.

Students with an associates' degree are eligible to take an exam to enter a four year undergraduate programme in their fields. Having graduated from a four-year programme, one could pursue a Master's programme lasting for two years with thesis and non-thesis options. Students with an MA or M.Sc degree can have access to doctoral programmes, which have a minimum duration of three years with a doctoral thesis at the end, provided that they meet the requirements.

The Higher Education Council consists of 21 members, appointed by the President, the cabinet and the inter-university board. One of the members is appointed as the chairman for four years by the president of the Republic. Universties are governed by rectors whose elections are conducted in three stages. The first stage involves the selection of six candidates for rectorship by the academic staff of the university. In the second stage, the Higher Education Council decides on the three candidates out of six following an interview with the candidates. In the last step, one of the three candidates, proposed by the Council, is appointed as the rector for four years by the President. A rector can hold this position only for two terms.

Faculties are administered by deans. One of the three candidates proposed by the Rector is appointed as the dean by the Higher Education Council. The directors of graduate schools, higher education schools, conservatories and vocational higher education schools are

appointed by the rector. Heads of departments are appointed by deans upon the suggestions of chiefs of each subsections of the departments.

2.2. The Management of Karadeniz Technical University

The Rector of Karadeniz Technical University selects three vice rectors from professors. The areas the vice rectors are in charge of:

a) personnel, information technologies, research, relations with industrial and civil institutions, and vocational schools,
b) student affairs, health, culture and sports facilities, and library services, and
c) administrative and financial affairs, construction affairs, strategy development, revolving funds and international relations.

Another unit within the body of the top management is the Office of Secretary General. The Secretary General is responsible for carrying out all the administrative affairs and has a vice secretary.

Karadeniz Techical University has had a system of advisory bodies to the rector since 1996. At present, 12 advisors to the rector deliver the service of advisory to the rector about various issues. The organization chart of the university administration is given in Appendix 2.

Top bodies in the university administration are the University Administrative Board and the University Senate. The University Administrative Board composed of three members elected among professors and faculty deans holds a meeting every week, and is responsible for carrying out the administrative affairs across the university. The Senate is composed of rector, vice rectors, deans, directors of graduate schools and vocational higher education schools, and senators from faculties, each selected by the respective faculty board. The senate meets upon the nominal invitation of the rector when a decision-making is needed on academic isssues and activities.

3. A SHORT INTRODUCTION ABOUT THE INSTITUTION

3.1. History

Karadeniz Technical University was founded on 20 May, 1955 based on the Law no. 6594, as the fourth oldest university in Turkey, and the first university outside Istanbul and Ankara. Following the completion of infrastructural facilities necessary for educational activities and the provision of the academic staff, education commenced on 2 December, 1963 in the programmes of Civil Engineering and Architecture in the Faculty of Engineering-Architecture with 90 students. The University continued to grow rapidly, and among the 53 universities in 2006, it became an institution composed of 23 faculties located in six cities of the Eastern Black Sea Region, together with 1 conservatory, 4 graduate schools, 3 higher education schools and 16 vocational higher education schools, about 55.000 students, 1800 academic and 1600 administrative staff.

After the academic units in Rize, Ordu, Giresun, Artvin and Gümüşhane separated as new universities between the years of 2006 and 2009 based on the policy of ‘One University In Every City” across the country, Karadeniz Technical University has become a higher education institution settled only within the borders of the province of Trabzon and has gained a momentum and resources to further grow within itself.

3.2. Geographical Position

Karadeniz Technical University is located in the province of Trabzon, a coastal city in the northeast of Turkey on the historical Silk Road and regarded as the cradle of many civilizations with its known history of 4000 years. The population of the province is about 750.000 and that of the city is 230.000. In terms of geographical conditions Trabzon has highly developed transportation facilities. The city is connected to the main centers of the

country by means of airport, harbor and highway networks. Karadeniz Technical University has eight different campuses in Of, Sürmene, Trabzon (Kanuni), Maçka, Söğütlü (Fatih), Akçaabat, Vakfıkebir and Beşikdüzü from east to west. The KTÜ Kanuni (Main) Campus is located 5 km away to the east from the city center, and is very close to all transportation networks. In fact, the Trabzon international Airport is a next door to the university (Appendix 3).

3.3. Physical Infrastructure

Karadeniz Technical University is spread over a total land of 1.422.000 square meters in eight different locations, the two largests of which are the Kanuni and the Fatih Campuses. The total closed area on all these campuses is of 467.581 m^2, 84.210 m^2 (%18,4) of which is classrooms, 54.110 m^2 (%11,6) laboratories, 6.751 m^2 (%1,4) gyms, 12.258 m^2 (%2,6) canteens and cafeterias, 61.008 m^2 (%13) housing facilities and 226.563 m^2 (%48) administrative buildings. The total area of open sports facilities is 22.681 m^2 (%5).

KTÜ has three separate culture and convention centers available for all kinds of scientific, cultural and social activities. The Kanuni Campus has accommodation facilities with a capacity of 325 beds in three different settings, one social facility for 350 persons with sports areas and a swimming pool for the university staff and guests, and a separate social facility for 200 persons allocated for students. It also has a gym, a stadium, basketball fields, volleyball and football fields, and tennis courts. There are additional sports facilities on other campuses.

The province of Trabzon has a state dormitory with a capacity of 3.250 female students and 2.250 male students, managed by the State Credit and Dormitories Institution. There are also many private dormitories for the accommodation of students.

3.3.1. Health Services

KTÜ Farabi Hospital maintains the necessary infrastructure and equipment for the applied education of about 980 undergraduate and 400 graduate students. It is a general regional health centre delivering health services to a population of over 3 million living in the region. Currently, with about 600 physicians, 60 polyclinics, 800 beds and 80 intensive care units, the hospital offers health services to a total of 385.000 patients every a year, 350.000 of whom are outpatient and 35.000 inpatient. In this regard, the Farabi Hospital has played a vital role in the prevention of the patients' migration to other cities, and become a health center attracting many patients from other cities and abroad.

Moreover, the KTÜ Faculty of Dentistry has a Dentistry Hospital. With the introduction of this hospital into the health care system in Trabzon, the migration of the patients to the dental health centers in the neighbouring cities for treatment has been prevented, thus resulting in a great saving for the city. Being newly structured and equipped with the latest technology, this hospital provides treatment with 82 dental units for a total of 20.000 patients every year.

In addition to these health institutions, about 15.000 students and staff receive health services every year from the Medico Social Center within the Health, Culture and Sports Directorate.

The tender of a building for intensive care hospital and emergency service with the equipment of the latest technology and of the world standards has recently been realized. It is expected that this hospital will serve to East Black Sea Region in two years' time.

3.4. Human Resources

As of 31.12.2009, KTÜ has a total of 3.842 staff members, 1.910 of whom are academic staff, 1.498 administrative staff and 434 labours. The academic staff is made up of 250 professors, 148 associate professors and 378 assistant professors, totaling to 776. There are also 16 foreign lecturers from different countries serving at the university. In addition to these staff, there exists also a group of personnal providing services in different fields.

3.5. Academic Units and Research Centers

At Karadeniz Technical University, at present, there exist 14 faculties, 1 conservatory, 4 graduate schools, 3 higher education schools, 8 vocational higher education schools and 15 research and application centers (Appendix 4). The Faculty of Pharmacy, Of Faculty of Technology, Conservatory and Arsin vocational school are under construction and have not commenced education yet.

3.6. Students

KTÜ currently has a total of 37.778 students in short and first cycle programmes. 24.568 of these students are enrolled in regular clases and 13.220 in evening education (Appendix 5). 44% of these students are females and 56% males. 28.595 of the students attend classes at faculties, 782 at higher education schools and 8.411 at vocational higher education schools. There also exist a total of 3.435 postgraduate students, 2.647 of whom are at second cycle programmes and 788 at third cycle. 80% of these second and third cycle students come from outside the city. In addition to these, there are also 409 foreign students enrolled at KTÜ, coming from 36 different countries (Appendix 6).

3.7. Library and Internet Facilities

KTÜ has two main libraries, one on the Kanuni Campus (Faik Ahmet Barutçu Kütüphanesi) and the other one on the Fatih Campus (Ahmet Hilmi İmamoğlu Kütüphanesi). The former has an area of 5.400 m^2 and contains some 220.000 books in Turkish and in other languages, 170.000 of which are in printed form and 50.000 in electronic form.

The library also has about 55.000 volumes of journals and materials such as maps, CDs, DVDs, VCDs and floppy disks, and has a subscription to about 38.000 electronic journals accessed via 57 databases (Appendix 7). The latter has 9.000 books mostly on education and 1.166 volumes of journals. The number of journals subscribed and received in print is 64. The data bases subscribed in both libraries can be accessed from outside the campus with the help of “Out-Link Service”.

3.8. Center for Distance Learning

Karadeniz Technical University Distance Learning Center (KTÜ-UZEM) was founded in 2008. It embodies four synchronous studios, two of them being on the Kanuni Campus and the others on the Fatih campus. These studios, two of which are designed as intelligent classes, are equipped with all kinds of technical instruments. With their intelligent boards, sound recording systems and devices for teleconferences, the other two studios are appropriate for activities such as open sessions, panels and thesis defenses.

3.9. Internet

Both cabled and wireless internet connections are available in every unit on all campuses of KTÜ. The internet connection speed between the KTÜ Kanuni campus and the ULAKBİM (the National Internet Service Provider) has recently been increased to 100 Mbps. The network infrastructure technology, once called as ATM, has been transformed into “Metro Ethernet” technology. Technical equipment procurement has also been completed in order to transform the existing network infrastructure into the metro-Ethernet system in Fatih Faculty of Education, Beşikdüzü vocational higher education school, Surmene Faculty of Marine Sciences, and Abdullah Kanca vocational higher education school. The transformation of the existing and out-dated frame-relay technology currently in use at some campuses is about to be completed.

4. WHAT IS THE INSTITUTION TRYING TO DO?

The vision and the mission of the University were first formulated during the course of composing the strategic plan, a step towards quality culture. The university aims at adopting

to ever-changing intellectual and technological environment, in addition to using its education-, teaching-, and research experience in the process of producing and gaining knowledge, spreading out the knowledge getting it utilized wherever needed, and to contributing to the development of the society. The vision and mission of KTÜ were defined within this context.

4.1. The MISSION

The mission is

- to carry out researches contributing to the country's development,
- to take the country's interest before his/her own interest while serving for the country,
- to educate individuals, with the objective of contributing to the welfare of the society, who have
    - highly developed abilities of thinking, perception, communication and problem-solving,
    - adopted Ataturk's principles,
    - due respect for the environment, and appreciation for artistic and cultural values,
    - a tendency for team work,
    - acquired leadership values with national and international perspective,

4.2. The VISION

To create an institution which

- is integrated with the world of national and international science and technology,
- has educated and trained human resources with qualifications widely sought for, and
- is well known for its role in genuine researches and public services for the benefit of local and international community.

4.3. Education and Teaching

KTÜ is the first university established outside Istanbul and Ankara. It has been continuing its education and teaching since 1963, and has contributed to the country's development by training qualified work force for the needs of the country. Many graduates of the University have taken part in decision-making processes in both public and private sectors. The University has also contributed to many newly established universities by meeting their teaching staff needs. Moreover, it has established and developed the core academic units in the surrounding regions which have been turned into five new universities during the last three years. In this regard, KTÜ can be considered as the "university-founding university".

The University has accelerated the work of restructuring of its teaching programmes in order to further enhance the potential to train qualified graduates. The works towards the realization of accreditation and the implementation of Bologna process have been considered as an opportunity for this enhancement. In this context, ECTS credits in all academic units have been calculated on the basis of real work load, a detailed information package for each academic unit and the course catalogue for the entire university have been prepared (http://obs.KTÜ.edu.tr/en, Appendix 8), and consequently, an application has already been made for ECTS label.

KTÜ has 92 degree programmes, 34 of which are short-cycle- and 58 first-cycle programmes (51 of these being four-year-, 6 five-year-, and 1 six-year programmes). In addition to these programmes, 18 short-cycle and 31 first-cycle programmes have evening classes. Seven faculties offer double major and minor programmes for successful students who achieve a

CGPA of at least 2,7. Twenty two departments have English Prep Programmes as of 2009-2010 academic year. The language of instruction in 30% of the courses in these departments is English. The number of students enrolled in all of these programmes is 41.223. This constitutes 18% of the total population of Trabzon, making it a university town.

Putting special emphasis on postgraduate programmes, KTÜ has 74 master's programmes and 43 PhD programmes, with 2674 and 788 students, respectively. Up to now, a total of 5015 students have graduated from these programmes. Of these, 1916 students are female and 3099 male. This figure excludes the students in the faculty of medicine who are pursuing masters and specialization studies. The ratio of current master's students to undergraduate students is 12%. The university considers this number insufficient and has taken important steps towards making the post-graduate programmes more attractive. Main attempts in this context include the improvement of the infrastructure, the provision of foreign language education abroad for the teaching staff, the facilities to increase the number of projects from sources outside the university, the allocation of substantial funds from the Scientific Research Unit of the University for post graduate research, and the support for the Erasmus programmes.

KTÜ traditionally has a teacher-centered education. However, there is an increasing tendency towards student-centered education. In order to support this system, our central library (Faik Ahmet Barutçu Library) has been transformed into one of the most powerful libraries in terms of electronic databases and paper copy books. The funds allocated each year to the library make up 1% of the whole budget. The laboratory infrastructure and equipment of the academic units have been modernized. In this context, 3.5 million TL was spent for the modernization of the labs in the academic units in the Faculty of Engineering in 2009. Four million TL have also been allocated from the 2010 university budget for the modernization of the labs in the Faculty of Science and Arts. Among the state-of-the-art laboratories of the university is the simulation center equipped with the recent technology in the Department of Maritime Transportation and Marine Engineering, Surmene Faculty of Marine Sciences.

In order to support educational activities, two distance learning centers with advanced classes on Kanuni and Fatih Campuses have been built. Through these centers, bachelor's degree classes and post-graduate dissertation defenses can be organized by establishing synchronized connections with the academic units outside KTÜ.

4.4. Research

Scientific research is of great importance for KTÜ, as stated in the strategic plan. In this regard, the scientific units such as BAP (Scientific Research Unit), TUBITAK (The Scientific and Technological Researh Council of Turkey), DPT (State Planning Organization), KOSGEB, SANTEZ (Industrial Theses), TECHNOPARK Small and Medium Enterprises Development Organization, and FP7 have been utilized by the academic staff. The BAP holds a leading role in supporting the research activities. KTÜ has a significant financial source from the revolving funds earned largely by the Faculty of Medicine and the Faculty of Dentistry. 5% of this fund is allocated to research activities. In 2009, the amount of this resource was 5.351.693 TL. The projects accepted by the BAP are each funded with an amount of 15.000 to 100.000TL. New academic staff who have completed their doctoral studies and have been promoted to assistant professorship are eligible to use a fund of up to 30.000TL based on their projects. The BAP runs its activities with the help of a commission. The projects presented to the commission are evaluated and supported based on pre-determined criteria such as the genuinity, manageability, and potential to reach solutions for the local and universal problems.

Projects aiming at solving local problems and post-graduate researches reflected upon in the strategic plan of the university have been given a high priority in the last 4 years. A total of 503 projects have been supported by the BAP with a total budget of 17.050.047TL. Of these, 81 projects have dealt with regional and local problems.

The number of the projects taken from TUBITAK over the last 4 years is 48, and their total budget is 7.387.967TL. In the same period, 4 projects with a total budget of 422.305TL have been supported by the DPT.

Trabzon Technopark, located on the Kanuni Campus, is about to be completed. When completed, it will provide a great deal of added-value to the economy of the region as a production center for knowledge and technology in the fields of biotechnology, software, and etc. Trabzon Technopark, which will be a door to be opened from the Blacksea to innovations and technology production, addresses to all research-development centers, entrepreneurs and businesses with a desire to flourish.

There are 15 application and research centers in the university (Appendix 9). The majority of these centers have been established with the objective of addressing to local problems. Research and Application Center (RAC) for Landsliding, RAC for Environmental Issues, RAC for Marine Ecology, RAC for Hazelnut and Tea Farming and RAC for Kanuni Sultan Suleyman are amongst the most effective centers.

4.5. Finance

The University has various resources of finance including state funds, tuition and fees, revolving funds and other means (Table 1). The funds provided by the state treasury for the year 2009 amounted to 131.129.240TL, and those received from tuition and fees in 2009 were 20.933.108TL, which made up 50,4 and 8% of the total budget, respectively. The income gained in 2009 through the revolving funds totaled about 100.000.000TL (38.4% of the budget). Additional sources of income include donations, property leases and other services with total earnings of 7.852.070TL (3.2% of the budget). While the income from treasury increased approximately 36% from 2005 to 2009, the increase in the student fees was only 22% (Table 1). Not included within the university budget is the university foundation income which was 3.655.933TL in 2009 (1.4% of the budget).

Table 1. Financial resources of KTÜ in TL (1 € is roughly 2,1TL).

Income Type	2005	2006	2007	2008	2009
Treasury aid	96.483.277	69.599.713	120.007.000	112.158.259	131.129.240
Formal education income	8.908.341	8.702.868	7.950.856	8.153.432	9.586.359
Evening classes income	8.122.067	5.699.934	5.335.139	9.047.766	11.346.749
Research projects income	4.581.894	3.094.512	3.840.964	4.858.426	5.351.693
Property lease income	1.713.337	1.507.594	1.627.734	1.804.525	1.822.682
Other resources	2.444.418	4.736.282	6.569.731	5.819.402	6.029.388
Budget Total	122.253.334	93.340.903	145.331.424	141.841.810	165.266.111
Total number of students	45.968	33.653	35.742	37.442	41.223
No. of students at VHES*	8.058	10.660	7.122	7.385	8.411
Total student fees at VHES*	2.001.179	2.214.434	1.401.296	1.427.317	1.470.366

* VHES stand for Vocational Higher Education Schools

4.6. Institutional and Social Relations

KTÜ does its utmost to ensure that all the services provided within the University are carried effectively and efficiently.

In this context, social and cultural activities and in-service training seminars are organized, physical facilities improved, and access to knowledge made easier. To improve cooperation with foundations and associations established by the graduates, graduates' information

system (KTÜ alumni) has been set up. KTÜ has paid due attention to local problems from past to present. With this aim, the university has conducted many research actvities such as Cancer research, biological control of forest pests, and searching for mineral deposits in the Eastern Blacksea region. Some social projects such as Trabzon urbanization issues, and family structure and problems related to it have also been developed.

KTÜ Farabi Hospital makes a great contribution to the University's role in service to the society. The hospital has become a focal point in the region in terms of being an education center after graduation through close cooperations with its partners. To achieve this, congresses, symposias, courses, panels, etc. are organized with partners every year. In addition, the hospital serves as a reference point for the trainings of the Ministry of Health regarding the Intensive Care- and Infection Control Nursing.

KTÜ has always established good relations with other institutions in the region, and taken an important role in the development of the region in every aspect. The Projects and Coordination Office in the body of Trabzon Chamber of Commerce and Industry can be given as a concrete example for this. This Office has lead the path towards developing a Project Culture in the region. It has supported many people, establishments and institutions helping them to find resources to realize their projects. As a result, a lot of projects have been completed successfully, and some projects are curently underway, and some are at the evaluation stage (Appendix10). The university plays a role as an executive, a partner, or a participant. Also, SANTEZ, KOSGEB, and TUBITAK industry projects, developed by the academic staff together with the leading industrial establishments, are the concrete examples of the university-industry cooperation. With these qualified and concrete co-operations, Trabzon has undertaken many successful projects and showed a top level performance to benefit from them.

According to the protocol signed between Turkish Energy Market Regulatory Authority and the university, a laboratory has been set up in which petroleum analyses from the surrounding region can be performed, and its accreditation work is now at the final stage.

KTÜ is in the national organization committee of the 2011 European Youth Olympic Festival to be held in Trabzon. It has offered its academic, administrative, social, cultural, and sports facilities to the service of the Olympic Committee. Also, a suitable area on the Kanuni campus has been allocated for the construction of an Olympic village.

The University's social and health premises (the library, swimming pool, restaurants, hotel, sports facilities, and the hospital) are at the disposal of the public. The university also arranges and hosts activities such as exhibitions, concerts and plays, open to students as well as public.

4.7. Social, Cultural, and Sports Support

Student clubs are supported in order to help the students to socialise, spend their free time efficiently, and equip them with skills for communication and interaction. Student representatives are chosen in every unit, and they comprise the university student council. The representatives participate in the university senate and commissions. Social places such as council building, clubs, and student houses have been provided for the students. Every year, career planning and CV meetings, and social and cultural activities are organized. Various cultural and social activities are also held for the foreign students to help them interact with other students. Every year during the Nevruz Festival (the new Years' day marking the beginning of spring in Turkish Culture originating from the Central Asia) celebrated on the 21st of March, foreign students are allowed to set up a stand, play music, and perform visual activities.

Three hundred students selected from among the successful and needy students are employed in part-time student status. Also, every year successful but low-income students are given scholarships without any payback. The number of these students reaches over 3000 every year.

KTÜ has been organizing a sports festival in many fields for the last 30 years. Award ceremonies are organized for the winners and runners-up, and business people and executives of Trabzon are invited for the ceremony. Social, cultural, and environmental organizations for academic and administrative staff are held throughout the year.

4.8. Internationalization

Since its establishment, Karadeniz Technical University has been heavily involved in international cooperation. Over the past few years, however, it has realized an enormous increase in international activities involving staff and student exchanges with universities in Japan, Russia, Central Asian Turkic republics, United States and many countries in Europe.

Karadeniz Technical University is one of the first universities in Turkey to join the Socrates-Erasmus programme in 2004. Since then, the number of bilateral agreements and the number of outgoing and incoming exchange students have increased steadily. The university currently has about 100 bilateral agreements in about 20 European countries.

We are also trying to increase our share in other programmes such as Leonardo da Vinci, Lingua, Commenius, Grundtwig, as well as FP6/FP7. All these international programmes are coordinated by the Office of International Affairs.

The university holds an extended Erasmus charter and has the right to send its students to European countries for placement. This programme is highly popular especially among the students of the Faculties of Engineering, Architecture and Forestry where professional practice or internship is a prerequisite for graduation and is compulsory in the curriculum.

The students are given full support by the newly appointed Youth Programme Coordinator for getting involved in the programme. Many Youth projects have already been accomplished and new ones are about to be prepared.

Recent attempts of the university in relation to international programmes include setting up joint degree programmes at all levels with higher education institutions in European and non-European countries. Among the examples are the protocol with the Leeds Metropolitan University for the departments of Management and Economics, Tbilisi State University for the department of Foreign Languages, and Norwich College for the electrical programme in the vocational High Education Schools.

5. INSTITUTIONAL CONSTRAINTS

5.1. Constraints Caused by Centralization

The existing Higher Education Law caused centralization in Higher education, and created an impediment for universities' autonomy. As a consequence of this system, universities have to obey central authority's decisions on the employment of academic and administrative staff.

Although the selection, assignment and promotion of the academic staff are carried out in accordance with the Appointment and Promotion regulations (Appendix 11), the administrative staff is hired based on the grades obtained from the nation-wide KPSS exam, which forms an obstacle before the University to employ the staff it seeks for.

HEC (YÖK) has increased the student quota of universities irrespective of their physical capacities in order to decrease the number of students waiting to enter universities. Like all other universities, this has negatively affected KTÜ. Student quota at KTÜ has increased 40% over the last 3 years, while there has been only a slight increase in the number of academic staff. This has made the university fall into a very difficult position in terms of the ratio of the students per teacher, and thus making the education and teaching more difficult.

The lack of technical staff in the labs, and no compensation for the retired administrative staff are important issues. Some staff from privatized institutions were placed into the University by the central authority as a solution to alleviate the deficiency in the staff. However, it has

not solved the problem, and instead, created more problems due to the fact that their wages are higher than those of the existing staff and that their fields of interest and experience do not overlap with the areas needed.

The difficulties experienced in the procurement of staff to be employed in support services affect negatively the overall contentment of the staff.

