



GAZI UNIVERSITY
GRADUATE SCHOOL OF HEALTH SCIENCES
STRATEGIC PLAN
(2024-2028)



January 2024





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Figure 1 Organizational chart of the Institute of Health Sciences

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PRESENTATION

Gazi University Graduate School of Health Sciences was established in 1982 with the provisions of Articles 3/f, 19, 50 and 65 of the Higher Education Law No. 2547 and the Decree Law No. 41 on the Organization of Higher Education Institutions and the Faculty of Dentistry, Faculty of Pharmacy, Faculty of Medicine and Faculty of Sports Sciences in order to organize, conduct and supervise graduate and doctoral education in 1982 and started its activities on 05.08.1983. Later, in 2003, the School of Nursing was incorporated with a Master's Program. This School was transformed into the Faculty of Health Sciences in 2008 with the Decree of the Council of Ministers No. 2008/13928 and into the Faculty of Nursing with the Presidential Decree No. 5919 on 03.08.2022 and continues its graduate education as the Faculty of Nursing.

Gazi University Graduate School of Health Sciences conducts interdisciplinary thesis and non-thesis master's programs and doctorate programs in the fields of Dentistry, Pharmacy, Medicine, Health Sciences, Nursing and Sports Sciences. It is aimed to improve and strengthen the postgraduate research, thesis and projects carried out in these fields in the light of scientific and technological developments, and to plan and carry out up-to-date and new programs within the framework of the needs of our country and the world.

As of December 2023, there are a total of 1213 students (25 non-thesis master's, 444 master's and 744 doctoral students) enrolled in our Institute, which continues its education with 36 PhD Programs (3 interdisciplinary), 46 Master's Programs with Thesis (7 interdisciplinary), 43 Departments and 1 Science Branch. A strong teaching staff consisting of 220 Professors, 59 Associate Professors, 43 Assistant Professors and 48 Research Assistants (assigned in accordance with Article 40/a of the Law No. 2547) in the departments affiliated to the Graduate School of Health Sciences (assigned in accordance with Article 35 of the Law No. 2547) are carrying out better and more qualified studies day by day and are working to carry Gazi University further.

Within the scope of Gazi University Graduate School of Health Sciences 2024-2028 Unit Strategic Plan, our most important goal is to improve the standards of the graduate programs carried out in our Institute in line with the goals shown by the Great Leader Mustafa Kemal Atatürk.

To maximize the quality of scientific outputs produced as a result of

research and to bring them in line with world standards.

In this context, obtaining the ORPHEUS Label, which defines European standards and good practices in the field of Health Sciences and Biomedicine, has been identified as an important strategic goal.

As Gazi University Graduate School of Health Sciences, our management staff, administrative staff and all faculty members continue to work with great determination and dedication to achieve our future goals.

Prof. Dr. Adviye Gülçin SAĞDIÇOĞLU CELEP
DIRECTOR OF GRADUATE SCHOOL OF
HEALTH SCIENCES

ABBREVIATIONS

AB	: European Union
AHCI	: <i>Arts and Humanities Citation Index</i>
R&D	: Research and Development
BAP	: Scientific Research Projects
POWER	: Gazi University
GZFT	: Strengths and Weaknesses/Opportunities and Threats
KVYS	: Enterprise Data Management System
ORPHEUS	: Organisation for PhD Education in Biomedicine and Health Science in the European System
PESTLE	: <i>Political, Economic, Social, Technological, Legal, and Environmental Analysis</i>
SCI-E	: <i>Science Citation Index-Expanded</i>
SSCI	: <i>Social Sciences Citation Index</i>
NGO	: Civil Society Organization
TEYDEB	: Directorate of Technology and Innovation Support Programs
TUBITAK	: Scientific and Technological Research Council of Turkey
TUSEB	: Turkish Institutes of Health
TYYÇ	: Turkish Higher Education Qualifications Framework : Council of
HIGHER EDUCATION	Higher Education
YUDAB	: Overseas Doctoral Research Fellowship



I. STRATEGIC PLAN AT A GLANCE

1.1. Mission

In graduate education and training; researcher, questioner, analytical and critical thinking, communication skills and lifelong education awareness, entrepreneur, ethical rules, strong leadership qualities, respect for national, spiritual, cultural and human values, producing and sharing knowledge, to educate individuals who are experts in their fields.

1.2. Vision

To provide national, international and interdisciplinary education in the field of Health Sciences, to contribute to society and to train individuals who continuously improve themselves.