The salary system poses another negative issue for the staff in that they are paid in accordance with seniority and title, irrespective of their performance, and that the wages are lower compared to those in private universities and in industrial sectors. This makes qualified staff less motivated about working in public universities.

5.2. Teaching and Learning Constraints

Students coming from secondary education have adopted a surface-learning and multiple choices-based approach in private courses during their preparation stage for the university exam. The entry scores of students in some departments, an indication of the general capacity of students, are low creating difficulties in terms of education and teaching in these departments.

Student amnesty laws, put into effect from time to time, have a negative effect on the motivation of both the academic staff and students.

Lectures and other related activities are conducted, on average, with 34 students in prep classes, with 54 students in two year degree programmes, with 64 students in bachelor's degree programmes. Overall, the number of students per lecturer and per instructer is 54 and 36, respectively. Considering only the bachelor's degree programmes, however, this drops to 40. These ratios are considered as a constraint for the quality of education.

The feedback from the external share holders is not sufficient to determine the level of knowledge, ability, and tendencies of the graduates, which hinders the improvements in the system.

Some of the academic staff are reluctant to adapt to new developments and have limited stimulus for innovation. This causes a problem for the institution to adopt student-centered system in teaching. The university administration, being aware of the problem, organizes seminars towards new approaches in teaching and learning in order to improve the teaching skills of the academic staff. The fact that the institution has developed a policy towards employing young and dynamic academic staff is believed to help improve the quality of teaching.

Employing own graduates as lectureres creates an obstacle for the institution to reach universal norms. KTÜ is aware of this issue, but, unfortunately, can not pull itself out of this process, and employs its graduates in some departments as lecturers due to the difficulty of finding qualified staff in these fields.

Participation of our lecturers in international scientific meetings and projects is limited because of their inability to speak a foreign language. This also creates a problem for student and teaching staff mobility in the framework of the Erasmus programme. Some academic units have limited ties with their counterparts abroad and thus have difficulty in getting exchange staff.

5.3. Research Constraints

The fact that the universities in Turkey do not have pre-determined research priorities results in isolated research projects, not fully consistent with the needs of the country. Therefore, the projects produced have little added value than expected.

Majority of the staff have little desire to produce projects utilizing the sources offered by the EU, DPT, TUBITAK and SANTEZ due to the lack of motivation, excessive course load, inability to speak foreign languages, and especially the lack of teamwork spirit.

The difference between the development levels of the regions causes discrepancies in the development of universities. Industrial organizations are usually present in big cities in the west which creates an obstacle for universities in the east in terms of getting projects funded by the private sector. As a result, lecturers pay more attention to teaching rather than producing projects.

Although the university has 15 research and application centers, the number of projects produced in these centers is not sufficient. The main reason for this is the insufficiency of personnel and budget due to the fact that these centers are not officially included within the academic organizational chart.

5.4. Financial Constraints

The budget system the universities are bound with has an over-centralized structure. Even though the "Public Finance Administration Control Law No.5018", enacted in 2006, enforces a transparent and proper use of the budgetary resources, any delay in the delivery and partial transfer of the sources from the treasury create problems in achieving the goals stated in the strategic plan.

The main financial resources come from the national budget. Tuition and fees, revolving funds and other incomes are other important means of resources (Table 1). Tuition and fees are determined by the government and generally kept low, and comprise only 8% of total annual university budget. The expenditure per student per year is 4200US$ in Turkey, much lower compared to that in OECD countries where it is 7951US$. The per-student expenditure in the University in 2009 was 2943US$, 2612US$ of which came from the governmental resources and 331US$ from the students. This shows that the student contribution is only 11,2% of education and teaching expenditures (Table 2). Increasing the tuition and fees to a realistic level will provide an important resource to increase the quality of education.

Table 2. Education and Teaching Expenditures Per Student Per Year[(1)].

Year	**2005**		**2006**		**2007**		**2008**		**2009**	
	TL	US$	TL	US$	TL	US$	TL	US$	TL	US$
State expenditure per student	2333	1741	4415	3295	3745	2642	3707	3185	4000	2612
Student fees	370	274	428	319	372	262	459	395	508	331
Student fees/total expenditure	%13,5		%8,8		%9		%11		%11,2	

[(1)]Exchange rate of dollar has been calculated for each year according to effective exchange rate of the TR Central Bank on the 4th of January.

Another important source of income is the revolving funds (38.4% of the budget). A great amount of this income (approximately 95%) is earned by the Farabi Hospital and the Faculty of Dentistry. A new programme has been launched nationally in recent years to overcome the problems in health services in the country, and, consequently, the National Social Security Authority was set up to implement the programme. This authority, which covers most of the health expenditures in the country, had a policy to keep the prices low and often had delays in making the payments to hospitals. This had a negative effect on all health instiutions and also resulted in a significant decrease in the revolving funds of the KTÜ earned by the Farabi Hospital.

In addition, high amount of financial cuts applied to earnings from the revolving funds according to the respective legislation negatively affects the work motivation of the lecturers

who plan to develop projects and provide counselling services through the revolving funds. To counteract this, the academic staff are encouraged to utilize the opportunities to be provided by the TECHNOPARK which has recently been completed.

6. HOW IS THE INSTITUTION TRYING TO DO?

6.1. Academic Activities

In order to establish a paradigm for the transformation from teacher-centered education to student-centered education, "The Short-Cycle and The First-Cycle Education-Teaching, Examination, Evaluation and Student Affairs' Regulations" have first been modified. Also, workshops and seminars regarding student-centered education and evaluation-assessment have been organized for the academic staff. With the changes in the respective regulations, the students' home works, projects, laboratory activities, and field works have been taken into consideration for the calculation of their grades. These changes had the objective of improving the students' individual abilities, increasing their practical capacities, and enabling them to gain leadership and entrepreneurship qualities. In order to support this process, library resources have been increased, and academic and financial support have been given to student projects. Student clubs have also been established to improve the students' communication and interaction abilities. To facilitate the running and administration of the clubs, "Student Clubs Guideline" has been prepared and put into practice.

Double majors, minors and certificate programmes have been initiated to enable successful students to obtain competency certificates in different areas. In addition, in case of demand, successful students of KTÜ, who have completed their first year are allowed to transfer to other relevant departments within certain quotas. The students in other universities are given the same rights to transfer to KTÜ. There are students leaving KTÜ in this way as well. However, the number of incoming students is twice that of outgoing students.

Karadeniz Technical University is determined to provide all kinds of services for disabled students. In order to make them feel more comfortable, some works have already been started. In the long-term the project of "obstruction-free university" has been aimed.

The necessary regulations for wheelchair access ramps for door entrances and sidewalks, lifts in every building, restrooms and other facilities for the people with special needs, in social places such as the library, reading halls and car parks have been made to help the disabled benefit from social and cultural places to the best of their desires. Preparations have also been by the Medico-Social Unit to meet all the needs of the students with special needs in order to help them carry out comfortably their educational activities, and the directors of the academic units have been informed of these arrangements.

Curriculum reforms in line with the objectives of the Bologna process, have been initiated in every academic unit to improve the quality of education. In this regard, the curricula of all academic units have been modernized according to the current needs and developments, and the minimum total local credit required for graduation lowered to below 150. Programme objectives and outcomes have been determined for the academic units (departments), and the curricula redesigned accordingly. For each course, objectives and learning outcomes, syllabi, teaching and assessment methods , work loads, and reference materials have been determined and entered into a database system which can be accessed through the internet via http://obs.KTÜ.edu.tr/en. Thanks to these preparations, which also form the basis of European Credit Transfer System, the university has applied for the ECTS label. The evaluation process is currently under way.

In addition to the works undertaken to complete the ECTS information packages, Diploma Supplement works have also been completed and the university was awarded the Diploma Supplement Label by the European Commission in 2009 (Appendix 12). Since these works involve the reorganization of ECTS credits, the obstacles before the student mobilization have largely been eliminated, leading to improvements in recognition. The university has

been in the Erasmus Programme since 2004, providing an opportunity to an increasing number of its students every year to pursue part of their education abroad. So far, 468 students have benefitted from this programme. While the number of students sent abroad every year is around 100, the university receives only 20 students. Moreover approximately 25 academic, administrative, and technical staff are sent each year to the universities and other organizations in the EU countries for teaching and training purposes.

As a domestic version of the Erasmus Programme, FARABI programme was launched in 2009 to enable and encourage academic and student mobilization among the Turkish higher education institutions. So far, fifty students from KTÜ have already participated in this programme and been sent to other higher education institutions, and 20 students come to KTÜ. The university is trying to do everything necessary to ensure a successful and wide-spread implementation of the FARABI programme.

The works regarding the Bologna process have been carried out in such a way as to accelerate and stimulate the internal and external accreditation works. In this context, the Faculty of Engineering has applied to MÜDEK (Deans' Counsel of Engineering Faculties) authorized by ENAEE. Two departments in the faculty have already been accredited, and all others have completed the first phase of the accreditation evaluation. Similarly, the Department of Maritime Transportation and Marine Engineering was accredited first in 2006, and it was renewed in 2009.

Student surveys have been used to assess both the courses and the lecturers to improve the quality of education (Appendix 13). To complement the student surveys, student-rector meetings are held every year without the participation of lecturers to determine the problems students face in their academic, social, and cultural lives, and to find ways of tackling these problems. These meetings are considered as a way of ensuring the direct participation of the students in the administration. The suggestions offered in these meetings are used to improve the quality of education and to plan socio-cultural activities. As one of the consequences of such feedbacks, the "Charity Volunteers' Office" has been established to help the students in need.

In an effort to facilitate the international mobility of the academic staff, to increase the number of academic staff who are able to teach in a foreign language and to help increase the motivation and self-confidence of the personnel of the institution, a language-learning programme has been initiated, and the first group of academicians was sent to Malta in the last quarter of 2009.

The university places a great importance on life-long learning, and consequently has established a Life-long Learning Center where courses and certificate programmes are organized on demand. In this regard, many courses and certificate programmes have been launched including European Computer Driving Licence (ECDL), website design, internet programmeming, entrepreneurship in business creation, and in-service training. Two distance learning centers on the two main campuses and classes with all kinds of technical equipment help facilitate these activities and contribute to education and teaching. In the distance learning center, a non-thesis master's degree programme in Educational Administration and distant courses betwen universities with comparable programmes are currently offered.

6.2. Research

Research activities, essential parts of the University's mission, are supported in various ways. Renovation of the research laboratories, and the enhancement of the university library in terms of digital databases in the last few years are among the significant improvements.

Unlike many other universities, KTÜ has a substantial source of revenues coming from the revolving funds generated mostly by the faculties of Medicine and Dentistry. Five percent of this fund is allocated to the research and development projects.

The Coordination Unit of Scientific Research Projects (BAP) has undertaken a very important function for the development and improvement of research capacity of the university through funding research projects for the academic staff. This support is aimed at providing essential contributions to science, technology production and competitiveness in accordance with high level research activities in priority areas of the country, and at promoting the cultural and socioeconomic values of our region and the country. The BAP helps to improve the research strength of the university with the new funding programmes such as 'Fast-Track-Application' which supports short-term and low-budget projects and 'R&D support' for young scientists.

The most important parameter among the criteria of appointment and promotion of academic personnel is to have internationally-cited publications. This is a significant encouragement for the academic staff to publish articles, books etc. Another support is the award by the KTÜ Foundation for peer-reviewed international publications, given according to the criteria of the Scientific and Technological Research Council of Turkey (TUBITAK). The number of publications has increased greatly since 2006, the year the award system started (Table 3).

Table 3. The number of peer-reviewed and internationally-cited publications.

Year	Number of academic staff	Number of publications	Number of publications per academic staff	Relative position among universities
2006	624	312	0,50	19
2007	596	352	0,59	17
2008	693	444	0,64	16

Furthermore, KTÜ has always been a leading university, and, with respect to the number of publications in international journals, was placed in the ninth place in 2008 among all universities in the country by the TÜBİTAK – ULAKBİM, which awards researchers who publish their works to encourage qualified publications.

Academic members are supported financially through the revolving fund resources for their oral and poster presentations in international conferences, congresses and symposia. National and international scientific conferences held by academic units are also encouraged and supported financially. The number of scientific activities supported with resources of the university is approximately 300 per year. In this regard, KTÜ may be considered as a "University of Conferences".

The Coordination Unit of Scientific Research Projects (BAP) primarily supports dissertation studies of graduate students in postgraduate programmes in case they are presented as research projects. Moreover, three most successful postgraduate dissertations are awarded financially every semester.

The Ethical Board of the university has been founded to prevent overlaps of subjects in the studies of academic staff and help to make sure that the studies are carried out with ethical responsibility. Some other academic units including Faculty of Medicine have also constituted their own ethical boards to supervise their own studies.

6.3. Management of Financial Resources

Main financing resource of KTÜ comes from the national budget. The revenues from the registration fees of students, revolving funds and other resources are important items contributing to the budget.

The total budget was 260.266.111 TL in 2009. Of this budget, 131.129.240 TL (50.4%) was from national treasury resources, 20.933.108 TL (8%) from student fees and 7.852.070 TL (3%) from rent, project and donation revenues. 5.351.693 TL of the revolving funds was transferred to Scientific Research Fund to support research projects in 2009.

Expenditures of the university can be divided into four main groups:

a) Personnel expenses
b) Goods and services expenses
c) Investment expenses
d) Research project expenses

Personnel expenses are the largest item reaching 106.757.000 TL for the year 2009. This amount corresponds to a share of 65% of the budget coming from the national treasury. The resource allocated for purchasing goods and services was 26.026.000 TL (16%) and for investments 32.516.000 TL (19%) (Table 4). The entire budget is distributed among all academic and administrative units in accordance with the strategic plan (Appendix 14).

Table 4. The distribution of expenses at KTÜ (×1000TL)

Budget Expenses	**2005**	**2006**	**2007**	**2008**	**2009**
Personnel Expenses	58.926	70.669	71.370	80.746	89.614
Social Security Contribution Expenses	7.969	9.721	9.506	9.989	11.046
Goods and services Expenses	14.193	20.990	22.536	24.397	26.026
Current transfers	10.604	884	5.076	824	6.097
Capital Expenses	15.557	46.345	25.353	22.837	32.516
Total	107.249	148.609	133.841	138.793	165.279

7. QUALITY MONITORING AND MANAGEMENT

7.1. Quality Monitoring

The administration of KTÜ has always taken into consideration the principles of accountability and transparency along with the continuing institutional development in accordance with the Constitution, Higher Education Law no 2547 and the Public Financial Management and Control Law No: 5018. The university has long endeavored to save the interests of students, academic and administrative staff and graduates while trying to improve its continuing functions in education, scientific research and community services.

KTÜ strongly believes in the total quality management system and has already started to work on it. The strategic plan for 2007-2011 was prepared and implemented. An action plan was prepared for this, areas of activities with progress and without progress were monitored and reported, and performance indicators and data collected were evaluated. Renewal of the Strategic Plan was needed after the restructuring of the university within the last three years.

For the last 20 years, KTÜ has been conventionally conducting surveys among students to evaluate the performance of education and academic staff at the end of each semester. These surveys have been conducted on-line in the Faculty of Medicine for ten years, in the Faculty of Engineering for three years and in the Fatih Faculty of Education since 2009. The results have been evaluated with the stakeholders.

First survey, covering the academic and administrative personnel, planned in accordance with the Strategic Plan for 2009-2013 has recently been conducted and the results have yet to be evaluated. Student Council established in 2005 shares data collected from students via surveys with the University Management. Similarly, a survey for the alumni was conducted in 2009.

The criteria for appointment and promotion of academic personnel in the University are strictly implemented and gradually enhanced over time in line with quality expectations of the institution.

At least two referees, one from a different university, evaluate research projects submitted to the Coordination Unit of Scientific Research Projects (BAP). Later, the Executive Board of BAP evaluates the projects based on the scientific originality, far-reaching influence and feasibility as well as the credentials of the researchers such as performance in previous projects, number of publications, citations and the number of projects and the amount of funds brought from other resources to the university. The BAP monitors the projects with progress reports that the project coordinators have to provide every 6 months.

In-service training programmes are held occasionally to equip administrative personnel with current knowledge and skills.

The Farabi hospital has adopted a new management approach based on total quality management standards. In this respect, a Quality Coordination Board was established and new guidelines for the implementation were prepared. In this context, an annual patient satisfaction survey was conducted for the first time in 2009.

Internal Control Unit has been established in accordance with Public Financial Management and Control law no: 5018 and presents regular reports to the rector by following the administrative and financial activities of all units of the University.

7.2. Quality Management

Sensitive to quality management, KTÜ has taken steps towards institutionalization. The Academic Evaluation and Quality Improvement Committee, the Accreditation Committee, the Deans Council, the University Strategic Planning Commission and the committee for the Relations with the European University Association were formed to support and sustain quality management. All of these commissions are in close cooperation with the University Senate and the Executive Board.

However, the desired level of awareness at individual level on total quality management has not been achieved yet, as the creation of quality culture is a time-consuming process. Having prepared the strategic plans of the academic and administrative units and knowing the necessity of realizing the activities within this framework will be the driving force in the development of quality culture.

8. STRATEGIC MANAGEMENT AND CAPACITY TO CHANGE

The most important step towards implementing a successful institutional reform rests upon a good strategic plan. In accordance with this thought, the Strategic Planning Commission was established in 2005 and prepared the first strategic plan of the University for the time span of 2007-2011. Shortly after the commencement of the implementation of this plan, academic units of KTÜ in cities other than Trabzon were converted to five new higher education institutions by the Higher Education Council. The changes that have taken place in the structure and running of the University were taken into consideration and the new strategic plan was prepared in 2008 covering the period of 2009-2013.

9. FINAL DISCUSSION

Founded in 1955, KTÜ has a strong institutional identity with the experience gained in education, research and community service over the years. Since its establishment, many universities have been established in the country, competition among these universities intensified and the roles brought up on universities by the global changes and developments diversified. KTÜ, aware of its responsibilities, has tried its best to keep up the pace with the leading higher education institutions world-wide not to stay behind in this fearce competition. In this context, educational infrastructure such as lecture rooms and theatres, and seminar rooms have been renovated and equipped with the latest technology in line with student-centered system, student laboratories modernised, new state-of-the-art research laboratories

constructed, the main library enlarged and its facilities improved, and almost all of the social, cultural and sports facilities revamped.

In order to enable its students to gain self-confidence, leadership-, teamwork-, creativity and entrepreneurship skills, KTÜ has aimed at giving its students more responsibility in educational activities and initiated a move from teacher-centered educational approach to student-centered approach. In line with this aim, new regulations and changes have been made in the educational system in accordance with the ECTS system and accreditation criteria. In addition, workshops and seminars have been organised for the academic staff to ensure their adaptation to changes in the methods of testing and evaluation required by the active learning system. They were urged and encouraged to give due attention to assessment methods such as homework assignments, projects, laboratory works and field practices when evaluating the success of students. This system is still in the early stages and therefore its effects on the students' success and whether or not they meet the programmes' learning outcomes have not yet been fully identified in all academic units. The evaluation studies to test the success of these changes have been started in the Faculty of Engineering and will shortly be extended to cover all other faculties. The initial results obtained through on-line student surveys conducted in all academic units, however, show that the transformation has been positively perceived (Appendix 15).

KTÜ, with its approximately 41.000 students in the short-, first-, second and third-cycle degree programmes, has become a more dynamic institution following the separation, as new universities, of its academic units in other campuses outside the province of Trabzon. With this new structure, KTÜ has been turned into a university that has units only in the province of Trabzon. This makes it possible for the university to use the resources more effectively and efficiently, and is considered as an opportunity for improvement and growth of the university in vertical direction.

Like in all state universities in Turkey, a significant portion of the KTÜ budget comes from the govermental sources. Revenues from the revolving funds and student tuition and fees are other major sources of the budget. The income earned from projects and consulting services, however, are limited due mainly to the lack of industrial companies and strong SME's in the region. High-rate legistlative cuts over the consultation fees applied by the state also discourage the academic staff to run for and make projects. Such reasons limit the diversity of budgetary sources and hinder any significant increase in institutional revenues.

KTÜ has paid due attention to the policies of total quality management and quality assurrance, and taken many steps towards their implementation in the areas of education, research and community services. Among the work that has been completed so far is the establishment of committees required for the implementation of these policies. It is a fact, however, that the University staff need some time to adopt the requirements of quality culture and to perceive it as an institutional legistlation. Nevertheless, initiation and management of the process institutionally is a big step forward towards achieving the "quality culture" in all academic and administrative units of Karadeniz Technical University.

KTÜ, having embarked on becoming one of the best higher education institutions both on regional, national and international level, is committed to be within the competition between universities and to serve humanity universally. In this regard, applying to the Institutional Evaluation Programme (IEP) of EUA, of which we have been a member for a long time, is not a final destination but an important step forward towards creating quality culture. This step will, no doubt, trigger many other achivements with respect to total quality management.

APPENDIX

App 1. The overall structure of the Turkish Education System

App 2. Organizational Chart of Karadeniz Technical University

App 3. Geographic Locations of Karadeniz Technical University Campus

App 4. Academic Units of Karadeniz Technical University

App 5. Student distrubition Lists of Karadeniz Technical University

App 6. Distrubition of foreign students of Karadeniz Technical University

App 7. Databases of Karadeniz Technical University

App 8. Information package sample of Karadeniz Technical University

App 9. Practice and research centers of Karadeniz Technical University

App 10. EU projects of Karadeniz Technical University

App 11. Directive for appointment and promotion of Karadeniz Technical University

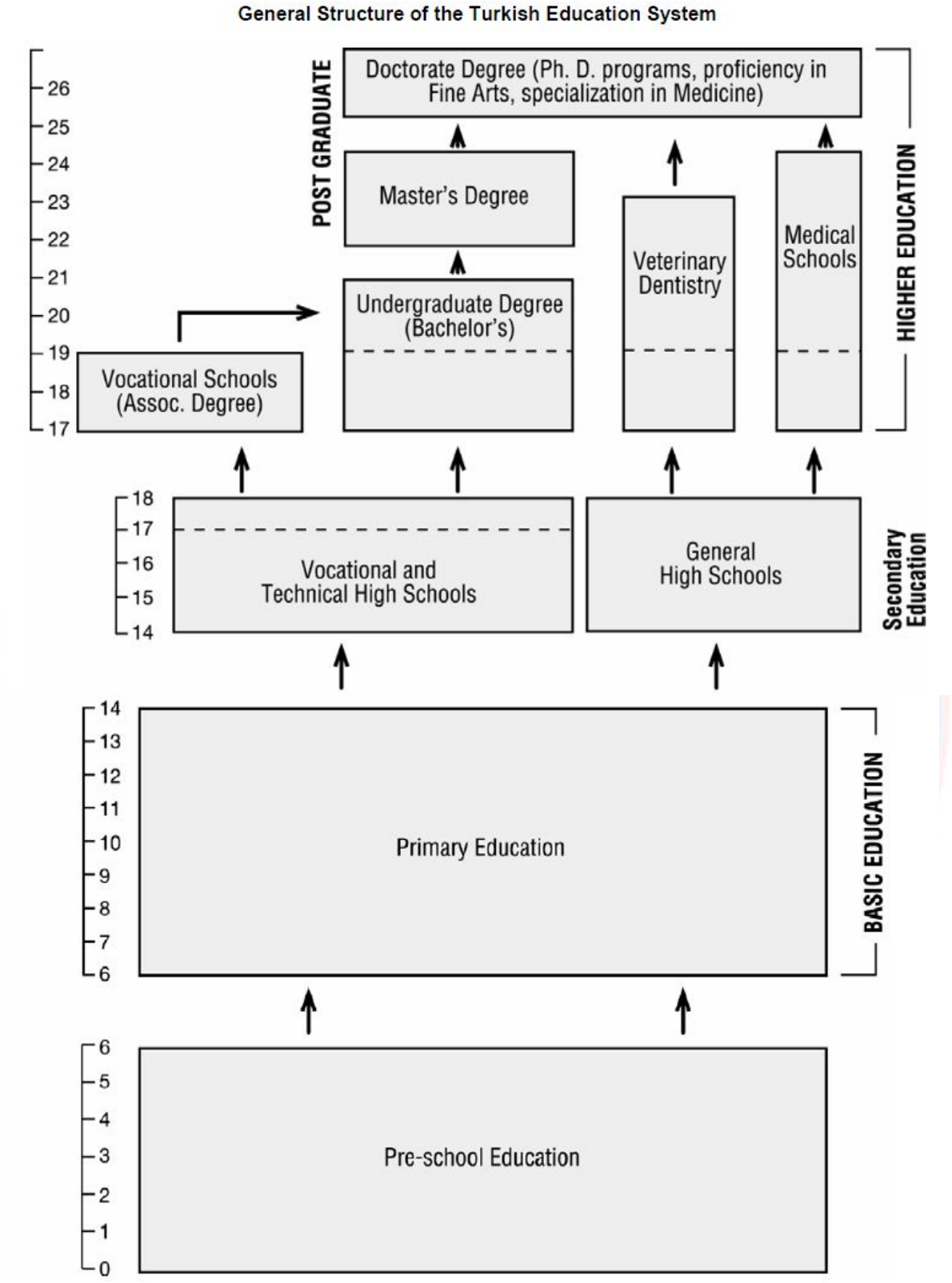
App 12. Diploma Supplement sample of Karadeniz Technical University

App 13. Student Surveys of Karadeniz Technical University

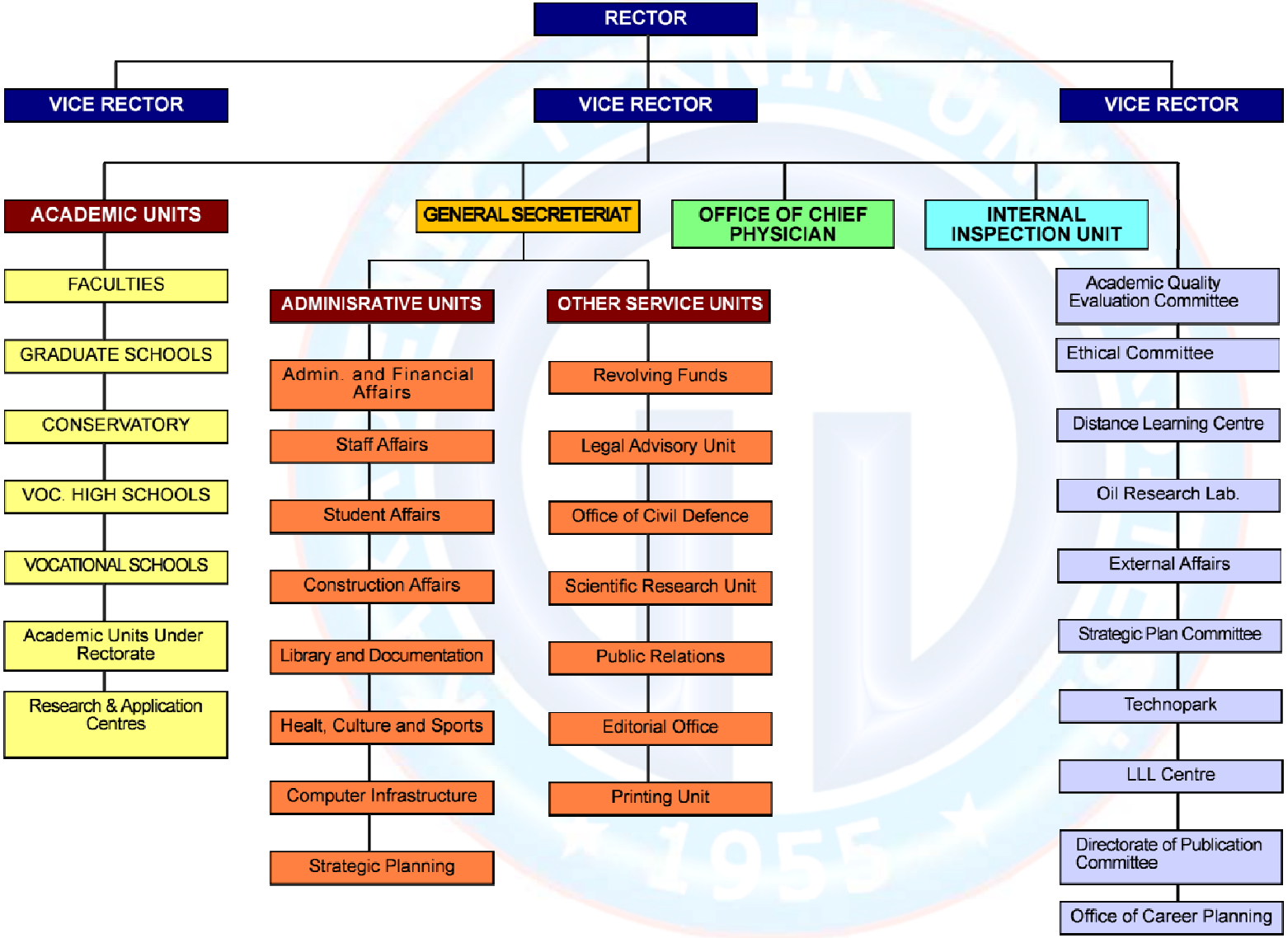
App 14. 2010 Performance Budget of Karadeniz Technical University

App 15. Academic staff and Administrative personnel survey of Karadeniz Technical University

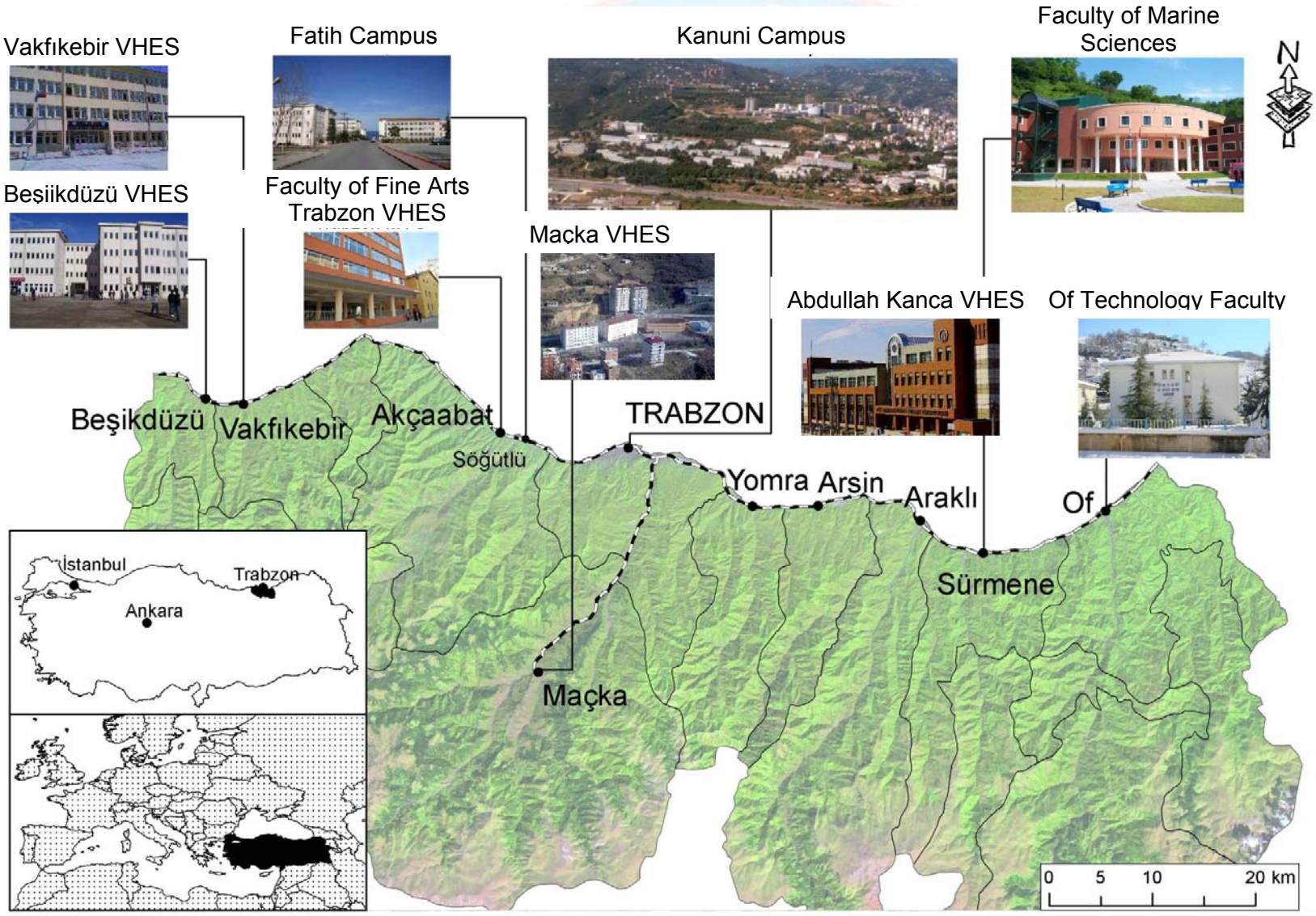
Appendix 1. General Structure of the Turkish Educational System



Appendix 2. Organizational Chart of The Karadeniz Technical University



APPENDIX 3. Geographical Location Karadeniz Technical University Campuses-



APPENDIX 4. Karadeniz Technical University – Academic Units

Faculty	Institute	Higher Education School	Conservatory	Vocational Higher Education School
Engineering	Institute of Sciences	Foreign Languages	State Conservatory	Trabzon
Architecture	Social Sciences	Trabzon Health		Health Services
Forestry	Health Sciences	Physical Ed.and Sports		Tourism&Hotel Management
Science and Literature	Karadeniz Research			Macka
Medicine				Besikduzu
Economics and Administrative Sciences				Vakfıkebir
Fatih Education				Abdullah Kanca
Sürmene Marine Sciences				Arsin
Dentistry				
Communication				
Law				
Fine Arts				
Pharmaceutics				
Of Technology				

APPENDIX 5. Karadeniz Technical University – Student Distribution Lists

FACULTIES

Faculty	Formal Education	Evening Education	Total
Engineering	4031	2015	6046
Architecture	626	-	626
Forestry	1212	624	1836
Science and literature	2509	1395	3904
Medicine	980	-	980
Fatih Education	3937	2216	6153
Economics and Administrative Sciences	4348	3307	7655
S. Marine Sciences	787	191	978
Dentistry	176	-	176
Communication	142	-	142
Law	84	-	84
Fine Arts	15	-	15
TOTAL	18847	9748	28595

Higher Education Schools

Higher Education School	Formal Education	Evening Education	Total
Trabzon Health	523	-	523
Physical Education and Sports	259	-	259
TOTAL	782	-	782

INSTITUTES

INSTITUTE	Post graduate	Doctorate	Total
Nat. & Applied Sciences	1436	652	2088
Social Sciences	1088	97	1185
Health Sciences	123	39	162
Total	2647	788	3435

APPENDIX 5. Karadeniz Technical University – Student Distribution Lists *(continued)*

VOCATIONAL HIGHER EDUCATION SCHOOLS

VHES	Formal Education	Evening Education	Total
Trabzon	1840	1230	3070
Tourism&Hotel Man.	237	177	414
Health Services	262	-	262
Macka	734	183	917
Besikduzu	1757	666	2423
Vakfıkebir	713	428	1141
Abdullah KANCA	184	-	184
Total	5727	2684	8411

UNIVERSITY TOTAL

	Formal Education	Evening Education	Total
Faculties (4+5+6 year bachelor's degree)	18847	9748	28595
Higher education Schools (two-year/bachelor's degree)	782	-	782
Graduate Schools	2647	788	3435
Vocatıonal Hıgher Educatıon Schools**(associate degree)	5727	2684	8411
GENERAL TOTAL	28003	13220	41223

450 Research associates who are specialists in The Faculty of Medicine are not included.

** *Vocational Higher education School Students who are at the stage of internship are not included.*

APPENDIX 6. Karadeniz Technical University – Student Distribution Lists

FOREIGN STUDENTS

Germany	11	Kirghizistan	3
Australia	2	Kenya	5
Azerbaijan	97	Lithuania	2
Afghanistan	8	hungaria	8
Balkar/kabarta	1	Mexica	1
Bulgaria	19	Macedonia	1
China	5	Mongolia	29
Ethiopia	1	Myanmar	2
Palestine	5	Nigeria	6
Georgia	55	Pakistan	2
Holland/Netherlands	1	Romania	1
Spain	3	Russia	1
Italy	3	Syria	7
Iraq	5	Saudi Arabia	1
Iran	54	Tadzhikistan	1
Ingushia	1	Turkmenistan	45
Turkish Republic of North Cyprus	8	Jordan	1
Kazakhistan	5	Greece	9
		TOTAL	409

25% of the foreign students are female.

APPENDIX 7. Data Bases at KTÜ

DATA BASE OF SUBSCRIPTIONS :

ACM Digital Library *(Copmputer, Electrics and Electronics)*
ACS (American Chemical Society) *(Chemistry)*
AGRICOLA Plus Text *(Forestry)*
AIP (American Institute of Physics) *(Pyhsics)*
ASCE (American Society of Civil Engineers) *(Civil Engineeringt)*
ASFA (Aquatic Science & Fisheries Abstracts) *(Fishery)*
ASME (American Society of Mechanical Engineers) *(Mechanics)*
ASTM *(Genel Mühendislik)*
Avery Index to Architectural Periodicals *(Architecturei)*
BMJ Clinical Evidence *(Medicine)*
BMJ Journals Online *(Medicine)*
CMMC (Communication & Mass Media Complete) *(Communication)*
CUP (Cambridge University Press) *(Multidisciplinary)*
Dialog Prestige *(Law)*
EBRARY ElAppendixtronik Kitaplar *(Multidisciplinary)*
Education Research Complete *(Educational Sciencesi)*
Emerald *(Bussiness and Administration)*
FSTA (Food Science & Technology Abstracts) *(Biology)*
GeoRef *(Geology)*
Hospitality & Tourism Complete *(Tourism)*
Hukuk Türk *(Law)*
IOP (Institute of Physics) *(Physics)*
JSTOR *(History)*
Knovel E-Books *(Multidisciplinary)*
MathSciNet *(Mathematics)*
MD Consult Core Collection *(Medicine)*
Micromedex *(Medicine)*
MLA International Bibliography *(Languages)*
MyiLibrary Tıp Kitapları *(Medicine)*
OUP (Oxford University Press) *(Multidisciplinary)*

APPENDIX 7. Databases at KTÜ *(Continued)*

PROQUEST Dissertations & Theses Full Text *(Multidisciplinary)*
PROQUEST Health & Medical Package *(Medicine)*
PsycARTICLES *(Psychologyi)*
SAE Digital Library *(Engineering)*
SAFARI E-Books *(finance, Engineering)*
SAGE Premier *(Multidisciplinary)*
Serials Solutions 360 Link (Article Linker) *(Interface)*
Serials Solutions 360 Search (Central Search) *(Interface)*
Source OECD *(Finance)*
SPORTDiscus with Full Text *(PE and Sports)*
Springer *(Multidisciplinary)*
Springer Lecture Notes in Computer Science (LNCS) *(Computer)*
Syndetic Solutions *(ınterface)*
Thieme Connect *(medicine)*
UpToDate *(Medicine)*
Westlaw International *(Law)*
Wiley-Blackwell *(Multidisciplinary)*
World Bank Veritabanları *(Business)*
Zentralblatt MATH *(Mathematics)*

B) FREE DATABASE SUBSCRIPTIONS :

CAB Abstracts *(Agriculture)*
EBSCOhost Academic Search Complete *(Multidisciplinary)*
EBSCOhost Business Source Complete *(Multidisciplinary)*
IEEE *(Computer, Electrics and Electronics)*
ISI Web of Science *(Bibliographicf)*
OVID *(Medicine)*
Science Direct *(Multidisciplinary)*
Taylor & Francis *(Multidisciplinary)*

APPENDIX 8. KTÜ Information Package and Course Catalogue

Appendix 9.

KTÜ Research and Application Centers (RACs)

Ataturk's Principles and History of Revolutions

Computer Sciences

Computer-assisted Design, Engineering and Production

Geographical Information System

Marine Ecology

Electronical Communication Systems

Flooding and Landslide

Sultan Suleyman the Magnificent

Startegic Research Center

Material Sciences and Production Technology

Preschool Education

Forestry

Foreign Language Teaching

Hazelnut and Tea Farming

APENDIX 10: The list of Research projects carried out at KTÜ.

SEQ. NO:	NAME OF THE PROJECT	PROGRAMME	CONDUCTOR	PARTNERS	SUBMISSION DATE	STATUS	EXPLANATION	Completion Date	BUDGET
1	A Project of Educating Marketting Personnel	SRAP (Project of Eliminating Social Risks)	Trabzon Chamber of Commerce and Industry.	KTÜ,Institutes of Education , 15 SMEs	December 7	Completed	20 unqualified young people were educated and 16 were employed	July 8	
2	A Project of Educating Marketting Personnel	TR.90 Regional Development Programme.	Trabzon Chamber of Commerce and Industry.	KTÜ,Institutes of Education , TRT, State Theater and 20 SMEs	April 8	Completed	80 unemployed and 20 employed workers were trained and 52 were employed	Mar.09	95.609,85 EURO
3	Emprowing SMES by Training Their Key Personnel	Eurochambers	Trabzon Chamber of Commerce and Industry.	KTÜ,Institutes of Education , 15 SMEs	May.08	Completed	50 key personnel in SMEs were trained	Ara.09	109.882 EURO
4	A Project of trainin receptionists and other service personnel in Tourism	Active Employment Precautions II	Trabzon Chamber of Commerce and Industry.	KTÜ,Institutes of Education , 9 Partner Hotels	June 8	Completed	20 for kitchen and other services were trained service and 14 were employed.	Sept. 9	84.314,66 EURO

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

5	European Enterprises Network: The Black Sea	Competitiveness and Innovative Frame (CIP)	Trabzon Chamber of Commerce and Industry.	Samsun TSO, Zonguldak TSO, KOSGEB, KTÜ TAPPENDİXMER; KOSGEB OMU TAPPENDİXMER; Samsun KOSGEB IGEM		Still continuing	Enterprise Europe Network) organizes training programmes for universities, and other commercial and industrial enterprises for internalization, technology transfer, innovation abd EU programmes.	2013	473.804 EURO
6	Whey Powder Production Facility	Pre-accession Aid(IPA) Regional Competition Opportunity Operational Programme	Trabzon Chamber of Commerce and Industry.	KTÜ, Beşikdüzü Organized Industrial Zone	June, 2009	Still continuing	It is aimed both to enable the sectoral development and to solve the decontamination problem by powdering the whey which is an important waste of the firms in milk products sector and enabling its usage in various industries within the scope of the project.	2014	5.000.000 EUROS

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

7	Yeniçam Ship-Building Yard Region, Ship-Building Yard 3-Establishment of "A Production Support Workshop" on the Boat Production Area.	Pre-accession Aid(IPA) Regional Competition Opportunity Operational Programme	S.S. Plate Ship, Wooden Boat,and Cruiser Fabricators	KTÜ, Trabzon Chamber of Commerce and Industry.	June, 2009	Still continuing	The aim of the project is to need the shortcomings of the SMEs in the region and to augment the competitiveness capacities of them and to provide a stability by providing informatics, technology, usage of the machines and equipments for production in high capacity, design, planning, engineering, innovation, institutionalism, information support, marketing and counseling services via constituting Support, Research and Development Centre.	2014	8.000.000 EUROS

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

8	National Aggregation Net Project	Regional Development Operational Programme.	Trabzon Chamber of Commerce and Industry			Still continuing	Establishing a cooperation and communication net between the Member Countries of the Regional Development Operational Programme and those not included in the programme and supporting the development of the SMEs' Network Structure and imroving their regional competitive ability		1.000.000 EURO
9	All Canvasas Open	A Programme Supporting Lifelong Learning	Akçaabat sailing Club	National education, KTÜ TCCI, KTÜ,TTSO, Trabzon Youth and Sports Office	June 1	Submitted	To train 50 persons in sailing, navigation, communication and and touristic activities		110.000 EURO

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

10	Nature is SeAppendixing its Guide	A Programme Supporting Lifelong Learning	Trabzon Society of Sports in Nature	TTSO, KTÜ,TURSAP	June 1	Submitted	To train 50 participants in the portection of nature and becoming a guide.		121.000 EURO
11	Computer-assisted Design Project	A Programme Supporting Lifelong Learning	Trabzon Chamber of Commerce and Industry	KTÜ	June 1	Submitted	To traing the personel in using CAD/CAM programmees in SMEs and to promote production technologies		140.050, 00 EURO
12	A Project of Training Qualified Joournalists and Reporters	A Programme Supporting Lifelong Learning	Trabzon Society of Journalists	KTÜ, TTSO, National Education and 4 SME s	June 1	Submitted	To train 20 unemployed persons and another 20 employed in the sector		134.332,5 EURO
13	Personel Training and Employment Programme Hydroelectric Power Stations	A Programme Supporting Lifelong Learning	KTÜ	TCCITTSO, 8 SMEs from the energy sector	June 1	Submitted	To train 40 persons in the field of HPS		133.859,6 8 EURO
14	Now women are Information Technologies in Framing	A Programme Supporting Lifelong Learning	Maçka Municipality	KTÜ, Esiroğlu Municipality, TCCI	June 12	Submitted	To train 100 women in the use Informataion Technologies in Framing		123.625,1 3 EURO

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

15	A Porgtram of training and employment of manager assitants	A porgram Supporting Women Employment	TCCI	National Education	June 12	Submitted			
16	Women's Salvation: Manual and eye-strainin work	A porgram Supporting Women Employment	Institute of Maturation		June 12	Submitted			
17	To promote employment of women in child care	A porgram Supporting Women Employment	Trabzon Municipality	KTÜ, TCCI, National Education	June 12	Submitted	To train 50 women in 0-12 year old child care.		145.589,55 EURO
18	To determine the amount of undergaround economy in retail trade in TR90 Region	To develop innovative methods to promotAppendixayıtlı registered economy	KTÜ	TCCI	June 15	Submitted			
19	To train and employ qualified personel in Shoe Making Sector	A Programme Supporting the Emloyment of Young People	Trabzon Chamber of shoemakers	TCCI, Trabzon Anatolian Vocational High School of Technology and ındustryTrabzon 80. yıl Anadolu tAppendixnik lisesi ve endüstri meslAppendix lisesi, TRT and two firms from the sector	Septem ber 14	Submitted	To train 30 young people in the field of shoemaking		381.272,57 EURO

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

20	Training and employment of Service Personel to work during the Olympic Games	A Programme Supporting the Emloyment of Young People	Trabzon Special Provincial Administration	TCCI, KTÜ, TRT, Trabzon Youth and Sports Office	Septem ber 14	Submitted	To train 100 personnel (%75 women, %25 men) in in Foreign Languages and other service sectors		223.948,3 3 EURO
21	A programme to train and employ Marketing Personel	A Programme Supporting the Emloyment of Young People	TCCI	KTÜ	Septem ber 14	Submitted			
22	Pormoting Entrepreneurship Girişimciliğin DestAppendixlenmes i (in collaboration with Italy)	A Programme Supporting the Emloyment of Young People	TCCI	To train young Entrepreneurs in collaboration with FORMAPER, a branch in Milan Chamber of Commerce, Industry and Agriculture)	Septem ber 14	Submitted	To develop a trategic collaboration between the two cities and countries , to train young people in Entrepreneurshi p, and to establish offices to promote young people's abilities in terms of Entrepreneurshi p		

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

23	A Project to train service personel in the field of furniture making to reinforce the sector	A Programme Supporting the Emloyment of Young People	TRABZON CHAMBER OF CARPENTERS AND FURNITURE MAKERS	TTSO, KTÜ, 5 SMEs	September 14	Submitted	To train 80 young personel graduated from vocatinal schools in the field of furniture making		303.187,18 EURO
24	Trainin and employment of qualified personel in welding business	A Programme Supporting the Emloyment of Young People	Trabzon Chamber of Industrial Manufacturers	TCCI, KTÜ, TRT, 7 SMEs	September 14	Submitted	To train 50 young personel in the welding business		138.308,20 EURO
25	Career Center for the Investment in the Future	A Programme Supporting the Emloyment of Young People	KTÜ	TCCI, National Education	September 14	Submitted	This Project aims to establish a career center for counselling activities for 200 senior KTÜ students, 100 female and 100 male ,in their transition form school life to professional life.		136.376,85 EURO
26	Contribution of the young to Turkey on the path to EU	A Programme Supporting the Emloyment of Young People	KTÜ Center of Lifelong Learning	TCCI , TRT, 4 Firms in the field of Law	September 14	Submitted	To train 50 persons in Information Technologies		128.854,75 EURO

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

27	Supportin Women's Entrepreneurship (In collaboration with Spain	A Programme Supporting the Emloyment of Young People	İspanya COCO STK (A Project to support Women's Entrepreneurship	TCCI	Septem ber 14	Submitted	To support Women's Entrepreneurship		
28	A Project of Creating a Union of Chambers in the Blacksea Region	2007-2013 Programme of Cooperation Across Borders	Varna Chamber of Commerce and Industry, Bulgaria	Varna Chamber of Commerce and Industry, Bulgaria , Trabzon Chamber of Commerce and Industry, Turkey; Drama Chamber of Commerce and Industry, Greece, Sivastopol Chamber of Commerce and Industry Ukrain; Georgian Chamber of Commerce and Industry, Georgia	Oct.12	Submitted	This roject is organized under the authority of the Blacksea Programme of Cooperation Across Borders and will last for 24 months		Trabzon CCI Budget: 64. 956,00 EURO

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

29	The Blacksea Commerce Net	2007-2013 Programme of Cooperation Across Borders	Constanta Chamber of Commerec and Industry	Constanta Constanta Cahmber of Commerec and Industry , Romania Trabzon Chamber of Commerec and Industry , Bulgaria, GreAppendix Organization of Foreign Trade Kavala Chamber of Commerec and Industry, Greece, Center for SME Development, Armenia	Oct.12	Submitted	This roject is organized under the authority of the Blacksea Programme of Cooperation Across Borders and will last for 24 months		Trabzon CCI Budget 58.300,00 EURO
30	Will You Play With Me?	A donation Programme for Empovering Preschool Education	Trabzon Municipality	TCCI, KTÜ	Nov.23	Submitted			

APENDIX 10: The list of Research projects carried out at KTÜ (Continued).