1.3. Aims and Objectives

Objective 1. Improving the Quality of Education

Objective 1.1. Increasing the rate of faculty members with counseling certificate to over 95%

Increasing the number of interdisciplinary programs by 20%

Increasing the number of transferable skills courses by 50%

Target 1.4. Increasing the number of students benefiting from the Erasmus program by 10%

Objective 2. Improving Research Quality

Target 2.1. Increasing the number of publications from theses by 20%

Objective 2.2. Increasing the rate of publication of thesis publications in high quality journals by 10%

Objective 2.3. Increasing the number of projected thesis studies by 20%

Increasing Student, Faculty, Administrative Staff and Alumni Satisfaction

Objective 3.1. Increasing student satisfaction

Objective 3.2. Increasing faculty satisfaction

Objective 3.3. Increasing the satisfaction of administrative staff

Objective 3.4. Increasing graduate satisfaction



II. KEY PERFORMANCE INDICATORS

The key performance indicators of the Graduate School of Health Sciences can be evaluated with many variables such as the number of graduate students, the number of theses completed, the number of faculty members, the status of the theses as projects, the status of the publication of the data obtained from the results of the researches, the quality criteria of the publications made from the theses, the ability of students and faculty members to use international project resources, the ability of students and faculty members to benefit from mobility programs, the number of YÖK 100/2000 Doctoral Scholars who receive doctoral education in order to meet the need of our country for doctoral human resources in priority areas determined by the Council of Higher Education.

Table 1 Table of Key Performance Indicators

Plan Period Initial Value (2023)	Key Performance Indicators	Plan Period End Targeted Value (2028)
315	Number of faculty members participating in Counseling Training	335
0.94	Ratio of the number of faculty members receiving training to the total number	0.99
1	Number of interdisciplinary program applications	2
10	Number of interdisciplinary programs opened	12
1	Number of institute joint courses	2
10	Number of students applying to Erasmus program	12
15	Number of students benefiting from Erasmus Program	17
56	Number of publications from doctoral theses	67
52	Number of publications from master's theses	63
18	Number of quality journals in which publications are published (PhD)	20
25	Number of quality journals in which publications are published (Master's)	30
51	Number of projected theses (PhD)	62
10	Number of projected theses (Master's)	12
93,6	Percentage of student satisfaction	100
95,1	Faculty member satisfaction percentage	100
95,1	Administrative staff satisfaction percentage	100
83,3	Graduate satisfaction percentage	100

III. STRATEGIC PLAN PREPARATION PROCESS

In the process of preparing the Gazi University 2024-2028 Period Unit Strategic Plan, the current resources and targets were evaluated by analyzing the situation in line with the meetings held with the members of the Institute Board of Directors, our internal and external stakeholders, our Unit Strategic Team members and the opinions / suggestions received, then the future goals within the scope of the strategic plan and the work planned to be done to achieve these goals were determined and the final version of our Unit Strategic Plan was shaped with the approval of the Institute Board of Directors.

The strategic plan is planned in VIII chapters. The Strategic Plan at a Glance in Chapter I, Key Performance Indicators in Chapter II, Strategic Plan Preparation Process in Chapter III, Situation Analysis in Chapter IV, Looking to the Future in Chapter V, Differentiation Strategies in Chapter VI, Strategy Development in Chapter VII and Monitoring and Evaluation in Chapter VIII.



IV. SITUATION ANALYSIS

4.1. Corporate History

Gazi University Graduate School of Health Sciences was established in 1982 and started its activities on 05.08.1983 in order to organize, carry out and supervise graduate and doctorate education in the Faculty of Dentistry, Faculty of Pharmacy, Faculty of Medicine and Faculty of Sports Sciences in accordance with the provisions of Articles 3/f, 19, 50 and 65 of the Higher Education Law No. 2547 and the Decree Law No. 41 on the Organization of Higher Education Institutions.

Later, in 2003, it incorporated the School of Nursing with a Master's Program. This School was transformed into the Faculty of Health Sciences in 2008 with the Decree of the Council of Ministers No. 2008/13928 and into the Faculty of Nursing with the Presidential Decree No. 5919 on 03.08.2022 and continues its graduate education as the Faculty of Nursing.

The main objectives of Gazi University Graduate School of Health Sciences are to organize postgraduate education in the fields of Faculty of Dentistry, Faculty of Pharmacy, Faculty of Medicine, Faculty of Medicine, Faculty of Nursing, Faculty of Health Sciences and Faculty of Sports Sciences at Gazi University, to direct postgraduate studies and projects by following scientific and technological developments, and to direct its students to advanced research on current issues.

Students enrolled in the graduate program of the Graduate School continue their course, seminar and thesis studies in accordance with the regulations they are affiliated with. They must complete this education within the maximum period specified in the regulations they are affiliated with. ***Gazi University Graduate Education and Examination Regulation***, which entered into force after being published in the Official Gazette dated June 11, 2019 and numbered 30798, ***Gazi University Doctorate Education and Application Principles, Gazi University Graduate Education and Application Principles, Gazi University Graduate Education and Application Principles***, and with **the regulations made in the Application Principles with the Senate decision dated 15.04.2022 and numbered 2022/123**, the procedures and principles regarding graduate education and exams of the Graduate School of Health Sciences are regulated.