31	A Project to devise an Impregnation machine to use in SMEs for the purpose of Generalization of the Methods of Tree Protection	A Support Programme of Techno-entrepreneurship within the body of the Ministry of Commerce and Industry	Asst.Prof. . Ali Temiz		Jan.4 '10	Submitted	To have the patent of the machine, and to present it to the use SMEs, which will support SMEs financially. This will lead the development of a new sector in construction of wooden buildings and at the end of the Project a model wooden building will be exhibited as an end product of the Project.		99,640 TL

APPENDIX 11. KTÜ Regulations of Appointment and Promotion

THE PRINCIPLES OF PROMOTION AND APPOINTMENT FOR ACADEMIC POSITIONS AT KARADENIZ TECHNICAL UNIVERSITY

DATE OF ACCEPTANCE: 15/09/2008
DECISION NO: 220

THE PRINCIPLES OF PROMOTION AND APPOINTMENT FOR ACADEMIC POSITIONS AT KARADENIZ TECHNICAL UNIVERSITY (KTÜ)

OBJECTIVE:

ARTICLE 1:The objective of this guideline is to define the required conditions at Karadeniz Technical University for candidates applying to be promoted and appointed to the positions of professor, associate professor, and assistant professor, in accordance with the related article of act number 2547; and to provide support and coordination in the assessment for the administrators and the boards in charge with appointment; and to put forward and arrange the necessary criteria for enabling the candidates to make self evaluation

CONTENT:

ARTICLE 2: This guideline is for the candidates applying for the positions of professor, associate professor, and assistant professor at KTÜ.

BASIS:

ARTICLE 3: This guideline has been prepared in accordance with the related articles of Higher Education Law act number 2547 and the related articles of the law for Promotion and Appointment to academic membership.

ANNOUNCEMENT AND APPLICATION

ARTICLE 4: The departments in need of academic staff present their needs to the Rector's Office with the detailed rationale through the Dean's Office. The Rector decides to announce positions considering the University's general developmental objectives and strategic plans, and current positions. The available positions are declared on a national newspaper and announced to all universities in writing. In the advertisement, candidates are given minimum 15 days for application and also are informed of how to obtain the guideline.

ARTICLE 5: Candidates to apply for the positions of professor, associate professor and assistant professor are supposed to arrange their application files according to the order explained in attachment 1, which is available as the attachment of this guideline, and hand them in to the Directorate of Personal Affairs.

EVALUATION

ARTICLE 6: The files containing the applicants' works and studies together with the related guideline and attachments are sent by the Rector, Dean, and Director to the appointed lecturers who are supposed to evaluate them. The academic members who are supposed to prepare a report after examining the candidates' files consider the forms in this guideline and its attachments, the candidate's position in the scientific area, his/her potential and academic qualifications, continuity in his/her publications and researches, references made to his publications by other writers, the scientific research projects he/she has conducted or participated, his/her professional experience, contribution and services and put forward to their opinion and views. In the conclusion part of the report, they make their reasoned statement about whether the candidate is suitable for the position he/she has applied for. Explaining the reasons clearly for their positive or negative opinions and for the candidates who qualify for the position, mentioning the order of preference, they send the report and its covering letter to the Rector's or Dean's office in the legal duration.

ARTICLE 7: PROMOTION TO PROFESSORSHIP AND APPOINTMENT

7.1-Required Conditions in Promotion to Professorship and Appointment.

a) After assuming the title of associate professorship working in the related scientific field of study for minimum five years where there is vacant position of professorship,

b) In the related scientific field of study, having original treatise at the international level and in branches with application area, having application-oriented works,

c) Being appointed to a professorship position,

d) Serving for minimum two years in the position of professorship at another university or institute of high technology,

e) Being assumed as successful on the associate professorship exam according to the act number 2547 article27, from the candidates whose titles'(obtained in the foreign countries) equivalence is accepted and who have carried out all the requirements(their service period in associate professorship begins at the date when they assumed the title in that foreign country). The candidates whose professorship is accepted as valid in Turkey by the Interuniversity Board according to act number 2547 article 28

7.2 Required Criteria for Promotion and Appointment to Professorship

a) They must meet the minimum basic application conditions for the main study field on which he gained the title of associate professorship after assuming the title with the studies and publications made and which were put in affect by the interuniversity board in the year 2001 for the associate professorship examination.

b) In addition to examining the scientific quality of treatise, the candidates must score at least 150 points on academic and educational activities mentioned in the attachment 2 of this guideline . Minimum 90 points of this score must be on the activities carried out after assuming the title of associate professorship.

c) The candidates of social and administrative sciences and humanities, after assuming the title of associate professorship should have at least one article (with stated name and number) as the first or second name in journals listed in the attachment 4.

d) For the faculty of medicine, besides examining the scientific quality of the studies, the candidate should have at least three publications as the first name in journals listed in SCI (Science Citation Index), SCI-expanded (Science Citation Index), or SSCI (Social Science Citation Index) after assuming the title of associate professorship. At least one of these publications should be an original article (compilation, factual presentation, retrospective study, except for the letters to the editor).In addition, the candidate should score at least 300 points on the academic and educational activities mentioned on the attachment 3. The points scored in scientific studies should be at least 150 and minimum 100 of this should be scored after assuming the title of associate professorship.

Scientific studies are the publications listed among the academic activities in attachment 3, references, research and application projects, conference, seminar, panel (except for TV and radio programmes), session leadership, prizes, patents and scholarships.

e)The candidate should have supervised and graduated at least two MA/MS studies or one PhD study, if available, in his institute programme. The candidates who cannot meet this criteria should have written articles as the first name in class A journals in addition to the basic publication

conditions put forward by the Interuniversity Board after associate professorship. If the candidate is in the medical faculty, he should have supervised at least one medical specialization in clinic sciences (if present in his field of study), two MAs/MSs or one PhD , or one medical specialization in fundamental sciences. Or as stated in article 7.2 he should have at least one additional publication as the first name in journals listed in SCI (Science Citation Index), SCI-expanded (Science Citation Index), or SSCI (Social Science Citation Index) after assuming the title of associate professorship and increasing the total score up to 450 with an increase of 50% and also increasing his score up to 225 (150 points of this must be scored after assuming the title of associate professorship).

The candidates who meet the criteria in the articles 7.1 and 7.2 of this guideline apply to the Directorate of Personnel Affairs of the Rectorship with an application letter to be appointed and promoted to the announced professorship position. Candidates state the unit and the department they applied for and their main work of research in the application letter. The main work of research should be one of the publications produced after Associate Professorship and should be one of those in which the candidate is enlisted as the leader writer or should be a publication in which the candidate is the responsible author and the subject of the work should be overlapping with the department that the candidate is applying for and should be reflecting the candidates skills. In the attachment to their application letter the candidates deliver a signed ATTACHMENT 2 form (ATTACMENT 3 for those who apply for the Medicine Faculty) in which they state that they meet the requirements in the guideline, their curriculum vitas, the list of publications, a sample of certified Associate Professorship certificate, 6 sets of publications consisted of the studies and works to the Directorate of Personnel Affairs of the Rectorship.

7.3 Establishing the Juries for the Promotion and Appointment to Professorship

To ascertain the conditions and scientific or artistic qualities of the candidates who applied for the promotion and appointment to professorship, at least five juries three of whom are from different universities or High Technology Institutions and who are qualified in the same field the candidate applied for are established by University Administrative Committee in a single month. The Jury members write a report paper for all the candidates individually in two months after the documents are delivered to them and send them to the Rectorship with a cover letter.

7.4 Promotion and Appointment to Professorship

The reports about the candidates sent by the jury members to the Rectorate are discussed in the University Administrative Committee and a decision is made whether to promote the candidate to professorship and appoint or not. The appointment is done by rector.

In the procedures concerning the promotion to professorship of foreign citizens, provided that they meet the requirements mentioned in the articles above, except for the announcement requirement established in this guideline the procedures and principals in this guideline are applicable.

ARTICLE 8- PROMOTION AND APPOINTMENT TO ASSOCIATE PROFESSORSHIP IN KTÜ

8.1 Necessary Requirements for Promotion and Appointment to Associate Professorship

Assuming the Associate Professor title via having been successful in the Associate Professorship examination given by the Interuniversity Board (In order to validate Associate Professor Title assumed in the foreign countries the equivalence decision of the Interuniversity Board is required).

8.2 Required Criteria in the Promotion and Appointment to Associate Professorship

a) With the studies and publications until the date of application for Associate Professorship, the candidate should meet the basic terms of application in his or her field that the Interuniversity Board has put into effect since 2001.

b) The members of the jury assigned to examine the files of the candidates individually examine the scientific quality of the works in their report. Besides, the academic activities of the candidate stated in ATTACHMENT 2 (ATTACHMENT 3 for Medicine Faculty) must score minimum 100 points. Minimum 50 points must have been taken from the publications released after assuming one of the titles of 'Specialty in Medicine', 'Proficiency in Art' or 'Doctor'.

For the Medicine Faculty, along with the examination of the scientific quality of works, the candidate must have at least 3 publications as a first writer in journals scanned by SCI (Science Citation Index), SCI-expanded (Science Citation Index) and SSCI (Social Science Citation Index). At least one of those must be an original article (excluding collected works, case presentation, retrospective work, letter to editor). In addition, there must be minimum 200 points from the educational and academic activities that the candidate has accomplished and stated in ATTACHMENT 3. As for scientific studies the score must be minimum 100.

For Medical Faculty, besides the scientific analysis of the candidate's studies, s/he is required to have at least 3 (three) publications that have been published as the first title in the bulletins scanned by the SCI (Science Citiation Index), SCI-expanded (Science Citiation Index) and SSCI (Social Science Citiation Index). At least one of these is required to be an original essay (collection, fact presentation, retrospective study, publications other than the letters to editors). Additionally, s/he is required to have got at least 200 points from the academic and educational activities that the candidate carried out, mentioned in (appendix 3).

Scientific studies are the publications, citations, researches, application projects, conferences, seminars, panels, moderator performances (other than the Tv and radio programmes), prizes, patents and scholarships among the academic activities shown in (Appendix 3).

c) The reports of the jury are required to be sufficient to be promoted and appointed to the associate professorship.

d) The candidate is required to have lectured successfully in his/her trial lecture (The ones who have successfully lectured in their trial lectures may be exempt on condition that they have certified it beforehand). Considerations of the trial lecture is the same as the ones in the appointment of associate professorship.

8.3 Formation of the Jury of Candidates applied for The Promotion and Appointment to the Associate Professorship

To determine the positions and the scientific and artistic qualifications of the candidates applied for the promotion and appointment to the associate professorship, a jury of 3 professors at least one of whom needs to be from another university, another is the relevant department administrator if available, and the other of whom is from the department that the candidate applied for, if not the from the closest department is determined by the Rector in fifteen days. The jurymen writes a report for each candidate individually and addresses them to the Rectorship in the covering letter appendix in the following one month after the papers have been handed in.

8.4 The Promotion and Appointment to the Associate Professorship

When the stages in question have been completed, the positions of the candidates are discussed during the executive meeting. In the event that more than one candidate have applied for

the declared position and been approved by the jury, the executive board states its preference. The Rector performs the required operations, deciding whether to appoint or not.

In accordance with the law no 2547 and clause article 34, in case of the promotion of the foreign national contracted instructors, all the procedures and the principles are applied except for the declaration requirement in the process of promotion to the associate professorship.

Article 9- THE APPLICATION AND PROMOTION TO THE ASSITANT PROFESSORSHIP AT KTÜ

9.1 The Requirements in the Promotion and Appointment to the Assistant Professorship

a) It's required for the candidates who will apply to be appointed to assistant professorship that they have done doctorate, become consultant or been qualified in one of the fields of art determined by the executive board. Candidates need to have worked for the relevant discipline for at least one year or to have got more than 50 % of the required grade to be appointed, from the date that they got that title forward.

b) It's required that they have got at least 65 points in The Interuniversity Foreign Language Examination (ÜDS) or an equivalent point in any examination whose equivalence is approved.

Those whose disciplines are related to any foreign language are required to have got at least 80 points in The Interuniversity Foreign Language Examination (ÜDS) or an equivalent point in any examination whose equivalence is approved. Additionaly, these candidates are required to have passed the foreign language exam in any other foreign language.

9.2 The Criteria of Promotion and Appointment to the Assistant Professorship

a) The applicant should have at least one publication as the first or second name in journals listed in SCI (Science Citation Index), SCI-expanded (Science Citation Index), SSCI (Social Science Citation Index) and AHI (Art and Humanities Index). Those publications shouldn't be on the science fields excluded in the Regulations for Associate Professorship and application criteria. For the science fields excluded in the relevant regulations, the applicant should have at least one publication as the first or second name in A or B class national or international arbitrated journals which are accepted by TUBITAK or TUBA.

b) The applicant should have at least 40 points in the activities stated in Appendix 2.
(20% of it should be got in Scientific Activities)
Scientific Activities: academic publishing, citations, research and application projects, conferences, workshops, panels (except for TV and radio programmes), being session leader, awards and scholarships are accepted as scientific activities showed in the academic activities stated in (APPENDIX2) and (APPENDIX3).

c) Getting the evaluation report of the jury members about the applicant, s/he should present his/her trial lecture successfully in front of the three-member-board chosen by rector, dean or director primarily from professors if not available from associate professors.

9.2.1 Considerations for Trial Lecture

a) While applying, the applicant should offer 5 different topics on undergraduate level.
b) The board chooses one out of 5 topics and informs it to the relevant deanship directorship of college or conservatoire.

c) Date, topic and place of the trial lecture are announced by the relevant deanship, directorship of college or conservatoire and the applicant is informed about it.
d) The lecture is open to students and academic staff.
e) Evaluating the performance of the applicant, the board sends an official report stating whether the applicant is successful or not to the deaconship, directorship of the college or conservatoire.

9.3 Forming the Board, Evaluating Works and Treatises

To examine the qualifications of the applicant, three professors or associate professors (one should be the administrator of that unit, one should be out of university) relevant to that science field are determined by the deans in faculties, by the directors in institutions, college, vocational high schools and government conservatoires in 15 days. In 30 days, the file including the works and treatises of the applicant is sent to the board members and they return with an official report stating their opinions.

9.4 Promotion to Associate Professorship and Appointment

Completing the foresaid phases, the situation of the applicant is discussed in the board meeting. If there are two applicants being successful for the vacant position, the board of directors expresses their preference. Dean or director expresses their opinion and suggestion to the rector by the file including a cover letter appendix. The rector deciding whether or not the applicant will be appointed carries out the necessary actions.

In accordance with the law no: 2547, article 34; promotion of the foreign national lecturers, who are employed as contracted, to assistant professorship, procedures and principles apart from the announcement requirements are followed. These lecturers take a foreign language testing determined by interuniversity board except their native language. 'Procedures and principles to assign foreign national lecturers as contracted' are applied to assign these lecturers.

EXCEPTIONS

Article 10- To get the number of necessary faculty member, for providing the education sustainability, canditates' assignments, appliying to assistant professors staff, can be done by the grace of University resolution of directors and Rector providing the Higher Education Council and Assignment Regulation's conditions.

RESIGNATION

Article 11- In the appointments of academic staff who resigned because of various reasons after working for a while the relevant articles of Law no. 2547 are exercised.

EFFECTIVE DATE

Article 12- This direction comes into effect with the approval of the Council of Higher Education.
Article 13- The Rector of Karadeniz Technical University conducts this direction.
Temporary Article 1- About the issues that are not in this guideline, current law, guideline and relevant notices are exercised.
Temporary Article 2- With this direction, the changes in the publication criteria needed for appointment and promotion will be exercised after the approval of the senate.
Temporary Article 3- The conditions of publication for Social Sciences in articles 7.2 and 9.2 are valid starting from 2010.
Temporary Article 4- The direction accepted by the senate of Karadeniz Technical University has been repealed after this direction has come into effect.

ATTACHMENT 1
The content of the file the applicants present to the lecturing position

1. APPLICATION
2. CIRRICULUM VITAE
-Name surname
-Marital status and number of children
-Known foreign languages and documents

3. THE FORM FOR SUMMARY OF ALL ACTIVITIES AND FACULTY OF SCIENCE
4. DETAILED ACTIVITY REPORT AND ATTACHMENTS

Academic Activities

a) Publications
b) Books
c) Thesis

(For the thesis that don't have a printed extant, copies containing cover of thesis, table of contents, results and suggestions are presented to the file.

d) Analysis and research reports
Articles
Notifications
Attributions
e) Research Project governorship
f) Application Project Governorship
g) Conference, Seminar, Panel etc…
h) Multimedia Demonstrations
i) Chairman at Scientific Meetings
j) Organizational Tasks
k) Health Services
l) Concert etc.. Art Activities
m) Art, Sculpture, Photo Gallery
n) Won Awards Patents, Scholarships and Invitations

Education Activities

a) Healthcare Education Systems
b) Education Courses (Associate, Undergraduate, M.A and Doctorate Degrees)
c) Repealed Thesis
d) Jury Membership

5-CHIEF RESEARCH WORK (For whom applied to professorship)

CHANGES:

After this instruction had been accepted by senate, following changes were decided and this text was updated accordingly.

Senate		Circulation Number	Items That Undergone Change
Date	Number		
29.08.2002	177	1	First Published Text
13.09.2002	178	2	13 and 14. Items
13.12.2002	179	3	1-2.f, 7-2.f.10.15-4.b

KTÜ ANNUAL EVALUATION FORM OF LECTURERS
EVALUATING ACADEMIC AND SOCIAL ACTIVITIES

Lecturer name and surname		faculty	
Institution registration number		department	
ACTIVITIES	**Pts**	**Unit**	**Result**
ACADEMIC ACTIVITIES			

THE BROADCASTS (1st name takes the half point in common broadcasts,
Others share the rest equally; equal range is essence in alphabetical ranking.)

POINTS

THE BOOKS/ REPORTS
Foreign (refereed for every 20 p.) 10
Foreign (non-refereed for every 20 p.) 5
Domestic (refereed for every 20 p.) 6
Domestic (non-refereed for every 20 p.: formal) 3
Domestic (non-refereed for every 20 p.: private) 2
Domestic book editorship (for every 20 p.) 2
Lesson notes (on a university pressed basis for every 20 p.) 2
Domestic research reports (every 10 p.) 2

THE ESSAYS
A class a foreign essay 32
B class a foreign essay 16
C class a foreign essay 12
D class a foreign essay 8
A class a domestic essay 12
B class a domestic essay 8
C class a domestic essay 6
D class a domestic essay 4

THE NOTIFICATIONS (must be presented or pressed in the form and content of an essay)
Foreign notification in periodic refereed meetings 15
Foreign notification (impermanent - non-refereed) 8
Foreign poster notification 4
Foreign scientific report (for every 10p.) 2
Domestic notification in periodic refereed meetings 6
Domestic notification (impermanent – non-refereed) 4
Domestic poster notification 2
Domestic, separate-pressed scientific report etc... (for every 10 p.) 2

THE REFERENCES
In international essays, international books, A- type essays 5
(For each reference)
In international notifications, B-type essays (for each reference) 4
In C- type essays (for each reference) 3
In national books (for each reference) 2
In national essays, notifications and postgraduate dissertations 1
(for each reference)
10
RESEARCH PROJECT MANAGERSHIP (half points for memberships) Point Unit Result
Internationally Funded Projects 20
(like NATO-SFS, AT (COST, AVICENCE, EUROKE etc.) UN NFS,UNDP, UNESCO, World Bank)

DPT/TUBITAK projects and ME-CAMPUS, NATO-Linkage, British Council Linkage etc. projects 12
Domestic Private Enterprises and Projects carried out with the support of foundations 8
Projects carried out with the support of ministries 8

IMPLEMENTATION PROJECT MANAGER (half the points for memberships)

Projects drawn from international organizations 20
Projects received from private and public institutions 8
University Projects (architectural, static, geology, geodesy, engineering, installation etc.) 4

CONFERENCE, SEMINAR, PANEL, OPEN SESSION, RADIO-TV PROGRAMME
Key-note speaker abroad 6
Key-note Speaker Domestic 6
Participation as a speaker abroad 10
Participation as a speaker domestic 4
Participation as Regional Bulletin or Speaker domestic 2
Professional Theme regional Radio-Tv Programmes 4
Professional Theme local Radio-Tv Programmes 2

MULTIMEDIA DEMONSTRATIONS .....

Activities in international level 8
Activities in national level 4
Activities in local level 2

SESSION CHAIRED BY IN SCIENTIFIC MEETINGS
International, Professional theme, abroad 10
International, Professional theme discussant 5
International, Professional theme 5
Local Professional meetings 2

ORGANIZATIONAL TASKS

Membership in international Professional organizations 2
Tasks in editing international scientific meetings (for each editing) 5
Tasks in editing national scientific meetings (for each editing) 3
Establishing and Developing Laboratuary and Unit 5
Establishing and Developing Workshop and Center Unit 5
Board of Management Membership in International Professional Organizations 10

HEALTH SERVICES.....

Biochemistry, Microbiology, Hematology, Pathology, Radiology etc. 2
Laboratuary services (monthly) 2
Clinical Services (for tasks done every month) 2
Service consultancy 1
Polyclinical Consultancy 1
Psychological counselling and psychotheraphy 3
Diagnosis and Treatment Initiatives showing features 3
(bronchoscopy, Stone crushing, angiography etc.) 11
A-group (open heart, organ transplantation) 6
B-group (operations that have a feature) 4
Anesthesia (in A- group operations) 4

Anesthesia (in B- group operations).....3

CONCERT ETC… ART ACTIVITIES

In international level.....15
In national level.....10
Regional, local and intra-university 5

PICTURE, SCULPTURE, PHOTOGRAPH EXHIBITION

In international level (personal) 20
In international level (mixed).....5
In national level (personal).....10
In national level (mixed) 4
Regional and intra- University (personal) 5
Regional and intra- University (mixed).....2

PRIZES, PATENTS, SCHOLARSHIPS AND INVITATIONS

International scientific prize.....20
TUBITAK prize 15
TUBA prize.....8
Other national prizes 3
Patents 20
International invitations (UNESCO, BRITISH COUNCIL, FULLBRIGHT etc..
(for each month).....4
Invitations by the universities abroad (for each month).....3
National countries (TUBITAK etc… Official institutions) (for each month) 2
International traveling scholarships.....2

	Academic ActivitiesTotal pts			

EDUCATIONAL ACTIVITIES	**Points**	**Unit**	**Result**

HEALTH EDUCATION SERVICES
Education Committee Chairman and Deputy.....10
Postgraduation Education Commitee Membership.....8
Period and Assistant Coordinator.....6
Coarses Board Chairman and Deputy 4
Ethics Commitee Chairman and Membership.....8
Oncology Council Chairman and Memberships 6
Antibiotic Administration Chairman and Memberships 6
Hospital Management Commitee Memberships 6
Memberships of other commitees 4

COURSES GIVEN IN TRAINING AND TEACHING (UNDERGRADUATE, GRADUATE, DOCTORATE)
Undergraduate and Graduate courses in the normal semester.....0.5
or summer term (per hour of each course)
12
THE THESIS OF WHICH MANAGEMENT ENDED (half of the points if there's a second consultant)
Graduate Thesis.....5
Doctorate Thesis.....10

JURY MEMBERSHIPS (if from his own university-except professor- half the points are considered)

The report of being promoted to the professorship	4
The jury service of Associate professorship	4
The jury service of proficiency of doctor's degree	1
The jury service of PhD dissertation	3
The jury service of post graduate thesis or dissertation	2
The report of appointment to assistant professorship	2
Exams recruiting of lecturers and instructors	1
International scientific competition jury services	20
Editorship and arbitration in international journals	15
Jury service of national science competition, editorship and arbitration in journals	5
Jury services of international architectural design competitions	20
Jury services of national architectural design competitions	5
Board membership given by ministers and Turkish Council of Higher Education	5
Permanent commissions	3
Temporary commissions	1
Commission membership of educational studies	1

Total Score of Educational Activities

TOTAL AMOUNT

I confirm the accuracy of the information above.

Title, name and surname of academic member :
Date.....:
Signature.....:

ATTACHMENT 3

ANNUAL EVALUATION FORM of KTÜ ACADEMIC MEMBER
EVALUATION of ACADDEMIC and SOCIAL ACTIVITIES

Name and Surname of the academic member: ..... Faculty:
Corporate registration number..... : Department:

ACTIVITIES ..... Score Unit Result
ACADEMIC ACTIVITIES

Publications (The candidates applying for the faculty of medicine will score their publications according to the attached table.

POINTS

BOOKS/ REPORTS

Books/reports published abroad (every 20 page: refereed) 10
Books/reports published abroad (every 20 page: without refereed) 5
Domestically published books/reports (for each 20 page: refereed) 6
Domestically published books/reports (for each 20 page: without refereed: official) 3
Domestically published books/reports (for each 20 page: without refereed: private) 2
Domestic book editorship (for every 20 page) 2
Lecture notes (published by the University for every 20 Page) 2
Domestic research notes (for every 10 page) 2

ARTICLES

A-class article published abroad 32
B-class article published abroad 16
C-class article published abroad 12
D-class article published abroad 8
A-class article domestic edition 12
B-class article domestic edition 8
C-class article domestic edition 6
D-class article domestic edition 4

ANNOUNCEMENTS (The layout and content should be presented or printed in an article form)

Foreign announcements in periodic refereed conferences 15
Papers published abroad (discontinuous –without referee) 8
Poster paper published abroad 4
Scientific report published abroad (for every 10 page) 2
Domestically published paper in periodic conferences 6
Domestically published papers (discontinuous without referee) 4
Domestically published poster paper 2
Scientific report published separately and domestically 2

REFERENCES

In international articles, books and A-class articles (for each reference) 5
In international references, B-class articles (for each reference) 4
In C-class articles (for each reference) 3

In national books (for each reference) 2
In national articles, references and graduate (post-graduate) thesis 1
(For each reference)

RESEARCH PROJECT MANAGEMENT (Half of the points for membership) Score Unit Result

International (NAO-SFS, AT (COST, AVICENCE, EUREKA VB) UN
NSF, UNDP, UNESCO, World Bank etc.) Supported projects 20
DPT/TUBITAK projects and ME-CAMPUS, NATO-linkage, British Council Linkage etc 12
The projects carried out with the support of domestic private enterprises 8
The projects carried out with the support of ministries 8
And the projects carried out with the support of university research funds 4

APPLICATION PROJECT MANAGEMENT (half of the points for memberships)

Projects taken from international organizations 20
Projects taken from private and public organizations 8
Projects on the university (architectural, statics, geology, geodesy, engineering, installation etc.) 4

CONFERENCE, SEMİNAR, PANEL, DEBATE, RADIO-TV PROGRAMME

Key-Note Speaker abroad 16
Key-Note speaker Domestic 6
Abroad, participating as a speaker 10
Domestic, participating as a speaker 4
Domestic, participating as a regional report or a speaker 2
National TV-radio programmes with professional themes 4
Regional TV- radio programmes with professional themes 2

MULTIMEDIA DEMONSTRATIONS

Activities on international levels 8
Activities on national levels 4
Activities on regional levels 2

SESSION CHAIRMANSHIPS IN SYMPOSIUMS

About professional, international topics, abroad 10
About professional, international topics, discussion 5
About professional, international topics 5
About regional, professional topics

ORGANIZATIONAL TASKS

Membership in international professional organizations 2
Tasks in arranging international symposiums (for every meeting) 5
Tasks in arranging national symposiums (for every meeting) 3
Establishing and developing laboratory and unit 5
Establishing and developing central unit and plant 5
Membership of abroad in international professional organizations 10

MEDICAL SERVICES

Biochemistry, microbiology, hematology, pathology, radiology etc. 2
Laboratory services (for each month).....2
Clinical services (for each month when the task is done)
Service consultation 2
Polyclinic consultation 1
Psychological consultation 1
Psychological consultation and psychotherapy 3
Diagnosis of characteristic features and treatment initiatives (bronchoscope, lithotripsy, angiography etc.).....3
Surgical services (for each month when the task is done).....
A-group(open heart surgery, organ transplantation) 6
B-group (surgical operations).....4
Anesthesia (in A-group operations) 4
Anesthesia (in B-group operations).....3

CONCERTS and OTHER ART ACTIVITIES

On international level 15
On national level 10
Regional, local and university activities.....5

PAINTING, SCULPTURE, PHOTOGRAPHY EXHIBITION

International (Individual) 20
International (Mixed) 5
National (Individual).....10
National (Mixed).....4
Local and Within University (Individual).....5
Local and Within University (Mixed).....2

AWARDS, PATENTS, SCHOLARSHIPS AND INVITATIONS THAT HAVE BEEN WON

International Scientific Award 20
TÜBİTAK Award 15
TÜBA Award.....8
Other National Awards Patents 3
International Invitations (UNESCO, BRITISH COUNCIL,.....20
FULLBRIGHT etc) (for every month).....4
Invitations Received from Abroad Universities (for every month) 3
National Invitations (Official Institutions like TÜBİTAK) (forevery month) 2
International Travel Scholarships.....2

	Academic Activities Total Score			

.....

EDUCATION ACTIVITIES	**Score**	**Unit**	**Result**

HEALTH EDUCATION SERVICES

Education Committee Chairman and Deputy.....10
Postgraduate Training Committee Membership.....8
Period and Assistant Coordinator.....6
Courses and Deputy Chairman of the Board.....4
Ethics Committee Chair and Membership 8

Oncology and Head of the Council Membership 6
The Chairman and Membership of Antibiotic 6
Membership Hospital Executive Committee 6
Membership of Other Committees (Please , indicate) 4

TEACHING EDUCATION (UNDERGRADUATE , MASTER, PHD)

Undergraduate and Graduate Courses are taught in the semester
and Summer Term (per hour of each course) 0.5

THESIS MANAGED AND FINISHED (half of the score for second consultant, if there is,) .....

Master Thesis 5
PhD Thesis 10

JURY MEMBERSHIP (If the same university, half of the score is taken into consideration except lectureship)

Report Being Promoted to Professor 4
Membership of Professor Jury 4
JuryPhD Thesis Jury Memb Membership of PhD Qualification 1
ership 3
Master Thesis Jury Membership 2
Assign Report to Assistant Professor 2
Exams for Lecturer and Instructor 1
International Scientific Competition Jury 20
Editor in Arbitration for International Journals 15
National Scientific Competition Jury, Magazine Editor
in Arbitration 5
International Architectural Design Competition Jury 20
National Architectural Design Competition Jury 5
Committeeship given by Ministries ans Higher Education 5
Permanent Commissions 3
Temporary Commissions 1
Committee Membership at Education Activities 1

	Education Activities Total Score			
	TOTAL SCORE			

I have confirmed the accuracy

Instructor's Title, Name and Surname
Date
Sign

SCORING CHART FOR APPLICANTS OF MEDICAL SCHOOL

If the number of author is more than one, the score will be got from this study by the applicant is defined to the chart below

The author number at work	Score Received (Percentage of Prescribed Full Marks)													
	1. Name %	**2. Name %**	**3. Name %**	**4. Name %**	**5. Name %**	**6. Name %**	**7. Name %**	**8. Name %**	**9. Name %**	**10. Name %**	**11. Name %**	**12. Name %**	**13. Name %**	**14. Name %**
1Named	100													
2Named	90	70												
3Named	80	60	40											
4Named	70	50	35	35										
5Named	60	40	30	25	20									
6Named	50	30	25	20	15	10								
7Named	50	30	20	15	10	7,5	7,5							
8Named	50	30	20	15	10	7,5	5	5						
9Named	50	30	20	15	10	7,5	5	5	5					
10Named	50	30	20	15	10	7,5	5	5	5	5				
11 and above	First name gets the 40% of the grade , the others share the rest equally.Equal distribution is essential in alphabetic order.													

ATTACHMENT 4

EDUCATION FACULTY INDEXES

Social ,Human and Administrative Sciences Index
1- All Indexes Falling ISI Datebase
2- Australian Education Index
3-British Education Index
4- Journals Indexed In Eric
5-Education Index (EI)

Social ,Human and Administrative Sciences Index

A1: SSCI (Social Science Index) and SSCI –Expanded
A2: AHCI (Art and Humanity Science Index) and AHCI –Expanded
A3: Sociological Abstracts
A4: TUBİTAK /ULAKBIM SBVT
A5: World Banking Abstracts and Econlit-JEL on CD- Index;
A6: British humanities Index , Emarald Reviews (Anbar) , IBZ,Cabell's Directory of Publishing Opportunities in Management and Marketing tubitak
A7: Author's Guide to Accounting and Financial Reporting , Business and Economics Directory ,Cabell's Directory of Publishing Opportunities in Economics and Finance;
A8: EconLit ,IBSS, International Abstracts in Operations Management,SRN
A9:Peer-reviewed Law Faculty Journals of Universities in Turkey

TURKISH LANGUAGE INDEX

BILIG , TURKEY SOCIAL SCIENCE JOURNAL
MLA (MODERN LANGUAGE ASSOCIATION) INTERNATIONAL Bibliography ,Newyork, ABD
Cambridge Scientific Abstract Cambridge/ABD
International Bibliography of Social Science (IBSS) London /ENGLAND
It was indexed by TUBİTAK/ULAKBIM SBVT
TURKEY RESEARCHES JOURNAL (It is scanned by Turkologische Anzeiger)
RESEARHES OF BLACKSEA (It is scanned by MLA International Bibliography)
NATIONAL FOLKLORE (It is scanned by CSA, IBSS,MLA,TA,HJG,UPD)
TURKISH LANGUAGE is scanned by Turkologische Anzeiger
TDK BULLETEN is scanned by Turkologische Anzeiger
JOURNAL OF TURKISH CULTURE STUDIES International Bibliography , Turkologische Anzeiger
TURKISH LANGUAGE TUBİTAK /ULAKBIM

APPENDIX 12. A sample of KTÜ Diploma Supplement

Page 1 of the KTÜ Diploma Supplement

KARADENİZ TEKNİK ÜNİVERSİTESİ

Merkez kanuni Kampüsü, 61080 Trabzon, TURKEY
Phone: +90 462 377 3000, Fax: +90 462 3253205
Http://www.ktu.edu.tr

DIPLOMA SUPPLEMENT

Diploma Date : 26.06.2006
Diploma No :

This Diploma Supplement follows the model developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international "transparency" and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature ,level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value-judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

1. INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

1.1. Family name(s) :

1.2. Given name(s) :

1.3. Place and date of birth :

1.4. Student identification number :

2. INFORMATION IDENTIFYING THE QUALIFICATION

2.1. Name of the qualification : Jeoloji Mühendisliği, Lisans

2.2. Main field(s) of study for the qualification : Geological Engineering

2.3. Name and status of awarding institution : KARADENİZ TEKNİK ÜNİVERSİTESİ
DEVLET ÜNİVERSİTESİ

KARADENİZ TECHNICAL UNIVERSITY
STATE UNIVERSITY

2.4. Name and status of institution administering studies: Same as 2.3.

2.5. Language of instruction / examination : 20% English and 80% Turkish

3. INFORMATION ON THE LEVEL OF THE QUALIFICATION

3.1. Level of qualification : Bachelor's Degree

3.2. Official length of the program : 4 years (excluding a year of English preparatory school), 2 semesters per year, 16 weeks per semester

3.3. Access requirements
- High school diploma
- Placement through a centralised national university entry exam (ÖSS)
- Certificate of English proficiency

APPENDIX 13 a. Surveys applied on-line to students of the Karadeniz Technical University.

COURSE AND COURSE LECTURER SURVEY AND EVALUATION TABLE						
LECTURER						
FACULTY / DEPARTMENT/PROGRAMME		FACULTY OF ENGINEERING - DEPR. OF GEOLOGY				
COURSE CODE/NAME: JLJ 323 GEOCHEMISTRY						FALL 09-10
THOUGHTS ABOUT THE COURSE	**AV.**	**VERY GOOD**	**GOOD**	**MODERATE**	**POOR**	**VERY POOR**
1. Suitability of course content to the objectives	.07	17 (%31)	19 (%35)	11 (%20)	3 (%6)	4 (%7)
2. Up-to-dateness of course material and its sufficiency	.11	18 (%33)	18 (%33)	11 (%20)	3 (%6)	4 (%7)
3. Contribution of course to improve thinking skills	.07	15 (%28)	21 (%39)	12 (%22)	2 (%4)	4 (%7)
4. Knowledge and skills the provided by the course	.83	12 (%22)	21 (%39)	15 (%28)	2 (%4)	4 (%7)
5. Understandibility of the course	.89	17 (%31)	15 (%28)	16 (%30)	3 (%6)	3 (%6)
EVALUATION OF THE COURSE						
1. Methods of evaluations (homeworks, projects, etc.)	.07	11 (%20)	20 (%37)	14 (%26)	5 (%9)	4 (%7)
2. Undersdtandibility of the exam questions	1.20	13 (%24)	15 (%28)	18 (%33)	5 (%9)	3 (%6)
3. Compatibility of questions with the course content	1.39	15 (%28)	18 (%33)	15 (%28)	3 (%6)	3 (%6)
4. Sufficiency of exam durations	.81	12 (%22)	11 (%20)	18 (%33)	6 (%11)	7 (%13)
5. Objectivity of exam evaluations	.78	14 (%26)	17 (%31)	14 (%26)	5 (%9)	4 (%7)
6. Announcing solutions after exams	.89	12 (%22)	16 (%30)	16 (%30)	7 (%13)	3 (%6)
7. Objectivity of evaluations of assignments and projects	.94	13 (%24)	16 (%30)	17 (%31)	5 (%9)	3 (%6)
8. Announcement of exam grades on time	.06	16 (%30)	16 (%30)	15 (%28)	4 (%7)	3 (%6)
YOUR THOUGHTS ABOUT COURSE LECTURER						
1. Skills of using an understandable language	1.76	19 (%35)	16 (%30)	13 (%24)	3 (%6)	3 (%6)
2. Preparations for the course and emphasising important points	1.11	19 (%35)	15 (%28)	13 (%24)	4 (%7)	3 (%6)
3. Encouragement for asking questions and thinking	.15	15 (%28)	19 (%35)	13 (%24)	4 (%7)	3 (%6)
4. setting up a dialogue with students during courses	1.30	14 (%26)	21 (%39)	13 (%24)	4 (%7)	2 (%4)
5. Punctuality with times of courses	1.02	11 (%20)	15 (%28)	17 (%31)	5 (%9)	6 (%11)
6. Attempt to direct students for research	1.48	14 (%26)	20 (%37)	13 (%24)	4 (%7)	3 (%6)
7. Attitude towards students outside the course hours	.04	13 (%24)	21 (%39)	12 (%22)	6 (%11)	2 (%4)
When evaluating generaly, this course:	.72	16 (%30)	18 (%33)	13 (%24)	4 (%7)	3 (%6)
When evaluating generaly, course lecturer	.07	16 (%30)	18 (%33)	13 (%24)	3 (%6)	4 (%7)

APPENDIX 13 b. Surveys filled in by the students of the Karadeniz Technical University during the Rector-student meetings.

KARADENIZ TECHNICAL UNIVERSITY

STUDENT SATISFACTION QUESTIONNAIRE

This questionnaire has been prepared in order to determine the institutional satisfaction level of students.

For this purpose, your views and comments are needed. You do not have to include your name. Your answers to the questionnaire will help us make necessary arrangements for a better education.

I wish you success in your studies. Best regards…

Prof.Dr. Ibrahim OZEN

Rector

PART ONE: PERSONAL INFORMATION

Faculty / Higher Education School / Institute :

Department / Programme :

Gender :

Age :

Class :

General Academic Average :

Your average monthly expenditure :

Who sponsors your expenditure? :

Your family's socio-economic situation :

(less than 500 TL)

(between 500 TL - 1.000 TL)

(between 1.000 - 2.000 TL)

(over 2.000 TL)

How do you meet your accomodation need ?:

I stay with my family

I stay in a private dormitory

I stay in a state dormitory

I stay in a flat

Do you receive any scholarship?

Yes

How much?

From whom?

No

APPENDIX 13 b. Surveys filled in by the students of the Karadeniz Technical University during the Rector-student meetings (Continued).

Did you choose your department consciously and willingly?

Yes

No

Why did you choose KTÜ? (You may tick more than one option)

A well-known and a high-quality university.

A beautiful campus and a peaceful university.

To be close to my family.

To be away from my family.

Due to recommendations from earlier students.

My family's wish and my social environment's recommendations.

Recommendations from my school, private courses and my teachers.

PART TWO : UNIVERSITY - A GENERAL ASSESSMENT

0 (I disagree)

1 (I agree a little)

2 (I partly agree)

3 (I totally agree)

1. University's computer infrastructure and facilities satisfactory
(0) (1) (2) (3)

2. Facilities of the central library are satisfactory

(0) (1) (2) (3)

3. Social activities at the university are satisfactory

(0) (1) (2) (3)

4. University's dormitories are satisfactory in number and in quality.

(0) (1) (2) (3)

5. Student Affairs services are satisfactory.

(0) (1) (2) (3)

6. Dining halls are satisfactory.

(0) (1) (2) (3)

7. Canteens are satisfactory, good quality and affordable.

(0) (1) (2) (3)

8. Transportation services are satisfactory.

(0) (1) (2) (3)

9. Health services are satisfactory.

(0) (1) (2) (3)

10. Guidance and advisory services are satisfactory.

(0) (1) (2) (3)

APPENDIX 13 b. Surveys filled in by the students of the Karadeniz Technical University during the Rector-student meetings (Continued).

11. Cultural, sportive and artistic activities are satisfactory.

(0) (1) (2) (3)

12. The administration is sensitive to students' problems and recommendations (0) (1) (2) (3)

13. Administrative staff's conduct towards students is positive.
(0) (1) (2) (3)

14. Students' benefits are taken into consideration in decision taking.

(0) (1) (2) (3)

15. Security precautions on the campus are satisfactory.

(0) (1) (2) (3)

16. Outdoor places on the campus are clean enough.

(0) (1) (2) (3)

17. Indoor places on the campus are clean enough.

(0) (1) (2) (3)

PART THREE: DEPARTMENT ASSESSMENT

18. I have made a right decision by choosing this profession.

(0) (1) (2) (3)

19. I have made a right decision by choosing KTÜ to get this profession's education.

(0) (1) (2) (3)

20. Courses are sufficient theoretically.

(0) (1) (2) (3)

21. Courses are sufficient practically.

(0) (1) (2) (3)

22. Department's laboratory facilities are satisfactory.
(0) (1) (2) (3)

23. Programmes and contents of the courses are up-to-date.

(0) (1) (2) (3)

24.Course documents are up-to-date and easily available.

(0) (1) (2) (3)

25. Use of technology in the courses is satisfactory.

(0) (1) (2) (3)

26. Form of teaching in the courses is satisfactory.

(0) (1) (2) (3)

27. Lecturers' conduct –in and out of the course- towards students is positive.

(0) (1) (2) (3)

28. Evaluation and assessment system is satisfactory.

(0) (1) (2) (3)

APPENDIX 13 b. Surveys filled in by the students of the Karadeniz Technical University during the Rector-student meetings (Continued).

29. Lecturers are impartial/unbiased in evaluation and assessment.
(0) (1) (2) (3)

30. In assessment, works throughout the year such as assignments and projects are taken into consideration.

(0) (1) (2) (3)

30. Classrooms are satisfactory.

(0) (1) (2) (3)

31. Main and supplementary course resources are recommended at the beginning of the semester.

(0) (1) (2) (3)

32. Active contribution of students to the classes is encouraged.

(0) (1) (2) (3)

33. Classes are given on time and appropriately.

(0) (1) (2) (3)

34. Lecturers can also be reached out of the classes.

(0) (1) (2) (3)

35. Foreign language education at the university is satisfactory.

(0) (1) (2) (3)

36. Basic computer-skills education at the university is satisfactory.

(0) (1) (2) (3)

37. A counsellor is assigned to every student.

(0) (1) (2) (3)

38. Counsellors can easily be reached and office hours are satisfactory.

(0) (1) (2) (3)

39. Activities for our personal development such as conferences, seminars, career days are satisfactory in the department.
(0) (1) (2) (3)

40. Elective courses out of the field are satsifactory.

(0) (1) (2) (3)

PART FOUR: ASSESSMENT ABOUT FUTURE

41. I think the education I get here is enough to find a good job.

(0) (1) (2) (3)

42 . I think the education I get here makes a great contribution to my personal development.
(0) (1) (2) (3)

43. I am planning to get graduate and postgraduate-education.
(0) (1) (2) (3)

44. I am proud of being a student at this university.
(0) (1) (2) (3)

APPENDIX 13 b. Surveys filled in by the students of the Karadeniz Technical University during the Rector-student meetings (Continued).

PART FIVE: FREE VIEWS

45. List 3 of your most positive opinions about the university.

-
-
-

46. List 3 of your most negative opinions about the university.

-
-
-

47. List 3 of your most positive opinions about your department.

-
-
-

48. List 3 of your most negative opinions about your department.

-
-
-

49. List 3 of your most positive opinions about Trabzon.

-
-
-

50. List 3 of your most negative opinions about Trabzon.

-
-
-

KARADENIZ TECHNICAL UNIVERSITY

2010 ACADEMIC YEAR

PERFORMANCE PROGRAMME

THE RECTOR'S PRESENTATION

Increasing competitive environment, public demands, and shrinking financial resources force universites to seek various ways of innovations. Universities, particularly those in Western Europe, have taken a long way towards accountability and autonomy. Quality Assurance System, developed by the EU, is the result of these compulsory changes and innovations.

What Higher Education Counsel of Turkey expects from universities is the Quality Certificate representing their level of quality. To achive this, the articles issued in 2005 organize the educational, teaching and research activities of universities, the development and approval of their levels of quality, and the principles of external evaluation. Shortly, the Counsel of Higher Education makes it clear that it is impossible to have a certificate of quality without external evaluation.