As of December 2023, there are a total of 1213 students enrolled in 25 Non-Thesis Master's, 444

Master's and 744 PhD programs. A strong teaching staff consisting of 220 Professors, 59 Associate Professors, 43 Assistant Professors and 48 Research Assistants (assigned in accordance with Article 40/a of the Law No. 2547) in the departments affiliated to the Graduate School of Health Sciences are carrying out better and more qualified studies day by day and are working to move Gazi University forward.

The Graduate School of Health Sciences, which contributes to the R&D activities of Gazi University, which is one of the most important education and training institutions of our country, works in the light of the principles it has determined in accordance with its vision and mission with a sense of responsibility, and continues its national and international academic studies with a transparent management approach.

4.2. Evaluation of the 2019-2023 Strategic Plan

When the strategic plan is evaluated, it is seen that the mission, vision, goals and objectives are adhered to, key performance indicators are complied with, risks are identified and measures are taken according to these risks, the current environmental conditions are evaluated, and the values related to targets and performance indicators are correctly determined (Table 2). (Table 2)

Table 2 Realization Percentages of Targets

Target	2021	2022
H.1.1. Increasing the rate of faculty members with counseling certificate to above 95%	305	310
H.1.2. Increasing the number of interdisciplinary programs by 20%	9	9
H.1.3. Increasing the number of transferable skills courses by 50%	0	1
H.1.4. Increasing the number of students benefiting from the Erasmus program by 10%	4	10
H.2.1. Increasing the number of publications from theses by 20%	100	105
H.2.2. Increasing the rate of publication of thesis publications in quality journals by 10%	39	41



H.2.3. Increasing projected thesis studies by 20%	57	59
H.3.1. Increasing student satisfaction	95	95
H.3.2. Increasing faculty satisfaction	94	94
H.3.3. Increasing administrative staff satisfaction	96	96
H.3.4. Increasing graduate satisfaction	-	95

4.3. Legislation Analysis

Students and faculty members enrolled in the graduate programs of Gazi University Graduate School of Health Sciences continue their studies in accordance with the regulations they are bound to. The list of legislation that our Institute is subject to while fulfilling its activities and explanations regarding the provisions of the legislation are given in Table 3 (Legislation is available on the website of our Institute).

Table 3 Legislative Analysis Identification Table

Legal Liability	Basis	Findings	Needs
To provide education and training services.	2547/ Articles 14, 43, 44, 45, 46, 49	Graduate Education and The Examination Regulation has been renewed and published. Education and training services are carried out within the framework of the legislation.	Regulations should be updated when necessary and information on these updates should be provided.
A based on contemporary education and training principles layout in the nation and human fit for the country's needs power	Turkish Constitution Article 130 Article 2547 Articles 4, 5 and 12	Fulfilled by the university but not included in the legislation There is no service, because the procedures in force at universities	



to educate, to provide secondary education based on various levels of education and training, scientific to conduct research, publication and consultancy, to the country and to humanity to serve		according to the provisions of the legislation is being carried out.	
Preparing Strategic Plan	5018/ Article 9	2019-2023 Updated Strategic Plan of our Institute prepared at and on our web page.	For the success of strategic plans a continuous monitoring and evaluation cycle needs to be established. Monitoring and evaluation of the institutional and unit strategic plan should be carried out meticulously.
Determination of authorities and responsibilities regarding official correspondence, determination of principles regarding delegation of authority	Regulation on the Principles and Procedures to be Applied in Official Correspondence Correspondence Procedure and Principles and Directive on Delegation of Authority and Signature Authorities	Unit managers authorize and responsibilities are defined. Delegation of authority related issues are defined. Correspondence procedures and principles and responsibilities are defined	The activities and correspondence in our institute are carried out in accordance with the directive Informative meetings should continue to be held in order to carry them out.
Postgraduate Organizing the Training	YÖK Postgraduate Eğitim ve Öğretim Yönetmeliği Teaching Regulation Amendment To be done Dairy Regulation Gazi	Procedures and principles of graduate education general processes defined as	Specific to the field of health sciences in postgraduate education processes Regulations on publication requirements for ORPHEUS Label



	University Postgraduate Education and Training ve Sınav Regulation YÖK Postgraduate Eğitim ve Teaching Regulation		must be brought in.
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Gazi University Graduate Education and Examination Regulation, which entered into force after being published in the Official Gazette dated June 11, 2019 and numbered 30798, regulates the procedures and principles regarding the current graduate education and exams conducted by Gazi University Graduate School of Health Sciences. (Gazi University Graduate Education- Education and Examination Regulation (June 11, 2019)).

Gazi University Master's Education and Training Application Principles and Gazi University Doctorate Education and Training Application Principles were approved by Gazi University Senate on 02.12.2020. In addition, the regulations made by the Senate decision dated 15.04.2022 and numbered 2022/123 are also on our web page.

Products and services offered by Gazi University Graduate School of Health Sciences: Considering the outputs of the legislative analysis and the programs and sub-programs for which the university is responsible, the main products and services offered by the university can be evaluated under the main headings of Education and Training, Research and Development, Entrepreneurship, Social Contribution.