Furthermore, Public Financial Management and Control Law (No 5018) regulates the structure and functioning of the public financial management, the preparation and implementation of the public budgets, the accounting and reporting of all financial transactions, and financial control in line with the politics and objectives covered in the development plans and programmes, in order to ensure accountability, transparency and the effective, economic and efficient collection and utilization of public resources.

The basic elements of performance based budget system include the strategic planning, performance programme and activity reports. Strategic plan and performance programmes establish the relationships between the basic policy objectives of public institutions and their needs for resources. Planned targets are made public through activity reports.

Performance programmes serve as a means to develop strong connections between Strategic plans and budgets. The 2010 Strategic Plan of KTÜ contains the primary targets, activities to reach these targets and performance indicators displaying to which extent of these targets have been realized.

My special thanks go to those who worked day and night to prepare the 2010 Performance Programme and to those who contributed to the development of our university.

Respectfully, yours

Prof.Dr. İbrahim ÖZEN

Rector

I- GENERAL INFORMATION

A- Authorities, Duties and Responsibilities

The authority, mission and responsibilites of our university are listed in Article 30 of the Constitution and Article 2547 of The Higher Education Law and the other related Law and delegated legislation.

The missions of Institutions of Higher Education which are indicated in Article 12 of the Higher Education Law are as follows:

- To make scientific researches, publications, consultancy and education in accordance with the public needs, and principles and targets of development plans within the concept of modern civilization and education fundamentals,
- By using his own managing power and financial sources rationally, productively and economically, to maintain human power in the needed areas with the needed number according to the national education policy and plans and programmes done by the higher education board ,
- To spread the scientific data, which contribute to the increase of Turkish publics living standards and enlighten mass public, in speech, in print or with other tools,
- To educate the public especially in the areas of industrialization and modernization in agriculture by the means of formal, common, permanent and open education
- To consider the problems related to the scientific, cultural, social and financial development of the country as the education and research matter by cooperating with the other boards by the means of making suggestions to the public boards; to serve the results for the public benefit and to express the ideas and suggestions by resulting the inspections and researches demanded by the public boards
- To take precautions to contribute to the boards in charge with formal, common, permanent and open education within the education and educational campaign
- To make the contributions to the development of local agriculture and industry and to the education of the individuals to meet their needs and developing their knowledge; to develop, apply and contribute to the workshops and programmes providing an increase in production and modernization in industry, agriculture and health service with other services; to cooperate to the related foundations and to make problem solving suggestions for the environmental burdens
- To produce, develop, use and spread the educational technology
- To develop the educational principals based on the application of the higher education, to establish circulating capital business, to manage productively and to make necessary regulations to develop such activities

Information About the Management

Founded on May 20th 1955 based on the Law no. 6594, Karedeniz Techical University is the fourth oldest university in Turkey, and the first university established outside İstanbul and Ankara.

About eight years later, on 19th September 1963 by being given positions of Rector's Office and Faculty, the faculties of Natural Sciences, Civil Engineering-Architecture and Forestry were

established. The university initiated educational activities in the building of Trabzon Atatürk Primary School in Esentepe District on December 2 1963. In 1966, University moved to the current main campus. The positions of Earth Sciences and Faculty of Medicine were given to developing Karadeniz Technical University with the law no. 1659 issued on 4 January 1973. After the implementation of Article 2547 of the Higher Education in 1981, the university experienced a permanent development and thus new faculties and departments were opened (Table 1).

Table 1. Establishment Dates of the Faculties and Their commencement to Educational Activities

Faculties	**Date of Establishment**	**Initiation of Educational Activities**
Civil Engineering-Architecture	19.09.1963	02. 12. 1963
Natural Sciences	19.09.1963	September 1971
Machine - Electric	19.09.1963	September 1969
Forestry	19.09.1963	23.09.1971
Earth Sciences	04.01.1971	September 1971
Medicine and Health Sciences	04.01.1971	September 1976
Engineering-Architecture	20.07.1982	20.07.1982
Medicine	20.07.1982	20.07.1982
Science-Art	20.07.1982	20.07.1982
Economics and Administrative Sciences	20.07.1982	20.07.1982
Fatih Education	20.07.1982	20.07.1982
Sürmene Marine Sciences	03.07.1992	03.07.1992
Dentistry	17.06.2003	25.09.2006
Communication	17.06.2003	23.09.2007
Pharmacy	02.08.2003	-
Fine Arts	29.04.2004	-
Of Technical Education	29.04.2004	-
Engineering	04.07.2005	04.07.2005
Architecture	04.07.2005	04.07.2005
Law	26.12.2007	15.09.2008

Karadeniz Techical University is continuing its development considering the public and societal needs in the district where it is located. Newly established to achieve this, the faculties of Dentistry, Pharmacy, Fine Arts, Of Faculty of Technical Education, School of Communication and Law have increased the potential of education and research capacities.

After the establishment of Rize, Ordu and Giresun Universities with the Law no. 5467 and issued on 17 March 2006, Artvin Çoruh University with the Law no. 5662 and issued on 17 May 2007, and Gümüşhane University on May 31st 2008, totally five universities were separated from Karadeniz Technical University in the last two years. Now, Karadeniz Technical University has become the university of the province of Trabzon.

Today, Karadeniz Technical University has reached a new construction with its 14 faculties, 1 State Conservatory, 4 institutes, 3 schools and 11 vocational schools.

During the 54 year history of KTÜ, many faculties have changed their names and some departments have placed in different faculties. Department of Geological Engineering which is now in the Faculty of Engineering was established under the Faculty of Natural Sciences in 1965 and began its educational activities in the same year. Likewise, Department of Geodesy and Photogrammetry Engineering was established under the Faculty of Civil Engineering-Architecture in 1965 and began its educational activities three years later. The Faculty of Engineering-Architecture was divided into two as Faculty of Engineering and Faculty of Architecture in 2005. The Faculty of Law established in 2007 December began its educational activities at Gazi University in 2008 September.

Infrastructure

Campuses

Main Campus (Kanuni)

- Rector's Office
- Faculty of Engineering
- Faculty of Architecture
- Faculty of Science and Arts
- Faculty of Forestry
- Faculty of Economics & Administrative Sciences
- Faculty of Medicine
- Faculty of Dentistry
- Faculty of Pharmacy
- Faculty of Law
- School of Foreign Languages
- School of Physical Education and Sport
- Vocational School of Health Services
- Vocational School of Tourism and Hotel Management
- Graduate Schools
- Centres of Application and Research

Söğütlü (Fatih)Campus

- Fatih Faculty of Education
- Faculty of Communication
- State Conservatory
- Trabzon Vocational School of Theology

Akçaabat Campus

- Faculty of Fine Arts

- Trabzon Vocational School
- Akçaabat Vocational School of Health Services

Sürmene Campus (Trabzon)

- Sürmene Faculty of Marine Science
- Abdullah Kanca Vocational School

Muammer Dereli Campus (Sürmene/Trabzon)

- Sürmene Faculty of Marine Sciences
- Department of Maritime Transportation and Management Engineering

Beşikdüzü Campus (Beşikdüzü/Trabzon)

- Beşikdüzü Vocational School

Trabzon

- Trabzon School of Health Services

Of (Trabzon)

- Of Faculty of Technical Education

Vakfikebir (Trabzon)

- Vakfıkebir Vocational School
- Vakfıkebir Vocational School of Health Services

Maçka (Trabzon)

- Maçka Vocational School

Arsin (Trabzon)

Arsin Vocational School

B-Organizational Structure

The management and organization of Karadeniz Technical University were determined due to provisions of Article no. 2547 of the Board of Higher Education. The management body of the university is composed of the Rector, the University Senate and the University Management Board.

Rector, is appointed for a four year period by the President of Turkey among three candidates chosen by Higher Education Board among six candidates who were elected by university lecturers with the academic title of professor who are met by the call of the current Rector. That can not be stayed as Rector more than two periods. Rector symbolizes the legal personality of the university and is the uppermost administrator. Rector chooses maximum three persons among university's permanent professors his vice rectors.

The Senate is composed of vice rectors, deans, one lecturer from each faculty elected by the faculty boards for a three year period and directors from institutes and schools connected to rector's office, under the chairmanship of Rector. The Senate works as the academic body of the university. In this context, taking decisions about education, scientific research and publication activities, and electing members for University Management Board are among its duties.

University Board, is composed of deans and three professors selected by the senate for four years period considering the representation of university's different educational units and areas, under the chairmanship of Rector. University Management Board works as a vicer body to the Rector in administrative affairs.

Management Bodies at the level of Faculties, Institues and Schools are as below:

The Faculty bodies; are composed of dean, Faculty Board and Faculty Management Board.

The Institue bodies; are composed of Director of Institue, Institue Board and Institue Management Board.

The School bodies; are composed of Director of School, School Board and School Management Board.

Faculties and schools are structured as department, branch of department and discipline.

The head of the management organization is the Secretary General. There are Assistants to the Secretary General, office directors connected to Secretary General, directors, legal advisers, experts, civil servants subjected to The Law of State Civil Servants Article no. 657 and other officers.

Each faculty has a faculty secretary, institute or school secretary at the head of faculty management organization connected to the dean.

C- Physical Resources

Table 2. Distribution of Real Estates of Karadeniz Technical University

Name of the Campus	Area of Real Property By Ownership Status (m2)			Total (m2)
	University	Treasury	Other	
Kanuni Campus	62.534,70	963.256,91		1.025.791,61
Sahil Recreational Facilities		67.683,00		67.683,00
Fatih Faculty of Education	224.614,69			224.614,69
Sürmene Faculty of Marine Sciences	21.664,00			21.664,00
Of Faculty of Technical Education	4.573,00	26.896,52	1.535,00	33.004,52
Beşikdüzü Vocational School		17.000,00		17.000,00
Faculty of Fine Arts./Trabzon Vocational School	5.730,00			5.730,00
Trabzon School of Health			8.500,00	8.500,00
Maçka Vocational School			2.293,00	2.293,00
Sürmene Abdullah Kanca Vocational School	4.787,00			4.787,00
Arsin		11.024,63		11.023,63

APPENDIX 14 Karadeniz Technical University Performance Budget for 2010 (Continued)

Table 3. Distribution of Indoor Premises of Karadeniz Technical University

UNITS	ADMINISTRATIVE BUILDINGS	AREAS EDUCATION		SOCIAL AREAS		SPORT AREAS		TOTAL
		CLASS	LABORATORIES	CANTEEN/ CAFETERIA	HOUSING	OPEN SPORT FACILITIES.	CLOSED SPORT FACILITIES	
Rector's Office	45392	4680	144	4494	55298	20321	3489	133818
Faculty of Education	42002	9361	14520	734				66617
Fatih Faculty of Education	19595	9745	390	1905	3670	1220	2950	39475
Faculty of Medicine	8385	2625	2400	170				13580
Faculty of Dentistry	600	800	228	228				1856
Faculty of Science and Arts	15377	3922	4760	171				24230
Dean's Office of Faculty of Communication	1500	4500		200				6200
Faculty of Forestry	6566	1204	3584	240				11594
Sürmene Faculty of Marine Sciences	7922	8874	400	930	1440	748		20314
Faculty of Economics & Administrative Sciences	8743	3257	250	750				13000
Dean's Office of Faculty of Architecture	2766	2811	1135					6712
Basic Medicine Sciences	1000	200	4314					5514
School of Foreign Languages	424	13600		400				14424
Vocational School of Health Services	340	310	105	62				817
Trabzon Vocational School	1700	2520	150	120				4490
Vakfıkebir Vocational School	500	3595						4095
Farabi Hospital	58600		14500					73100
Beşikdüzü Vocational School	1600	912	250	224				2986

Table 3. Distribution of Indoor Premises of Karadeniz Technical University (Continued)

Trabzon School of Health	551	704	200	330			312	2097
Maçka Vocational School	400	3100	500					4000
Vocational School of Tourism and Hotel Management	250	90	30	300	600	392		1662
Faculty of Fine Arts	1850	6500	4000	1000				13350
Faculty of Pharmacy	500	900	2250					3650
TOTAL	**226563**	**84210**	**54110**	**12258**	**61008**	**22681**	**6751**	**467581**

Table 4. Table for Other Physical Infrastructural Resources

Type	(Number)
Number of Lodgings	560
Number of Phone Lines	207
Number of Computers	3.391
Number of Printers	701
Printing Machines	34
Photocopy Machines	93
Fax Machines	62
Scanners	120
Overhead Projectors	95
Microscopes	405

Table 5. Vehicles of the University

ITEM	TYPE OF VEHICLE	NUMBER OF AVAILABLE VEHICLE JUNE 2009
		BUDGET
T1a	Passenger Cars	0
T1b	Passenger Cars	0
T2-	Passenger Cars	9
T3-	Station-Wagons	9
T4-	Off-road Vehicles (min. 4, max. 8 persons)	8
T5-	Minibuses (max. 15 persons including driver)	7
T6-	Gateway Vans(Off-road)	0
T7-	Pick-up (Van, 3 or 6 persons including driver)	0
T8-	Pick-ups (Van, for off-road servives 3 or 6 persons including driver)	0
T9-	Panel	0
T10-	Midibuses (max. 26 persons including driver)	3
T11-a	Buses (min. 27 persons including driver)	4
T11-b	OBus (min. 41 persons including driver)	10
T12-	Truck min. weight of chassis- cage total loaded 3.501 Kg.	1
T13-	Truck min. weight of chassis- cage total loaded 12.000 Kg.	3
T14-	Truck min. weight of chassis- cage total loaded 17.000 Kg.	0
T15-	Ambulance (With Medical equipment)	6
T16-	Ambulance for off-road services	0
T17-	Pick-up (Van) for funeral coach	0
TOTAL		60

D- Human Resources

Table 1- Academic Staff

	By ratio of fullness in staffs			By employment form of staffs	
	Full	Empty	Total	Full Time	Half Time
Professors	250	48	298	237	13
Associate Professors	144	301	445	144	---
Assistant Professors	360	216	576	360	---
Lecturers	141	55	196	141	---
Instructors	110	47	157	110	---
Interpreters	-	2	2	---	---
Education Planners	1	1	2	1	---
Research Assistants	751	378	1129	751	---
Experts	68	39	107	68	---
Total	**1.825**	**1.087**	**2.912**	**1.812**	**13**

Table 2- Foreign Academic Staff

Title	Item	Country	Depatment
Professor	1	Uzbekistan	Faculty of Science and Arts
Professor	2	Azerbaijan	Faculty of Science and Arts
Professor	1	Azerbaijan	Fatih Faculty of Education
Professor	1	Azerbaijan	Faculty of Engineering
Professor	1	Azerbaijan	Faculty of Fine Arts
Associate Professor	1	Azerbaijan	Faculty of Science and Arts
Assistant Professor	2	Azerbaijan	Faculty of Fine Arts
Consultant	1	Azerbaijan	Faculty of Medicine

Table 3- Administrative Staff

Administrative Personnel (According to Occupancy Rate**)**			
	Full	Empty	Total
General Administrative Services	640	402	1042
Health Servives Services	422	276	698
Technical Services	229	62	291
Education and Training Services	---	---	---
Legal Services	2	1	3
Religion Services	2	1	3
Janitors	189	239	428
Total	**1.484**	**981**	**2.465**

Table 4- Other Staff

	Number
Contract Personnel(657-4/B)	29
Permanent Workers	28
Certified Temporary Workers (man/month)	2
Noncertified worker (3 months)	0
Total	**59**

E- Other Issues

Table 1- Number of Students

Name of Unit	Regular Education	II. Education (Evening Education)	General Total
Faculties / Schools	18.384	10.075	28.459
Institutions	2.622	---	2.622
Vocational Schools	4.155	2.840	6.995
Total	**25.161**	**12.915**	**38.076**

II- PERFORMANCE DATA

A- Basic Policies and Priorities

- To accept universal values, to show respect for human rights and to obey the superiority of law.
- To consider the nationalism and universalism as one.
- To be loyal to the the basic values of Turkish Republic
- To attach importance to the quality of education.
- To encourage researching
- To attach importance to academic merits and success
- To regard ethics in academics.
- To consider freedom and discipline together.
- To welcome growth and innovations
- To encourage productivity
- To make decisions based on knowledge and to lead the knowledge-based society
- To believe in the leadership of science
- To embrace the understanding of the total quality management
- To welcome any kind of cooperation for the benefit of the society.
- To encourage teamwork
- To follow the rules
- To value cultural and artistic issues.
- To be alert to the environmental issues.

OTHER MATTERS

"The Higher Education Strategy of Turkey" prepared by the Management of Higher Education Board

- Development plans and annual programme,
- Medium-term programme,
- Medium-term financial plan,
- The Strategy of Knowledge Society and Additional Activity Plan ,

Basically, our objectives and duties are determined by the Constitution of Turkish Republic and the Law Article no. 2547.

B- Objectives and Targets

MISSION

It is to conduct researches for the growth of the nation, to give preference to the benefits of the nation rather than the personal benefits while serving the society, to raise individuals whose ability to think, understand, and solve problems have matured for the general growth of society; and who have internalized the principles of Ataturk and his revolutions, have the required skills to communicate and interact with others, value the culture, art and environment, and have universal qualifications.

VISION

To create an institution embracing national and international scientific and technological world, educating individuals demanded in all areas, and being respected for its authentic researches and professional service mentality.

1. Strategic Educational Objectives

1.1 The Objective of Improving Education Quality

Strategic Targets

- The average entrance point of KTÜ students will be increased at least %1 within two years
- The number of students participating in Socrates- Erasmus Exchange Programme will be increased %20 in the next two years, and the number of the departments will be increased at least %1
- KTÜ will apply to the supervision of the Union of European Universities within one year.
- All the laboratories at KTÜ will be equipped with the current technological devices
- The examinations of training courses will be given in two years' time
- Students ranking among the first 2000 achieved in the University Entrance Examination will be supported every year.
- The student quota will be determined by the committees every year
- The number of accredited units will be increased every year
- The educational data of academic units will be prepared in one year's time
- Every year traditional organizations will be held to increase the student motivation
- The limit points system will be applied in two years' time to increase the achievement point in undergraduate level
- The number of computers per one students will be doubled in four years' time
- The number of students per one lecturer will be decreased %5 in undergraduate level each year
- The service hours of library will be increased %10 in two years' time

- The magazines and the books demanded by the students and lecturers will be maintained in print or electronically each year
- The books and lesson notes printed by the university will begin to be distributed to the students in one year's time
- The attempts of giving education for the Turkish students in European countries within the Erasmus Student Exchange Programme will be started in one year's time
- The number of graduate students will be increased %5 each year
- The number of PhD programmes will be increased during the plan time
- Each year one post-graduation programme at least one department will be opened
- The joint post-graduation programmes with EU universities will be opened in one year's time
- The foundation of the Institution of Educational Sciences will be provided in two years' time
- The Faculty of Science and Arts will be divided into two as the Faculty of Science and the Faculty of Arts in two years' time
- The activation of distance education center will be started in one year's time
- Turkish Language Center will be established during the plan time
- New academic units will be established
- Student satisfaction will be increased each year
- There will be efforts to decrease the cutbacks from the student part-time jobs as soon as possible

1.2. The Objective of Improving the Qualifications of Academic Staff

Strategic Targets

- The number of lecturers will be increased
- Training seminars for the academic staff will be organized
- The number of qualified foreign lecturers will be increased each year
- There will be attempts to increase the positions of research assistants.
- The satisfaction of academic staff will be increased
- Efforts to provide increased income for lecturers will be initiated
- More and more lecturers will be sent to abroad for scientific purposes
- The academic staff will be informed about the foreign scholarships for post-doctoral studies
- The scientific activities of the lecturers will be rewarded
- The attempts to provide the academicians on abroad to spend their sabbatical year at KTÜ will be initiated in one year's time
- The lesson materials and presentations of the lecturers will be transferred to the web page

2. Strategic Objectives For Scientific Researches

Strategic Targets

- The establishment of accredited research laboratories will be continued
- The prior research issues will be determined at the university level
- The ethical values will be activated in the faculties and the ethic board of university will be established
- The academicians contributing to innovations will be rewarded each year
- The establishment of a company in techno-city will be supported with the commercialization and presentation to the financial world of the research results
- Technological Transfer Center will be established during the plan time
- The announcement of the research results to the larger masses will be started in one year's time
- It will be demanded from the post-graduation students to have at least one publication in national refereeed journals and PhD students in international indexed magazines during the thesis study time
- The efforts to provide access to data at central library will be maintained
- The attempts to have the projects such as DPT, TÜBİTAK, COST, SANTEZ, The Board of National Defense within the concept of EU 7th frame programme will actively be done
- The national and international meetings to present the works of academic units will be supported each year
- The public will be informed about the issues of Application Research Center

3. Objectives for infrastructural issues

Strategic Targets

- Human resource planning will be prepared in one years' time
- The needed for academic and administrative staff will be met in academic units which have not started the education yet
- The reconstruction of the laboratories with the latest technology will be started in one year's time
- The equipment of all classes with technological devices will be completed during the plan time
- The halls of distance education, seminar, conference, workshop and exhibition will be modernized
- The repairing of the buildings of education, research and management will be finished every year

- All academic and administrative units will be equipped with the current technological devices.
- The capacity of internet use will be increased at least 1000 mbps in one year's time
- The construction of emergency service building will be started in one year's time
- The Pediatric Hospital will be projected in two years' time
- The new buildings of Fundamental Medical Sciences in the Faculty of Medicine will be opened after being equipped in the year 2009
- The transportation of the Faculty of Fine Arts and Trabzon Vocational School to Akçaabat will be finished within the year 2009.
- The construction of the building for Trabzon School of Health Services and the Faculty of Health Sciences will be started in the year 2009
- The construction of the additional building for the Department of Forestry Industry Engineering will be started in one year's time
- The Congress Hotel (student dormitory) will be opened in two years' time
- Atatürk Culture Centre and Mahmut Goloğlu Oditorium will be renewed during the plan time
- The construction of modern dormitories and dining halls within the concept of EYOF will be provided and their management will be tried to be given to KTÜ
- The sport areas will be modernized till 2011 Olympic Festival
- The KTÜ information system and security information system will be established during the plan time
- The support of automation project within the e-university with new soft-wares will be started in one year's time
- The Kanuni and Fatih Campuses will be modernized during the plan time
- The office of student affairs will be established in Fatih campus in one year's time
- The planning and construction of the buildings of the academic units without students will be over during the plan time
- The long-term development plan of Arsin Campus will be finished in two years' time
- In the plan term, the constructions of Of Technical Faculty of Education and the Faculty of Law will be completed.
- The construction of the Faculty of Pharmacy is to be continued.
- In all academic and administrative units, the required hard infrastructure formation for the disabled will be completed in the plan term.
- Legal infrastructure for establishing academic undergraduate and graduate units will be started within a year.

4. Objectives regarding financial resources

Strategic Targets

- To increase working capital income during the plan term.

- To provide financial support for the units with sufficient Academic staff and physical condition through opening evening programmes.
- To increase equity capital each year during the planned term
- To provide financial support from the graduate students through establishing a Communication Office within two years.
- To receive support from individuals, and institutions with social responsibility.
- To searching for further sponsorship opportunities.
- To make more financial contributions through project incomes to the university's budget .

5. Objectives regarding institutional and social relations

Strategic Targets

- To constantly increase the contentment of academic and administartive staff.
- To support during projects seeking solutions for social problems
- To reinforce constant success to improve performance-based rating system
- To improve cooperation with industrial, civil and other social institutions
- To decrease the amount of paper work inside and outside of the university within a year
- To increase the quality in the service sector
- To organize information technology courses during semester breaks
- To set up KTÜ information system within the plan term.
- To initiate the announcement of calls for advertisements and biddings on the KTÜ website within a year.
- To reflect the 54 year knowledge and experience on the data base within two years
- To set up a Strategic Planning Office within a year.
- To initiate attempts to take over the accommodation facilities after EYOF is over. 5.13 To create a sense of institutional attachment among the academic and administrative personnel.

6. Social, cultural, sports and environmental objectives

Strategic Targets

- The orientation programme for newcomers will be organized by the departments every year.
- Social and leisure time activities will be organized by the Student Union.
- The students will be supported to establish clubs helping them make socialize, participate in free time activities, and easily communicate and interact with others.
- Social, cultural, and sports activities among academic units and universities will be organized.
- Educational excursions will be supported.

- Seminar programmes will be organized every year in order to improve the participants' social abilities.
- Courses of sports and art will be organized every year.
- Organizations supporting physical and psychological developments will be encouraged continually every year.
- Career and CV meetings will be organized every year.
- Cultural activities for foreign students will be held every year.
- Activities to improve staff cooperation and motivation will be held.
- In order to determine staff and student contentment, surveys will be conducted every year.
- Promotion activities will be organized.
- Landscaping work will continue on Kanuni and Fatih campuses.
- A Master Plan for Arsin Campus will be prepared.
- Traditional organizations will be supported and promoted.

7. Objectives for cooperation with share-holders

Strategic Targets

- An Information Data Base for graduates will be set up within 2 years.
- Activities such as courses, seminars will be organized in order to provide the graduates with life-long education.
- A Sector Counseling Office will be established in all academic utits within a year.
- Cooperation projects with the student Council, Worker Unions, Graduate student Societies and other foundations will be developed every year.
- A Volunteers Team for the 2011 Olympics will be established.
- Manageable projects developed by partners will be supported.
- The graduate students of KTÜ will be given opportunities to benefit from the library and ant the university's other social and recreational facilities.
- Academic units will be encouraged to establish graduate student societies fellowships.
- The information system for the retired personnel of KTÜ will be set up within three years.
- Communication opportunities with High schools, private teaching institutions, and the teachers graduated from KTÜ will be developed

C- Performance Targets and Their Indicators and Related Activities

PERFORMANCE TARGET TABLE (1)

Name of the Institution	Karadeniz Technical University
Objective	Increasing the quality of education and teaching
Target	The number of the students participating in Socrates Erasmus Exchange Programme will be increased 20 %, and the number of the departments will be increased as minimum 1 within the first 2 years.
Performance Target	1- To increase the number of students and teaching staff benefiting international exchange programmes.
Explanations: Within the scope of international exchange programme, the number of contracted country and university is aimed to increase	

Performance Indicators		**2008 (Realization)**	**2009 (Year-end estimation)**	**2010 (Target)**
1	Total number of the students attending Bachelor Degree's programmes*100			0,38
Explanation				
2	Total number of the students attending master's programmes*100			1,17
Explanation				
3	Total number of the students attending phD programmes*100			1,95
Explanation				
4				
Explanation				

Activities		**Need for resource (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	1- To increase the number of students benefiting international exchange programmes.		908.500	908.500
2	1- To increase the number of teaching staff benefiting international exchange programmes.		46.000	46.000
3				
4				
5				
Total in General			954.500	954.500

PERFORMANCE TARGET TABLE (2)

Name of the Institution	Karadeniz Technical University			
Objective	Increasing the quality of education and teaching			
Target	No laboratories will be left without the latest technology during the plan term.			
Performance target	2- To renew laboratories with the recent technology			
Explanation: student, research and computer labs are aimed to renewed by using the latest technology and to make them able to be accredited				
Performance Indicators		**2008 (Realization)**	**2009 (Year-end estimation)**	**2010 (Target)**
1	The lab area in Associate's degree programmes/ the number of students in Associate's degree programmes			0,67
Explanation				
2	The lab area in Bachelor's degree and Master's programmes/ the number of students in Bachelor's degree and Master's programmes			2,72
Explanation				
3				
Explanation				
4				
Activities		**Need for resource (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To renew the labs which can be accredited, and to modernize other labs with repairing and equipment.	8.745.500		8.745.500
2				
3				
4				
Total in General		8.745.500		8.745.500

PERFORMANCE TARGET TABLE(3)

Name of the Institution	Karadeniz Technical University
Objective	Increasing the quality of education and teaching
Target	Every year traditional organizations will be made in order to increase student motivation.
Performance Target	3- Organizations will be made for increasing student motivation.

Explanations: Contributing to education and teaching by motivating the students with scientific, social, cultural, sports activities is aimed.

Performance Indicators		**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The number of tournaments			12
Explanation				
2				
Explanation				
3				
Explanation				
4				
Explanation				

Activities		**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To organize social, cultural, sports activities	150.000		150.000
2	To organize technical visits contributing class practice.	20.000	150.000	170.000
3				
4				
Total in General		170.000	150.000	320.000

PERFORMANCE TARGET TABLE (4)

Name of the Institution	Karadeniz Technical University
Objective	Increasing the quality of education and teaching
Target	The number of computers per student will be increased two times within two years.
Performance Target	4-The number of computers for students will be increased.

Explanations

	Performance Indicators	**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The number of computers for students / the number of students in Associate's degree programmes			0,12
2	The number of computers for students / the number of students in Bachelor's degree programmes			0,20
	Explanations			
3				
	Explanations			
4				
	Explanations			

	Activities	**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To design computer rooms for students and to increase the number of computers	300.000		300.000
2				
3				
4				
Total in General		300.000		300.000

PERFORMANCE TARGET TABLE (5)

Name of the Institution	Karadeniz Technical University			
Objective	Increasing the quality of education and teaching			
Target	The books and research papers demanded by the students and the teaching staff will be met either in printed form or in electronic form every year.			
Performance Target	The books and research papers demanded by the students and the teaching staff will be met either in printed form or in electronic form every year.			
Explanations				
Performance Indicators		**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The number of databases subscribed to within assessment year.	53		56
Explanation: The number of printed periodicals in the library and full text electronic periodicals on databases.				
2	The number of printed periodicals within assessment year.	265		280
Explanation				
3	The number of electronic periodicals on databases within assessment year.	35.201		43.000
Explanation				
4	The total number of printed periodicals in the library and full text electronic periodicals on databases/ total number of students	3,67		3,80
Explanation: The number of books in the library for per student				
Activities		**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To meet the need of printed and electronic periodicals and database subscription.	1.471.500		1.471.500
2				
3				
4				
Total in General		1.471.500		1.471.500

PERFORMANCE TARGET TABLE (6)

Name of the Institution	Karadeniz Technical University
Objective	Increasing the quality of education and teaching
Target	The student contentment will be increased every year.
Performance Target	6-To increase the quality of service giving the students.

Explanation: The quality of social services such as food, health, dormitory is aimed to increase.

	Performance Indicators	**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	Daily average of student food service/total number of the students	7,87	7,63	8,18
Explanation: The number of the students benefiting from the service of the dining hall				
2	Daily average of student health service/total number of the students *100	23,39	26,69	23,41
Explanation: The ratio of the students benefiting from the health service				
3	total number of the part-time working students/ total number of the students	0,007	0,0088	0,0081
Explanation				
4				
Explanation				

Activities		**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To improve student food service	6.109.500		6.109.500
2	To improve student health service	25.500		25.500
3	To provide the students with part-time working opportunities	995.000		995.000
4				
5				
Total in General		7.130.000		7.130.000

PERFORMANCE TARGET TABLE (7)

Name of the Institution	Karadeniz Technical University
Objective	Increasing the quality of education and teaching
Target	The number of foreign teaching staff will be increased.
Performance Target	7- To increase the number of foreign teaching staff

Explanation To increase the quality of foreign language teaching with qualified foreign teaching staff, and to fulfill the need of teaching staff in other branches are aimed.

Performance Indicators		**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The number of foreign teaching staff	10	10	12
Explanation				
2				
Explanation				
3				
Explanation				
4				
Explanation				

Activities		**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To employ qualified foreign teaching staff	568.500		568.500
2				
3				
4				
5				
Total in General		568.500		568.500

PERFORMANCE TARGET TABLE (8)

Name of the Institution	Karadeniz Technical University

Objective	Increasing the quality of education and teaching
Target	The national and international meetings which the products of our academic units are presented will be supported every year.
Performance Target	8-To increase the number of national and international meetings organized by the academic units.

Explanation: To increase the number of national and international meetings organized by the academic units is aimed.

	Performance Indicators	**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The number of national and international scientific congress, symposium, conference, panel, seminar organized by the institution	64	65	70
Explanation				
2				
Explanation				
3				
Explanation				
4				

	Activities	**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To organize national and international scientific meetings	50.000	200.000	250.000
2				
3				
4				
Total in General		50.000	200.000	250.000

PERFORMANCE TARGET TABLE (9)

Name of the Institution	Karadeniz Technical University
Objective	Increasing the quality of education and teaching
Target	The national and international meetings which the products of our academic units are presented will be supported every year.
Performance Target	9- To increase the scientific publishing and activities done by teaching staff will be increased.

Explanation: To increase the scientific publishing and activities done by teaching staff is aimed.

	Performance Indicators	**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The number of full text publishing(SCI-expanded, SCI, SSCI and AHCI)/ the number of teaching staff	0,64		1
: Explanation The number of full text publishing (R) per teacher in the assessment year (SCI-expanded, SCI, SSCI and AHCI)				
2	Total number of papers presented in the country/ total number of teaching staff*100	73		80
Explanation				
3	Total number of papers presented abroad/ total number of teaching staff*100	55		60
Explanation				
4	Total number of publishing and scientific activities/ total number of teaching staff*100	3,8		4
Explanation				

	Activities	**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To assign the teachers in the scope of scientific studies in the country	175.000	125.000	300.000
2	To support the teachers participating in the scientific meetings abroad		200.000	200.000
3				
4				
Total in General		175.000	325.000	500.000

PERFORMANCE TARGET TABLE (10)

Name of the Institution	Karadeniz Technical University
Objective	Increasing the quality of education and teaching
Target	Graduates information system will be set up within 2 years
Performance Target	10- to improve the communication with the graduates
Explanation: To communicate and cooperate with all the graduates are aimed.	

Performance Indicators		**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The number of the graduates registered in graduate database	17.000		20.000
Explanation				
2	Graduate contentment survey	%91		%92
Explanation				
3				
Explanation				
4				

Activities		**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To develope e-graduates information software	50.000		50.000
2	To organize courses, seminar for providing the graduates with life-long education	10.000	20.000	30.000
3				
4				
Total in General		60.000	20.000	80.000

PERFORMANCE TARGET TABLE (11)

Name of the Institution	Karadeniz Technical University
Objective	The targets for infrastructure
Target	To equip all the classrooms with information technologies during the plan term.
Performance Target	11- The classrooms will be modernized with the recent technology.

Explanation: To equip all the classrooms with information technologies

	Performance Indicators	**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The percentage of the classrooms with technological equipment.			60
Explanation				
2	Total classroom area/total number of the students			2,3
Explanation: The classroom area per student				
3				
Explanation				
4				
Explanation				

	Activities	**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	To repair and maintain the classrooms and to fulfill other needs	1.500.000		1.500.000
2				
3				
4				
5				
Total in General		1.500.000		1.500.000

PERFORMANCE TARGET TABLE (12)

Name of the Institution	Karadeniz Technical University			
Objective	Increasing the quality of education and teaching			
Target	New academic units will be established in the areas with completed infrastructure.			
Performance Target	12-The construction of new buildings and facilities requiring educational and teaching infrastructure will be continued.			
Explanation				
Performance Indicators		**2008 (Realization)**	**2009 (Year-end budget)**	**2010 (Target)**
1	The ratio of physical actualization in the application /implication year.			30
Explanation				
2	Total ratio of physical actualization			45
Explanation				
3				
Explanation				
4				
Explanation				
Activities		**Resources Needed (t+1) (TL)**		
		Budget	**Extra-budget**	**Total**
1	The construction of health college and the Faculty of Health Sciences	1.000.000		1.000.000
2	The construction of the building of the Faculty of Law	6.297.000		6.297.000
3	The construction of the building of the Faculty of Pharmacy	1.000.000		1.000.000
4	The construction of the building of polyclinic, the Faculty of Medicine	1.000.000		1.000.000
5				
Total in General		**Total in General**	**Total in General**	**Total in General**

PERFORMANCE TARGET TABLE (13)

Name of the Instution	KARADENIZ Technical University
Objective	Infrastructure oriented objectives
Target	The sports fields will be modernized until the 2011 Olympics
Performance Target	The sports fields will be modernized until the 13-2011 Olympics
Explanations	

Performance Indicators		**2008 (Realization)**	**2009 (End-year Prediction)**	**2010 (Target)**
1	The number of facilities to be renewed (modernized)			3
Explanation				
2				
Explanation				
3				
Explanation				
4				
Explanation				

Activities		**Fund Needed (TL)**		
		Budget	**Extra Budget**	**Total**
1	Completing the maintenance and repair of sports facilities	300.000		300.000
2				
3				
4				
5				
Toatal in General		300.000		300.000

PERFORMANCE TARGET TABLE (14)

Name of the Institution	KARADENIZ Technical University
Objective	Infrastructure oriented objectives
Target	Within the scope of E-University, the supporting of the automation project with new software will start in a year
Performance Target	14- The necessary software and hardware to ensure the security of the university's informatics sources and to set up "the documents management system" within the scope fo E-University will be provided, camera network will be expanded for the campus security

Explanations

Performance Indicators		**2008 (Realization)**	**2009 (End-year Prediction)**	**2010 (Target)**
1	The size of the main server web site (Gb)	42	44	50
Explanation				
2	The total number of computer (edges) in the university	5310	5420	6000
Explanation				
3	The average usage capacity of the internet yearly (mbps)	40	43	48
Explanation				
4	The number of the visitors to the web site home page	7.517.630	8.300.000	9.200.000
Explanation				

Activities		**Fund Needed (TL)**		
		Budget		**Budget**
1	The necessary software and hardware to ensure the security of the university's information resources with attack diagnose and prevention system and to set up a web traffic registery system.	668.000		668.000
2	To set up "document management system"	100.000		100.000
3	To expand camera network for the campus security	200.000		200.000
4				
Toatal in General		968.000		968.000

PERFORMANCE TARGET TABLE (15)

Name of the Institution	KARADENIZ Technical University
Objective	Infrastructure oriented objectives
Target	The Kanuni and Fatih Campuses will be modernized during the plan period
Performance Target	15- The infrastructure places and fields will be maintained and renewed
Explanations: It is aimed to support better education by maintaining and renewing the infrastucture places and fields	

Performance Indicators		**2008 (Realization)**	**2009 (End-year Prediction)**	**2010 (Target)**
1	The rate of physical realization in the implementation year			9
Explanation				
2	The rate of physical realization in total			77
Explanation				
3				
Explanation				
4				
Explanation				

Activities		**Fund Needed (TL)**		
		Budget	**Extra Budget**	**Total**
1	The maintenance and renewal of the campus infrastructure, environmental monitoring	2.000.000		2.000.000
2	Maintenance and renewal of the buildings and facilities	3.300.000		3.300.000
3				
4				
5				
Toatal in General		5.300.000		5.300.000

PERFORMANCE TARGET TABLE (16)

Name of the Institution	KARADENIZ Technical University
Objective	Institutional and social relation oriented objectives
Target	To increase the quality of the Services Sector constantly
Performance Target	16- The quality in providing health service will improve

Explanations

	Performance Indicators	**2008 (Realization)**	**2009 (End-year Prediction)**	**2010 (Target)**
1	The number of patients visiting policlinics	351.405	350.600	375.000
Explanation				
2	The number of inpatients	32.910	35.000	37.500
Explanation				
3	The number of patients served in Farabi Hospital / the number of academics serving in Farabi Hospital yearly	1.879	1.885	2.150
Explanation: The number of patients for each academic				
4	The number of operations in Farabi hospital per year/ the number of academics in Farabi hospital	129	156	60
Explanation: The number of operations for each academic				

	Activities	**Fund Needed (TL)**		
		Budget		**Budget**
1	The construction of Emergency and intensive care units	1.000.000		1.000.000
2	Training the personnel and improving the health services	12.752.000	12.000	12.764.000
3				
4				
5				
Toatal in General		13.752.000	12.000	13.764.000

ACTIVITY COST TABLE (1)

Name of the Institution	**38.23 - KARADENIZ TECHNICAL UNIVERSITY**
Performance Target	**1 To increase the number of participants, both academics and students, to the international exchange programmes**
Activity	Increasing the number of students benefit from the international exchange programme
The unit(s) units responsible for the expenses	**38.23.00.01 – TOP MANAGEMENT, ACADEMIC AND ADMINISTRATIVE UNITS**

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		
Extra Budget	Working Capital	
	Other domestic	
	Foreign	908.500
Total Extrabudget Needed		908.500
Total Amount Needed		908.500

ACTIVITY COST TABLE (2)

Name of the Institution	**38.23 - KARADENIZ TECHNICAL UNIVERSITY**
Performance Target	**1 To increase the number of participants, both academics and students, to the international exchange programmes**
Activity	Increasing the number of students benefit from the international exchange programme
The unit(s) units responsible for the expenses	**38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS**

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		
Extra Budget	Working Capital	
	Other domestic	
	Foreign	46.000
Total Extrabudget Needed		46.000
Total Amount Needed		46.000

ACTIVITY COST TABLE (3)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	2 – Renewing the laboratories with the contemporary technology
Activity	Renewal of the laboratories that can be accredited, maintenance and repair of other laboratories and modernizing them by supplying the necessary tooling and implements
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
It is aimed to renew the laboratories with the contemporary technology to render them to be accredited	

Economical Code		**Subsidy**
01	Personnel Expenditure	3.782.000
02	State social security premium Expenditure	863.500
03	Goods and service procurement Expenditure	100.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	4.000.000
07	Capital Transfers	
08	Lending	
Total budget needed		8.745.500
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		8.745.500

ACTIVITY COST TABLE (4)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	3 - Organizations that will increase the motivation of the students will be held
Activity	Arranging social, cultural, and sports activities
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
It is aimed to support education by motivating students with scientific, social, cultural, and sports activities	

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	150.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		150.000
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		150.000

ACTIVITY COST TABLE (5)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	3 - Organizations that will increase the motivation of the students will be held
Activity	Arranging technical excursions to the course implementation
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
It is aimed to support education by motivating students with scientific, social, cultural, and sports activities	

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	20.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		20.000
Extra Budget	Working Capital	
	Other domestic	150.000
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		170.000

ACTIVITY COST TABLE (6)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	4 – The number of computers used by students will be increased
Activity	Installing computer rooms that can be used by students and increasing the number of computers
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
Arranging the computer rooms that can be used by students and increasing the number of computers by procurement	

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	50.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	250.000
07	Capital Transfers	
08	Lending	
Total budget needed		300.000
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		300.000

ACTIVITY COST TABLE (7)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	5 - The books and articles either electronic or printed demanded by both students and academics will be supplied
Activity	Purchasing printed or electronic documents and subscription to the databases
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
Providing the money for 2010 database purchase, printed or electronic book and journal purchase from the budget and native sources	

Economical Code		**Budget**
01	Personnel Expenditure	370.500
02	State social security premium Expenditure	75.000
03	Goods and service procurement Expenditure	26.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	1.000.000
07	Capital Transfers	
08	Lending	
Total budget needed		1.471.500
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		1.471.500

ACTIVITY COST TABLE (8)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	6 - Improving the quality of the social services for students
Activity	Improving the nourishment services for students
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
To improve the quality of the food services for students	

Economical Code		**Subsidy**
01	Personnel Expenditure	2.401.500
02	State social security premium Expenditure	470.000
03	Goods and service procurement Expenditure	3.238.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		6.109.500
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		6.109.500

ACTIVITY COST TABLE (9)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	6 - To improve the quality of the social services for students
Activity	To improve the health services for students
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	25.500
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget f needed		25.500
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extra budget Needed		
Total Amount Needed		25.500

ACTIVITY COST TABLE (10)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	6 - To improve the quality of the social services for students
Activity	To provide part-time jobs for students
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
The expenditure of the part-time jobs for students in 2010 within the university	

Economical Code		**Subsidy**
01	Personnel Expenditure	915.000
02	State social security premium Expenditure	80.000
03	Goods and service procurement Expenditure	
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		995.000
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		995.000

ACTIVITY COST TABLE (11)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	7 - Increasing the number of well-qualified foreign academics
Activity	Employing well-qualified foreign academics
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenditure	476.000
02	State social security premium Expenditure	92.500
03	Goods and service procurement Expenditure	
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		568.500
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		568.500

ACTIVITY COST TABLE (12)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	8 - To increase the number of national and international conferences held by the academic units
Activity	To enable Academic units hold national and international meetings and conferences
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
It is aimed to increase the number of national and international scientific meetings held by the Academic units. As the budget funds are inadequate the activities are funded to a large extent by extra budgets fund	

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	50.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		50.000
Extra Budget	Working Capital	
	Other domestic	200.000
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		250.000

ACTIVITY COST TABLE (13)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	9 - To increase the publications and scientific activities of the academics
Activity	To commission the academics in terms of scientific studies within the country
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
It is aimed to increase the number of national and international publications of the academics. The funds can be allocated for these activities either from the budget or revolving funds have been calculated.	

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	175.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		175.000
Extra Budget	Working Capital	125.000
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		300.000

ACTIVITY COST TABLE (14)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	9 - To increase the publications and scientific activities of the academics
Activity	To support the academics attending scientific conferences abroad financially
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		
Extra Budget	Working Capital	200.000
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		200.000

ACTIVITY COST TABLE (15)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	10- To improve the communication and relations with the graduates
Activity	Graduates information system software within the scope of E-University
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
A new software will be realized to communicate and cooperate with all the graduates	

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	50.000
07	Capital Transfers	
08	Lending	
Total budget needed		50.000
Extra Budget	Working Capital	
	Other domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		50.000

ACTIVITY COST TABLE (16)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	10 - To improve the communication and relations with the graduates
Activity	To provide courses, seminars etc. for the graduates for lifelong education
The unit(s) units responsible for the expenses	38.23.00.01 – TOP MENAGEMENT, ACADEMİC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenditure	
02	State social security premium Expenditure	
03	Goods and service procurement Expenditure	10.000
04	Interest Expenditure	
05	Current Transfers	
06	Capital Expenditure	
07	Capital Transfers	
08	Lending	
Total budget needed		10.000
Extra Budget	Working Capital	
	Other domestic	20.000
	Foreign	
Total Extrabudget Needed		20.000
Total Amount Needed		30.000

ACTIVITY COST TABLE (17)

Name of the Institution	38.23 - KARADENİZ TECHNICAL UNIVERSITY
Performance Target	11 – Classrooms will be modernized
Activity	Completion of the maintenance and repair of the classrooms and other technological devices
Unit(s) Responsible for the Expenses	38.23.00.01 – TOP MANAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
The amount of Money to be allocated for the above mentioned activities have been calculated.	