Legal obligations specified in the relevant legislation are fully fulfilled. Activities and services such as social responsibility and social contribution that the University fulfills are also offered by the Graduate School of Health Sciences.



4.4. Analysis of Top Policy Documents

The analysis of top policy documents is given in the table below.

Table 4 Analysis of Top Policy Documents

Top Policy Document	Related Section/Reference	Assigned Tasks/Needs
11th Development Plan	332.5. The number and diversity of associate, undergraduate and graduate programs for priority sectors will be increased and R&D activities in this field will be given special importance at universities.	Our University meets R&D activities in priority sectors initiation and monitoring
	349.1. Qualified human resources with PhD degrees needed in the industry will be trained through university-industry cooperation and employment of PhD researchers in industry will be encouraged.	Contributing to the training of qualified manpower at the graduate level by increasing cooperation with the private sector and universities
	349.3. In cooperation between universities and industry, graduate programs will be established to meet the needs of the industry, especially in priority sectors, and universities that open these programs will be encouraged.	Opening new graduate programs for the priority sectors matched by our university
	551. Based on national, spiritual and universal values, educational contents and curricula will be prepared in line with global developments and needs.	Preparing and updating curricula and contents in line with national and global developments and needs
	559.8. Students will be encouraged to apply for inventions, patents and utility models.	Researcher student model and research projects graduate students ensuring that it takes place
	561.2. The number of PhD graduates will be increased to 15 thousand on average annually during the plan period, particularly in priority sectors.	Increasing student quota in PhD programs for priority sectors



<p>Medium Term Program</p>	<p>Growth . Article: Strategic vision areas, private sector, large-scale gathering of university and public R&D centers technology and products with platform and network supports development processes will be encouraged, patented technologies to industry transfer will be supported.</p>	<p>Developing university-industry cooperation, developing patents and value-added products through joint projects</p>
<p>Year 2023 Presidency Annual Program</p>	<p>It will be ensured that qualified human resources with doctorate degrees needed in the industry will be trained through university- industry cooperation and employment of researchers with doctorate degrees in the industry will be encouraged.</p>	<p>Increasing industry partnered project applications such as TÜBİTAK 2244, TEYDEB</p>
<p>Year 2023 Presidency Annual Program</p>	<p>In order to promote a healthy lifestyle, awareness-raising activities such as education, public service announcements and campaigns will be carried out to promote healthy eating and active living habits.</p>	<p>Promote healthy living for hospitals , establishing cooperation with community health centers and schools Moving life to gain habits Free of charge for sports facilities located in universities, municipalities, etc. exercise programs to create, to the public announcement, municipalities Providing free transportation by</p>
<p>Year 2023 Presidency Annual Program</p>	<p>Multi-stakeholder health responsibility model will be strengthened on issues such as food safety, obesity and environmental health.</p>	<p>Establishing multidisciplinary cooperation on issues such as food safety, obesity and environmental health Increasing cycling and green walking paths, Environmental noise reducing pollution, Quality of fair Improvement Social awareness Increasing</p>



		Providing information on radio, television, etc. by relevant experts
	Awareness on rational use of medicines will be raised through public awareness-raising activities, with priority given to elderly patients and individuals with chronic diseases.	Increasing health literacy Providing training on the use of medicines to the public, with priority given to elderly patients and individuals with chronic diseases Establishing projects to raise public awareness on rational use of medicines

4.5. Identification of Areas of Activity and Products and Services

Products and services offered by Gazi University Graduate School of Health Sciences: Considering the outputs of the legislative analysis and the programs and sub-programs for which the university is responsible, the main products and services offered by the university can be evaluated under the main headings of Education, Research and Development, Entrepreneurship, Social Contribution and are shown in Table 5.

Table 5 Activity Area-Product/Service List

Field of Activity	Product/Services
Education	Graduate Education Programs
	International Joint Education Programs
	National and International Exchange Programs
Research and Development	Scientific Research Projects
	Projects Supported by Public Institutions / Organizations, EU and Industrial Organizations (University-Industry Cooperation)
	Scientific Events (Symposium, Congress, Workshop, etc.)
	Scientific Publication, Patent and Industrial Design Activities
Entrepreneurship	Consulting Services
	For Supporting Entrepreneurship Training Programs and Events



Social Contribution	Research and Application Centers Activities
	Conference, Symposium, Seminar, etc. Events
	Cultural and Artistic Activities
	Lifelong Education and Certificate Programs
	In-service training programs
	Social Responsibility Projects
	Corporate Transformation
Program evaluation studies	
Risk identification and monitoring systems	

4.6. Stakeholder Analysis

The stakeholders of our Institute, whose opinions/suggestions we always value within the scope of the stakeholder analysis studies of our Institute's Strategic Plan for the 2024-2028 Period, have been determined by taking into account the service and activity areas of our Institute and the stakeholder impact/importance matrix is presented in Table 6.

Table 6 Stakeholder Impact/Importance Matrix

Importance/Impact	Weak	Powerful
Low	Watch	Inform
High	Watch Your Interests , Include in your work	Work Together

Pursuant to Article 9 of the Public Financial Management and Control Law No. 5018; "Our Institute's Strategic Plan for the 2024-2028 Period has been prepared in line with the opinions and suggestions of our internal and external stakeholders, and the stakeholder evaluations are included in the Annex-2 tables.

One of the studies that our university periodically conducts to obtain opinions from internal and external stakeholders is satisfaction surveys. The results of the surveys, which are regularly applied to students, academic staff, administrative staff and graduates, are evaluated in Table 7 in order to determine the findings and needs in the strategic plan studies.



Table 7 Satisfaction Surveys Evaluation Table

Survey	Room for Improvement	Need
Faculty Member Satisfaction Survey 2023	Ensuring that all administrative staff of the institute have the same equipment and knowledge and increasing their	In-service trainings
	Increasing research opportunities	Ethics committee with as needed
	Reducing faculty members' graduate student advising	Regulations on graduate admission requirements
	Closer cooperation and exchange of views with the faculty members of the Institute	Visits to the departments by the Graduate School administration
	Discussing the admission requirements of students accepted from abroad in the academic boards of the departments and submitting them to the Graduate School as a decision	Regulating the criteria for admission exams to the program
	Norm staffing of academic staff within the Institute	Staffing by the university senior management and YÖK
	Submitting the graduate student admission requirements to the Graduate School as the decision of the academic board of the department chairs and, if possible, by unanimous vote	Clear definition of criteria
	To pave the way for students to benefit from interdisciplinary laboratory facilities for research	University senior management
	Organizing activities such as seminars and symposiums that will ensure multidisciplinary and interdisciplinary communication	Conferences, workshops
	Updating the criteria for Supervisor assignment-student Supervisor selection	Consulting Agreement Counselor Preference Form (3 Preference Rights) Change of Supervisor Form (3 Preference Rights)
In the recruitment of academic staff to our university, the candidate's work and achievements in educational activities should be taken into consideration at least as much as their scientific activities.	Training of Trainers program for health professionals	
Administrative Staff Satisfaction Survey 2023	Organizing trainings on foreign language and motivation	In-service trainings
Student Satisfaction Survey 2023	Increasing information meetings	Orientation training at the beginning of semesters
	Conducting project trainings in a more comprehensive manner covering several days rather than superficial	Structuring project trainings
	Making the course selection process clearer and more understandable	Orientation training at the beginning of semesters



	Increasing social activities, laboratory and other physical facilities	University senior management
	Announcing the schedule of all activities to be held during the year at the beginning of the semester and sending a reminder e-mail one week before the event.	Orientation training at the beginning of semesters
	Easier access to student affairs by phone, all staff in student affairs have the same knowledge and competence about the operation	Increasing the number of staff
	Supporting students for career development after education	Consultation with board
	Increasing Erasmus opportunities, supporting congress participation, providing support in research permission processes	University senior management
	Organizing trainings that will contribute to graduate education such as SPSS Statistical Applications	Conferences, workshops, etc.
	Allowing students to determine their Supervisors completely on their own	ORPHEUS Label
	Creating a "frequently asked questions" section on the website covering the graduate education process	Frequently Asked Questions tab on the Institute website
	More support for multidisciplinary studies	Workshops
	Providing more resources and opportunities for courses and skills that require practice	Program evaluation
	Adding courses on research methods, statistical analysis, writing articles, book chapters, projects (especially for PhD students) to the compulsory curriculum	Transferable courses
	Supervisors supporting students about programs abroad and motivating them during the thesis process	---
Graduate Satisfaction Survey 2023	Continuing communication after graduation	Alumni meetings
	Continuation of the @gazi.edu.tr extension e-mail address for graduates	University senior management

4.7. Internal Analysis

Gazi University Graduate School of Health Sciences has a competent human resource, an informatics infrastructure with up-to-date information and a deep-rooted corporate culture.

4.7.1. Organization Chart

Graduate School of Health Sciences, director, deputy directors and institute secretary and Institute



It is governed by the Board of Directors and the Institute Board.

The director of the institute fulfills the duties assigned to the deans by Law No. 2547 in terms of the institute.

The Institute Board consists of the vice directors and the heads of the main science departments in the institute under the chairmanship of the director.

The institute board of directors consists of the director, vice directors, three faculty members elected for three years by the institute board among six candidates to be nominated by the director.

The institute board and the institute board of directors fulfill the duties assigned to the faculty board and the faculty board of directors by Law No. 2547 in terms of the institute.

The Graduate School of Health Sciences has a Director, two Vice Directors and an Institute Secretary. In addition, there are a total of 14 (academic and administrative) staff and 4 managers in the institute, including lecturers (3), student affairs (4), accounting (1), personnel affairs (1), technical services (2), secretary (1) and janitor (2). The organizational chart of the Graduate School of Health Sciences is given below (**Figure 1**).