Economical Code		**Budget**
01	Peronel expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	100.000
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	1.400.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		1.500.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extrabudget Needed		
Total Amount Needed		1.500.000

ACTIVITY COST TABLE (18)

Name of the Institution	**38.23 – KARADENIZ TECHNICAL UNIVERSITY**
Performance Traget	**12 – To continue the construction of new infrastructural buildings and facilities**
Activity	**Construction of the Buildings for Higher School of Medicine and Faculty of Medical Sciences**
Unit(s) Responsible for the Expenses	**38.23.00.01 - TOP MANAGEMENT, ACADEMİC AND OTHER MENAGING UNITS**
25 percent of the total job will be finished within 2010	

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	1.000.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		1.000.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		1.000.000

ACTIVITY COST TABLE (19)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	12 - To continue the construction of new infrastructural buildings and facilities
Activity	Construction of the building for School of Law
Unit(s) Responsible for t he Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMİC AND OTHER MENAGING UNITS
The construction process will be finished within 2010	

Economical Code		**Budget**
01	Personnel Expenses	2.201.000
02	SSF (SGK) Public Premium Expenses	496.000
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	3.600.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		6.297.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		6.297.000

ACTIVITY COST TABLE (20)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	12 - To continue the construction of new infrastructural buildings and facilities
Activity	The Construction of the building fort he Faculty of Pharmacy (Block B)
Unit(s) Responsible for the Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS
Construction process will be continued	

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	1.000.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		1.000.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		1.000.000

ACTIVITY COST TABLE (21)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	12 - To continue the construction of new infrastructural buildings and facilities
Activity	Construction of the building for Applied Polyclinic of The Faculty of Medicine
Unit(s) Responsible for the Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	1.000.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		1.000.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		1.000.000

ACTIVITY COST TABLE (22)

Name of the Institution	**38.23 - KARADENIZ TECHNICAL UNIVERSITY**
Performance Target	**13 - Sports facilities will be modernized until the 2011Olympic Games**
Activity	**To complete the construction and repair work in sports facilities**
Unit(s) Responsible for the Expenses	**38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS**

Economical Code		**Ödenek**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	300.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		300.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		300.000

ACTIVITY COST TABLE (23)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	14 – To supply the required equipment for the construction Document Menagement System under E-University scheme and to extend the camera net for beter security across the campus.
Activity	To construct attack detention and prevention system for information protection and a computer net recording system
Unit(s) Responsible for the Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenses	376.000
02	SSF (SGK) Public Premium Expenses	92.000
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	200.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		668.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		668.000

ACTIVITY COST TABLE (24)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	14 - To supply the required equipment for the construction Document Menagement System under E-University scheme and to extend the camera net for beter security across the campus.
Activity	To construct a Document Menagement system
Unit(s) Responsible for the Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	100.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		100.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		100.000

ACTIVITY COST TABLE (25)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	14 To supply the required equipment for the construction Document Menagement System under E-University scheme and to improve the camera net system for better security across the campus.
Activity	improve the camera net system for better security across the campus
Unit(s) Responsible for the Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	200.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		200.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		200.000

ACTIVITY COST TABLE (26)

Name of the Institution	**38.23 - KARADENIZ TECHNICAL UNIVERSITY**
Performance Target	**15 – Construction of physical infrastructure facilities will be continued.**
Activity	**Repair and maintenance of the campus infrastructure and the environment**
Unit(s) Responsible for the Expenses	**38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS**
To improve nine percent of the infrastructural facilities across the campus within 2010	

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	2.000.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		2.000.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		2.000.000

ACTIVITY COST TABLE (27)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	15 – Repair and maintenance of the campus physical infrasturcture to be continued
Activity	Repair and the maintenance of the campus buildings and other facilities
Unit(s) Responsible for the Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS
It is necessary to repair the old buildings to make them suitable for the changing educational environment	

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	3.300.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		3.300.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		3.300.000

ACTIVITY COST TABLE (28)

Name of the Institution	**38.23 - KARADENIZ TECHNICAL UNIVERSITY**
Performance Target	**16 – To improve the quality of health care services**
Activity	**To build a new building for the emergency and intensive care ward**
Unit(s) Responsible for the Expenses	**38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS**

Economical Code		**Budget**
01	Personnel Expenses	
02	SSF (SGK) Public Premium Expenses	
03	Purchasing and Service Expenses	
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	1.000.000
07	Capital Transfers	
08	Loans	
Total Budget Needed		1.000.000
Extra Budget Resources	Working Capital	
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		1.000.000

ACTIVITY COST TABLE (29)

Name of the Institution	38.23 - KARADENIZ TECHNICAL UNIVERSITY
Performance Target	16 – To improve health care services
Activity	To improve personel training and health care services
Unit(s) Responsible for the Expenses	38.23.00.01 - TOP MANAGEMENT, ACADEMIC AND OTHER MENAGING UNITS
The expenses for the educational activities heve been allocated by the Office of Trading Capital	

Economical Code		**Budget**
01	Personnel Expenses	9.882.000
02	SSF (SGK) Public Premium Expenses	2.720.000
03	Purchasing and Service Expenses	150.000
04	Interest Expenses	
05	Current Transfers	
06	Capital Expenses	
07	Capital Transfers	
08	Loans	
Total Budget Needed		12.752.000
Extra Budget Resources	Working Capital	12.000
	Other Domestic	
	Foreign	
Total Extra Budget Needed		
Total Amount Needed		12.764.000

D- Total Need For Resources

MANAGEMENT PERFORMANCE TABLE

Name		38.23 – KARADENIZ TECHNICAL UNIVERSITY						
PERFORMANCE TARGET	ACTIVITY	Explanation	2010					
			Inbudget		Extra Budget		Total	
			(TL)	SHARE(%)	(TL)	SHARE(%)	(TL)	SHARE(%)
1		The number of students and academic personel participating in international exchange programmes will be increased	0,00	0,00	954.500,00	57,45	954.500,00	0,59
	1	To increase the number of students participating in international Exchange programmes	0,00	0,00	908.500,00	54,68	908.500,00	0,56
	2	To increase the number of academic personel participating international exchange programmes	0,00	0,00	46.000,00	2,77	46.000,00	0,03
2		To update the equipments in the laboratories	8.745.500,00	5,44	0,00	0,00	8.745.500,00	5,39
	3	To renew the laboratories to be acredited and to repair and modernize the others.	8.745.500,00	5,44	0,00	0,00	8.745.500,00	5,39
3		Öğrencilerin motivasyonunu artırmaya yönelik organizasyonlar yapılacak	170.000,00	0,11	150.000,00	9,03	320.000,00	0,20
	4	To organize social, cultural and sports activities	150.000,00	0,09	0,00	0,00	150.000,00	0,09
	5	To organize vocational excursions to contribute training activities	20.000,00	0,01	150.000,00	9,03	170.000,00	0,10
4		To increase the number of computers for the students to use	300.000,00	0,19	0,00	0,00	300.000,00	0,18
	6	To reorganize computer classrooms and maket hem more suitable and accessible for students	300.000,00	0,19	0,00	0,00	300.000,00	0,18
5		To provide the academic personel and students with the necessary boks and journals either in the library or on the net	1.471.500,00	0,92	0,00	0,00	1.471.500,00	0,91
	7	To subscribe the printed publications or electrnic data bases	1.471.500,00	0,92	0,00	0,00	1.471.500,00	0,91

MANAGEMENT PERFORMANCE TABLE *(Continued)*

6		To improve the quality of social services delivered to the students	7.130.000,00	4,44	0,00	0,00	7.130.000,00	4,39
	8	To improve the quality of catering services	6.109.500,00	3,80	0,00	0,00	6.109.500,00	3,76
	9	To improve the quality of health care services for students	25.500,00	0,02	0,00	0,00	25.500,00	0,02
	10	To provide students with part time job oportunities	995.000,00	0,62	0,00	0,00	995.000,00	0,61
7		To hire more qualified foreign academic staff	568.500,00	0,35	0,00	0,00	568.500,00	0,35
	11	To hire more qualified foreign academic staff	568.500,00	0,35	0,00	0,00	568.500,00	0,35
8		To encourage to academics to organize more scientific activities at national and international level	50.000,00	0,03	200.000,00	12,04	250.000,00	0,15
	12	Organization of national and international scientific activities	50.000,00	0,03	200.000,00	12,04	250.000,00	0,15
9		To encourage academic staff to participate in more scientific activities	175.000,00	0,11	325.000,00	19,56	500.000,00	0,31
	13	To support academic staff to participate in more scientific activities at national level	175.000,00	0,11	125.000,00	7,52	300.000,00	0,18
	14	To support academic staff to participate in more scientific activities at international level	0,00	0,00	200.000,00	12,04	200.000,00	0,12
10		To improve communication and contact with the graduate students	60.000,00	0,04	20.000,00	1,20	80.000,00	0,05
	15	To prepare a software for graduate students under e-university scheme	50.000,00	0,03	0,00	0,00	50.000,00	0,03
	16	To deliver seminars, and courses to the graduate students under life-long education scheme	10.000,00	0,01	20.000,00	1,20	30.000,00	0,02
11		To modernize and update the classrooms	1.500.000,00	0,93	0,00	0,00	1.500.000,00	0,92
	17	To repair the classrooms and supply their technological equipment	1.500.000,00	0,93	0,00	0,00	1.500.000,00	0,92
12		To continue the process of consturction new buildings to improve infrastructural facilities	9.297.000,00	5,79	0,00	0,00	9.297.000,00	5,73
	18	Construction work of the buildings for Higher school of Medicine and Faculty of medical Sciences	1.000.000,00	0,62	0,00	0,00	1.000.000,00	0,62
	19	Construction of the building fort he School of Law	6.297.000,00	3,92	0,00	0,00	6.297.000,00	3,88

MANAGEMENT PERFORMANCE TABLE *(Continued)*

	20	Construction of the building fort he School of Pharmacy	1.000.000,00	0,62	0,00	0,00	1.000.000,00	0,62
	21	Costruction of the building fort he applied polyclinics in the Faculty of Medicine	1.000.000,00	0,62	0,00	0,00	1.000.000,00	0,62
13		To mdernize sports facilities until the 2011 Olympic Festival	300.000,00	0,19	0,00	0,00	300.000,00	0,18
	22	To complete the repair and maintenance job of the sports facilities	300.000,00	0,19	0,00	0,00	300.000,00	0,18
14		To supply the required equipment for the construction Document Menagement System under E-University scheme and to improve the camera net system for better security across the campus	968.000,00	0,60	0,00	0,00	968.000,00	0,60
	23	To construct attack detention and prevention system for information protection and a computer net recording system	668.000,00	0,42	0,00	0,00	668.000,00	0,41
	24	To construct a Document Menagement SystemDoküman	100.000,00	0,06	0,00	0,00	100.000,00	0,06
	25	To expand the camera net across the campus for better security	200.000,00	0,12	0,00	0,00	200.000,00	0,12
15		Repair and maintenance of the campus infrastructure and the environment	5.300.000,00	3,30	0,00	0,00	5.300.000,00	3,26
	26	Repair and maintenance of the campus infrastructure and the environment	2.000.000,00	1,24	0,00	0,00	2.000.000,00	1,23
	27	Repair of the buildings and other facilities across the campus	3.300.000,00	2,05	0,00	0,00	3.300.000,00	2,03
16		To improve the quality of health care services	13.752.000,00	8,56	12.000,00	0,72	13.764.000,00	8,48
	28	Constuction of Emergency and Intensive Care wards	1.000.000,00	0,62	0,00	0,00	1.000.000,00	0,62
	29	To improve health care and educational services delivered to the university personnel	12.752.000,00	7,94	12.000,00	0,72	12.764.000,00	7,86
Total Amount of Performance Target Expenses			**49.787.500,00**	**30,98**	**1.661.500,00**	**100,00**	**51.449.000,00**	**31,69**
General Menagement Expenses			**110.917.500,00**	**69,02**			**110.917.500,00**	**68,31**
Amount of Money To Be Transferred to Other Offices							**0,00**	**0,00**
TOTAL IN GENERAL			**160.705.000,00**	**100,00**	**1.661.500,00**	**100,00**	**162.366.500,00**	**100,00**

TABLE FOR TOTAL RESOURCES NEEDED

Name of the Institution	38.23 - KARADENİZ TECHNICAL UNIVERSITY					
	Economical Codes (I.Level)		**TOTAL ACTIVITY**	**TOTAL GENERAL ADMINISTRATIVE EXPENSES**	**RESOURCES TO BE TRANSFERRED TO OTHER ADMINISTRATIVE UNITS**	**TOTAL in GENERAL**
BUDGET NEEDED	**01**	Personel Expenses	20.404.000,00	75.849.000,00	0,00	96.253.000,00
	02	SSF (SGK) Public Premium Expenses	4.889.000,00	13.648.000,00	0,00	18.537.000,00
	03	Purchasing and Service Expenses	4.094.500,00	18.312.500,00	0,00	22.407.000,00
	04	Interest Expenses	0,00	0,00	0,00	0,00
	05	Current Transfers	0,00	3.108.000,00	0,00	3.108.000,00
	06	Capital Expenses	20.400.000,00	0,00	0,00	20.400.000,00
	07	Capital Transfers	0,00	0,00	0,00	0,00
	08	Loans	0,00	0,00	0,00	0,00
	09	Extra Budget	0,00	0,00	0,00	0,00
	Potal Budget Budget		**49.787.500,00**	**110.917.500,00**	**0,00**	**160.705.000,00**
EXTRA BUDGET RESOURCES	Working Capital		337.000,00	0,00		337.000,00
	Other Domestic Resources		370.000,00	0,00		370.000,00
	Foreign Resources		954.500,00	0,00		954.500,00
	Total Extra Budget Resources Needed		**1.661.500,00**	**0,00**		**1.661.500,00**
Total Resources Needed			**51.449.000,00**	**110.917.500,00**	**0,00**	**162.366.500,00**

Appendix 15 a. Karadeniz Technical University Academic Members Questionnaire

ACADEMIC MEMBER EVALUATION QUESTIONNAIRE

Your Faculty:

Your title:

Gender : a) male b) female

Age: a) <30 b) 30-40 c) 40-50 d) >50

Number of years you have worked at the university:

a) <5 years, b) 5-10 years, c) 10-20 years, d) >20 years

	QUESTIONS
1	How do you evaluate your level of knowledge about your department's mission and vision statements? [1] Good [2]Mediocre [3]Bad
2	How do you evaluate your contribution to the preparation of your department's mission and vision statements? 1] I 've contributed a lot [2]I've contributed a little [3]I haven't contributed at all
3	How do you evaluate your degree of professional satisfaction as an academic member? [1] I am satisfied [2] I am not satisfied
4	How do you evaluate your degree of satisfaction with the physical environment of your job in the department? [1] I am satisfied [2] I am not satisfied
5	How do you evaluate your degree of satisfaction with the level of relations between the academic and the administrative staff? [1] I am satisfied [2] I am not satisfied
6	Do you think the administrative model of your department is transparent? [1] Yes [2] No Do you think the administrative model of your department is accountable? [1] Yes [2] No
7	Does your curriculum meet your vision and mission statements? [1]It definitely meets [2]It meets [3]It definitely doesn't meet
8	What do you think about the compatibility of your curriculum with modern standarts? [1]Very compatible [2] compatible [3] not compatible [3] I've got no idea.
9	Were stakeholders' opinions utilized when the curriculum was formed? [1]Yes [2]No [3]I've got no idea.

Appendix 15 a. Karadeniz Technical University Academic Members Questionnaire (Continued)

10	Evaluate the relative importance given to teaching-learning, research and other activities by your department (as percentage making 100% in total)? Teaching-Learning: % … Research Activities: %... Other Activities: %...
11	Is your department's educational infrastructure designed according to the modern standarts? [1]Yes [2]No
12	How do you evaluate the level of your students' required professional information and proficiency? [1]I think it is quite enough [2] I think it is enough [3] I think it is ***not*** enough
13	Is your department's research infrastructure satisfactory to realize the research activities envisaged in your strategic plan? [1] Yes [2] No [3]I've got no idea.
14	What do you think about the number of the technical staff? [1]Satisfactory [2]Not Satisfactory [3]There is no need for them [4]It is more than satisfactory
15	What do you think about the number of the administrative staff? [1] satisfactory [2] Not satisfactory [3] It is more than satisfactory
16	Do you participate in the socio-cultural activities organised in your department? [1]Always [2] Sometimes [3] Never
17	Do you think the students in your department are capable enough to meet the outcomes envisaged in the curriculum? [1] Yes [2]No
18	What do you think about the sufficiency of the salary you get for your position? [1]satisfactory [2]Not satisfactory
19	What do you think about the level of relations between your institute and international organisations? [1]I think it is satisfactory [2] I think it is not satisfactory [3] I've got no idea.
20	How do you describe your department's place among its equivalents at other universities in our country? [1]High rank [2]Middle rank [3]Low rank
21	What do you think about your knowledge on our university's mission and vision? [1]Enough [2] Not enough [3] I've got no idea.

Appendix 15 a. Karadeniz Technical University Academic Members Questionnaire (Continued)

22	How do you evaluate your contribution to the preparation of the mission and the vision of the university? [1] A lot [2]A little [3]Not at all
23	State three basic elements which define our university's mission. 1)……. 2)……. 3)…….
24	What should be the three research targets of priority you believe to be realized according to the vision and mission of the university? 1)……. 2)……. 3)…….
25	What are the the three most important steps taken by our university according to the mission and the vision statements in order to improve cooperation with the society? 1)……. 2)……. 3)…….
26	What are the three important steps that must be taken by our university according to the mission and the vision in order to improve cooperation with the outside society? 1)……. 2)……. 3)…….
27	Are you pleased to work at KTÜ?. [1]Very pleased [2] Pleased [3] Undecided [4] Not pleased [5] Not pleased at all.
28	a) Do you think our university's administrative model is transparent? [1] Yes [2] No b) Do you think our university's administrative model is accountable? [1] Yes [2] No
29	Do you believe the criteria for appointment and promotion at the university is fair and transparent? 1] Yes [2] No
30	At which level do you think the university administration motivates its academic staff? [1] Satisfactory [2] Not satisfactory [3] I've got no idea.
31	At which level is university administration interested in the problems of academic staff? [1] Very interested [2] Interested [3]I'm not sure [4] Not interested [5] Never interested

Appendix 15 a. Karadeniz Technical University Academic Members Questionnaire (Continued)

32	If your answer is positive then list three activities that have been done in this respect? 1)…….. 2)…… 3)……
33	If your answer is negative then list three activities that must be done for solving the problems? 1)…….. 2)…… 3)……
34	Do you think that university administration gives authorization and responsibility to the necessary committees? [1] Yes [2] No [3] No idea
35	Do you think that university attaches importance to the development of education and research infrastructure in accordance with contemporary norms? [1] Yes [2] No [3] No idea
37	If your answer is positive then list the most important three activities that have been done in this respect? 1)…….. 2)…… 3)……
38	If your answer is negative then list the most important three activities that must be done in this respect? 1)…….. 2)…… 3)……
39	What do you think about the sufficiency level of research-development works conducted in our university? [1] Very sufficient [2] Sufficient [3] I'm not sure [4] Insufficient
40	If your answer is negative then list the most important three activities that must be done in this respect? 1)…….. 2)…… 3)……
41	How do you evaluate university's cooperation with the field of industry and its level of work on the subjects of community service? [1] Very sufficient [2] Sufficient [3] I'm not sure [4] Insufficient

Appendix 15 a. Karadeniz Technical University Academic Members Questionnaire (Continued)

42	If your answer is negative then list the most important three activities that must be done in this respect? 1)…….. 2)…… 3)……
43	Do you think that our university has sufficient social, cultural and sports facilities? [1] Yes [2] No
44	List three social, cultural and sports activities that you want to be performed at the university level. 1)…….. 2)…… 3)……
45	What do you think about the effect of university environment on your personal development? [1] It affects positively [2] It doesn't affect at all [3] It affects negatively
46	What do you think about the sufficiency of our university's library facilities? [1] Sufficient [2] I'm not sure [3] Insufficient
47	Evaluate the importance that our university attaches to education, research and the other activities (social, cultural etc.) proportionally (%) among themselves (their total must be 100). Education: % ……. Research: % …….. The other activities: % …….
48	Write the strongest three aspects of our university. 1)…… 2)…… 3)……
49	Write three qualities which you think that your university can use as an oppurtinity. 1)…… 2)…… 3)……
50	Write the weakest three aspects of our university. 1)…… 2)…… 3)……

Appendix 15 a. Karadeniz Technical University Academic Members Questionnaire (Continued)

51	Write three elements that may be threat for your university in the future. 1)…… 2)…… 3)……
52	What are the three aims that you want your university to achieve in the long and medium term (10 years)? 1)…… 2)…… 3)……
53	What do you think about the activities of our university for its international cooperations? [1] Sufficient [2] Insufficient [3] No idea
54	If your answer is “insufficient”, what are the three steps to be taken in this direction? 1)…… 2)…… 3)……
55	What do you think about the activities that our university conducts for regional-local aims? [1] Sufficient [2] Insufficient [3] No idea
56	If your answer is positive write three activities that you consider the most important. 1)…… 2)…… 3)……
57	If your answer is negative, write three activities that you consider important to achieve these aims. 1)…… 2)…… 3)……
58	What do you think about the activities that our university conducts aimed at national aims of our country? [1] Sufficient [2] Insufficient [3] No idea
59	If your answer is positive write the most important three activities. 1)…… 2)…… 3)……

Appendix 15 a. Karadeniz Technical University Academic Members Questionnaire (Continued)

60	If your answer is negative, write the most important three activities to be done to achieve these aims. 1)…… 2)…… 3)……
61	What do you think about the total quality works in our university? [1] Very necessary [2] Necessary [3] Unnecessary [4] No idea
62	Have you got enough information about accreditation? [1] Yes [2] No
63	Do you think that accreditation works will contribute to the development of our university? [1] Yes [2] No [99] No idea
65	Do you think that you join actively in quality management and accreditation works conducted at our university? [1] Yes [2] No
66	What do you think about the evaluation of instructors by students? [1] I find it positive [2] I find it negative
67	What do you think about student counseling service? [1] Useful [2] Useless [99] No idea
68	What do you think about the relationship level of your university and department with the graduates? [1] Very good [2] Good [3] Neither good nor bad [4] Bad [5] Very bad
69	What do you think about the active participation of students in decision making mechanisms at the university? [1] Very useful [2] Useful [3] Useless [99] No idea
70	If your answer is positive, write three advantages which this participation provides for the university. 1)…… 2)…… 3)……

Appendix 15b. Karadeniz Technical University Administrative Staff Questionnaire

ADMINISTRATIVE/TECHNICAL STAFF EVALUATION QUESTIONNAIRE

Your department:

Age: a)<25 b)25-35 b)36-45 c)45+

Gender: a) Male b) Female

How many years have you been studying at university: a) <5 years, b) 5-10 years, c) 10-20 years, d) >20 years

	QUESTIONS
1	How do you evaluate your level of job pleasure as an administrative staff? [1] I'm pleased [2] I'm not pleased
2	How do you evaluate your level of pleasure because of the physical environment of your department? [1] I'm pleased [2] I'm not pleased
3	How do you evaluate your level of pleasure related to the relationship between academic and administrative staff in your department? [1] I'm pleased [2] I'm not pleased
4	Do you think that your department's polity is transparent? [1] Yes [2] No Do you think that your department's polity is accountable? [1] Yes [2] No
5	What do you think about the number of technical staff in your department? [1] Sufficient [2] Insufficient [3] More than necessity
6	What do you think about the number of administrative staff in your department? [1] Sufficient [2] Insufficient [3] More than necessity
7	Do you join in social-cultural activities organized in your department? [1] Always [2]Never [3] Sometimes
8	What do you think about the sufficiency of wages you take in return for your duty? [1] Sufficient [2] Insufficient
9	Are you pleased for being a KTÜ staff? [1] I'm very pleased [2] I'm pleased [3] I'm not sure [4] I'm not pleased [5] I'm never pleased
10	Do you think that our university's polity is transparent? [1] Yes [2] No Do you think that our university's polity is accountable? [1] Yes [2] No
11	Do you think that university administration motivates the administrative staff sufficiently? [1] Yes [2] No [99] No idea

Appendix 15b. Karadeniz Technical University Administrative Staff Questionnaire (Continued)

12	At which level is university administration interested in the problems of administrative staff? [1] Very interested [2] Interested [3] I'm not sure [4] Not interested [5] Never interested
13	If your answer is positive then list three activities that have been done on this subject. 1)…. 2)…. 3)….
14	If your answer is negative then list three activities that must be done aimed at solving these problems. 1)…. 2)…. 3)….
15	Do you think that our university has sufficient social, cultural and sportive facilities? [1] Yes [2] No
16	List three activities that you want to be done in terms of social, cultural and sportive. 1)….. 2)….. 3)….
17	What do you think about the effect of university environment on your personal development? [1] It affected positively [2] It never affected [3] It affected negatively
18	Write the strongest three aspects of our university. 1)……. 2)……. 3)……..
19	Write three qualities that can be used as oppurtinity for your university. 1)…… 2)……. 3)……..
20	Write the weakest three aspects of our university . 1)……. 2)…….. 3)……..
21	Write three elements that may be threat for your university in the future. 1)……. 2)…….. 3)…….

Appendix 15b. Karadeniz Technical University Administrative Staff Questionnaire (Continued)

22	What do you think about the total quality works in our university? [1] Very necessary [2] Necessary [3] Unnecessary [4] No idea
23	Have you got enough information about accreditation? [1] Yes [2] No
24	Do you think that accreditation works will contribute to the development of our university? [1] Yes [2] No [99] No idea
25	What do you think about the relationship level of your university and department with its retired staff? [1] Very good [2] Good [3] Mediocre [4] Bad [5] Very bad