4.7.2. Human Resources Competency Analysis

As of December 2023, there are a total of 1213 students (25 non-thesis master's, 444 master's and 744 doctoral students) enrolled in Gazi University Graduate School of Health Sciences, which continues education in 36 doctoral programs, 46 master's programs with thesis and 4 master's programs without thesis. A strong teaching staff consisting of 220 Professors, 59 Associate Professors, 43 Assistant Professors and 48 Research Assistants (appointed in accordance with Article 40/a of the Law No. 2547) in the departments affiliated to the Graduate School of Health Sciences are carrying out better and more qualified studies day by day and are working to carry Gazi University further (Table 8).

Table 8 Number of Academic Staff by Title 2023

Cadre	Number
Professor	220
Associate Professor	59
Prof. Dr. Faculty Member	43

Foreign Academic Staff

There are no foreign academic staff in our Institute.

Academic Staff Assigned to Other Universities

We do not have academic staff assigned to other universities.

Academic Staff Assigned to Our Unit from Other Universities

A total of 48 research assistants, 12 in accordance with Article 35 of Law No. 2547, 12 in 24 priority areas within the scope of ÖYP, have been assigned to our institute. In addition, in accordance with Article 40/d of Law No. 2547, 1 faculty member from Kırıkkale University has been assigned to give lectures in the graduate programs of our Institute.

Contracted Academic Staff

There are no contracted academic staff in our institute.

Administrative Staff

There are 10 administrative staff and 2 permanent workers working in our institute (Table 9).

Table 9 Number of Administrative Staff 2023

Service Class	Number of Personnel
General Administrative Services	7
Technical Services Class	2
Janitor	1
Permanent worker	2

4.7.3. Corporate Culture Analysis

In order to contribute to the development of the Institutional Culture, internal and external stakeholder meetings are held regularly, departments are visited, ideas and opinions of stakeholders are received and their participation is ensured. Visuals, announcements and outputs of these activities are shared on the institute's website. Efforts are made to ensure that both academic and administrative staff contribute to decision-making processes in terms of participation. Cooperation between academic units and the development of a harmonious working environment are encouraged. Sharing of knowledge and experience among colleagues is enabled. Surveys are regularly organized for these purposes.

4.7.4. Physical Resource Analysis

Gazi University Graduate School of Health Sciences moved to Tunus Street as of June 2020. In the current settlement area, it has an area of approximately 500 square meters consisting of one director's room, two assistant directors' rooms, institute secretary's room, 4 offices, two secretary rooms, 1 archive room, 1 tea room and 1 meeting room, and 12 rooms in total. There are no lecture halls, classrooms, classrooms or laboratories belonging to our Institute. Each Department conducts its courses within the scope of the relevant program by using its own physical spaces. Meetings of the Institute's Board of Directors are held in the meeting room. There is no social area in the residential area of our Institute. Information about the physical spaces is given in the table below (Table 10.)

Table 10 Institute Physical Areas

Sub Unit	Office (pcs)	Indoor Area (m)²
Manager's office	1	50



Assistant principals' room	2	30+30
Institute secretary room	1	30
Teaching Assistant	1	15
Secretariat	2	20+20
Student Affairs	2	50+50
Personnel affairs	1	20
Accounting	1	30
Meeting Room	1	50
Archive	1	50
Kitchen	1	30
Warehouse	1	30
Corridor	2	

4.7.5. Technology and Information Infrastructure Analysis

In our Institute, there are personal computers belonging to the Director, Assistant Directors, Institute Secretary, Student Affairs staff, staff responsible for accounting and personnel affairs, research assistants and secretaries. Information about the information and technological resources available in our Institute is given in the table below (Table 11).

Table 11 Information and Technological Resources

Type	Quantity
Table Top Computer	17
Laptop/Portable Computer	3
Barcode printer, reader, optical reader	2
Printing machine	-
Episkopop	-
Fax	1
Photo camera	-
Photocopy machine	1
Camera	-
Microscope	-
Projection	2
Slide machine	-
Scanner	3
Television	1
Cyclops	-
Printer	15
3D Printer	-



4.7.6. Financial Resource Analysis

The 2023 budget expenditures of our Institute are given in Table 12.

Table 12 Budget Expenditures Table

Sources	2023 Budget Start Allocation	2023 Realization Total	Realization Rate
	TL	TL	%
Total Budget Expenses	121.031	115.205,149	95
Personnel Expenses	54.251,00	38.906,728	97
State Premium Expenses to Social Security Institutions	6.780,00	2.663,421	100
Goods and Service Purchase	60.000	73.635	88
Current Transfers	-	-	-
Capital Expenditures	-	-	-

4.8. Academic Activities Analysis

Gazi University Graduate School of Health Sciences Academic Activities Analysis Table 13 given.

Table 13 Academic Activities Analysis Table

Core Academic Activities	Strengths	Weaknesses / Problem Areas	What to do
With Thesis/ Without Thesis High Undergraduate Education and PhD Education	<ul style="list-style-type: none"> - Our institution has a well-established educational background to be - Diploma program diversity - National and existence of international accreditations - Presence of interdisciplinary disciplines - Adoption of a learner-centered approach - Competent in the field 	<ul style="list-style-type: none"> - Difficulties in procurement of technological training equipment developed in some fields - Inadequate monitoring, communication and cooperation with graduates - Foreign participation in international exchange programs 	<ul style="list-style-type: none"> - Academic Improving personnel and physical infrastructure facilities - Graduate information by installing the system communication with alumni should be strengthened - Academic Promotional activities to increase participation in international exchange programs should be increased in units



	and having an experienced academic staff	insufficient participation of faculty and students	
Scientific Research	- Availability of qualified academic staff - High number of articles scanned in national and international indexes	- Lack of interdisciplinary studies at the desired level	- Interdisciplinary cooperation in research should be increased
Entrepreneurship	- High level of project opportunities - Having Gazi Technopark	- The regional and national economic contribution of the research conducted is not at the expected level	- Research laboratories and infrastructures should be supported by taking into account the technological goals and strategies of our country and our university
Social Contribution	- serviceto all segments of society Adopting a university approach that aims to - Hosting Turkey's reference faculties in health service provision		

4.9. Higher Education Sector Analysis

The PESTLE analysis prepared within the framework of Gazi University Graduate School of Health Sciences Higher Education Sector Analysis is given in Table 14.

Table 14 Higher Education Sector Analysis Table

EFFECTORS	Findings	Impact on University		What Should it be done?
		Opportunities	Threats	



Politics	<ul style="list-style-type: none"> - Higher education targets are included in top policy documents. - Our university is among the research universities. - There are policies that support international projects. 	<ul style="list-style-type: none"> -New education/research opportunities - Providing additional resources to research universities - Supporting international projects and cooperation (EU funds, etc.) 	<ul style="list-style-type: none"> - The risk of falling behind national and international competitors in the realization of goals and objectives 	<ul style="list-style-type: none"> - Cooperation with public institutions and organizations should be increased - Support efforts for high value-added sectors -Utilization of research outputs for development should be ensured - International cooperation should be increased
Economic	<ul style="list-style-type: none"> - Our university receives public support in research, education and infrastructure services. - Faculty members carry out projects with the public and private sectors. 	<ul style="list-style-type: none"> - Increasing our university's cooperation with the public, industry and private sector to obtain new sources of funding - Training qualified personnel for the public and private sectors 	<ul style="list-style-type: none"> - Insufficient resources allocated to scientific research and projects - SMEs' reluctance to partner in projects 	<ul style="list-style-type: none"> - Public-industry-university cooperation should be increased - Research projects for public and private sector should be prepared
Sociocultural	<ul style="list-style-type: none"> - The rate of young population is high. - We have student exchange programs. 	<ul style="list-style-type: none"> - The presence of students from different cultural backgrounds at our University through exchange programs abroad, and the opportunity for our students to meet different cultures abroad - Creating a strong impact on our university's corporate identity 	<ul style="list-style-type: none"> -Students and faculty members are not sufficiently informed about overseas exchange programs 	<ul style="list-style-type: none"> - Students should be supported socioculturally as well as scientifically -Participation in faculty and student exchange programs should be increased -Cooperation with the sectors in which graduates are active should be increased
Technological	<ul style="list-style-type: none"> - The country's technological infrastructure is constantly evolving. - Simultaneously with 	<ul style="list-style-type: none"> - Technology Transfer Application and Research within the University 	<ul style="list-style-type: none"> - As a result of rapidly changing and developing technology 	<ul style="list-style-type: none"> -Financial support and laboratories to support new technologies



	work and resourcing is required.	Having a center - Increased accessibility of information with the development of technology and the emergence of new research topics	out of date Insufficient number of laboratories with up-to-date technologies	opportunities should be increased. - Information infrastructure should be strengthened. - Technological development should be pursued in cooperation with the private sector
Legal	- University units are available to support projects and patents.	- Providing legal support on project and patent issues	-High number of legislative application procedures in project and patent applications	- Legal support for projects and patents should be increased

4.10. Strengths and Weaknesses/Opportunities and Threats (SWOT) Analysis

The strengths, weaknesses, opportunities and threats of the Graduate School of Health Sciences are presented in the SWOT Analysis Table below (Table 15).

Table 15 Graduate School of Health Sciences SWOT Analysis Table

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1. Strong research infrastructure 2. Strong research staff 3. The presence of the Hospital as a Research and Application Center of the University 4. Presence of a Dental Hospital 5. Strong computer infrastructure 6. Availability of advanced technological devices in research environments	1. Accessibility of research environments 2. Insufficient international support (congress, symposium, etc.) 3. Insufficient number of applications for internal and external scientific support 4. Lack of international joint programs 5. Number of interdisciplinary programs 6. Number of projects linked to abroad 7. Joint consultancy	1. ORPHEUS Certificate 2. Existence of international exchange programs 3. Contributions of students and faculty members who have participated in international programs 4. Demand for multidisciplinary research 5. Faculty members	1. Foreign Currency Indexed Changing project costs 2. Limited project allocations 3. Insufficient domestic and international congress support 4. Failure to follow changing technologies sufficiently and rapidly 5. Well-equipped laboratory and research



<p>7. Presence of a technopolis</p> <p>8. Having a Career Planning Center</p> <p>9. Having an academic writing center</p> <p>10. Being a research university</p> <p>11. Conducting scientific studies in accordance with Research and Publication Ethics.</p> <p>12. Updated information package</p>	<p>Number of</p> <p>8. Number of high budget projects</p> <p>9. Number of patents obtained from theses</p> <p>10. University-industry cooperation</p> <p>11. Social environments for students, faculty and administrative staff</p> <p>12. Communication with alumni</p>	<p>requests for improvement of research environments and enhancement of quality</p> <p>6. Improvements in BAP projects (Allowing all PhD students to go abroad for 3 months, increasing the amount of support)</p> <p>7. Renovation of the library</p> <p>8. Remaining a Research University, allocating new research facilities and staff</p>	<p>high budget requirements for the establishment of infrastructures</p> <p>6. Employment of graduates</p>
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4.11. Identifications and Needs

Gazi University Graduate School of Health Sciences Identifications and Needs table is presented in Table 16.
given.

Table 16 Identifications and Needs Table

Situation Analysis Stages	Identifications/ Problem Areas	Needs/ Development Areas
Evaluation of the Implemented Strategic Plan	Achieving goals success has been demonstrated.	It may be possible to exceed the targeted values.
Legislation Analysis	Current legislation provisions are complied with.	Current legislation provisions will be followed.
Analysis of Top Policy Documents	Top Policy documents are complied with.	Top Policy documents will continue to be complied with.
Stakeholder Analysis	Internal and external stakeholders opinions are sought.	Internal and external stakeholder opinions will continue to be received.



Human Resources Competency Analysis	Trainings are organized for human resources.	Trainings for human resources will continue according to the results of the satisfaction survey.
Corporate Culture Analysis	A well-established institution culture exists.	Plans are made to carry the corporate culture forward.
Physical Resource Analysis	Physical resource analysis was carried out to determine the current situation.	Physical resources to increase plans can be made.
Technology and Informatics Infrastructure Analysis	Technology and Information Infrastructure analysis was conducted to determine the current situation.	To increase Technology and IT Infrastructure resources plans can be made.
Financial Resource Analysis	Financial resource analysis was conducted to determine the current situation.	Plans can be made regarding financial resource analysis.
Academic Activities Analysis	Improvements have been made and are ongoing for academic activities.	Improvements in academic activities can be increased.
Higher Education Sector Analysis	Higher Education Sector Analysis current situation has been determined.	Current situation plan to make improvements in detection It can be done.

V. LOOKING TO THE FUTURE

5.1. Mission

In graduate education and training; researcher, questioner, analytical and critical thinking, communication skills and lifelong education awareness, entrepreneur, ethical rules, strong leadership qualities, respect for national, spiritual, cultural and human values, producing and sharing knowledge, to educate individuals who are experts in their fields.

5.2. Vision

To provide national, international and interdisciplinary education in the field of Health Sciences, to contribute to society and to train individuals who continuously improve themselves.

5.3. Core Values

With the responsibility of being an institute of a research university, our institute embraces the following values:

- Leader in education and research
- Innovative
- Ethical and respectful of people
- Working in public health
- High self-confidence



VI. DIFFERENTIATION STRATEGIES

6.1. Location Preference

Health sciences include units and departments directly or indirectly concerned with human health and their specific knowledge. The effective use of this scientific knowledge constitutes the main driving force of technological developments in the field of health. The effective use of scientific knowledge and technological infrastructure in the field of health includes many areas of impact from social health to individual health. In order to carry out these researches in health sciences, comprehensive research programs and human resources may be needed. Gazi University Graduate School of Health Sciences positions itself as an institute that plays an active role in both organizing and conducting these researches and providing the necessary manpower and is aware of the importance of interdisciplinary studies.

6.2. Achievement Zone Preference

Graduate education opportunities are offered in different fields of health sciences with the programs under the Graduate School of Health Sciences. With the departments under the Institute, the focus is on conducting qualified research in all areas of health sciences and raising individuals who can meet the needs in this field. The aim of these programs of the Graduate School of Health Sciences is to provide its graduates with the ability of lifelong learning and to try to raise individuals who increase the contribution of health to social life.

6.3. Value Presentation Preference

The Value Delivery Preferences we have identified in line with the Location and Achievement Zone Preferences are given in the table below.

Table 17 Value Presentation Determination Table

Factors	Preferences	Destroy	Reduce	Increase	Innovation Do it.
Research	Number of Qualified Publications	-	-	X	-
	Application Research Center	-	-	-	X



	International Research Projects	-	-	X	-
	Number of Interdisciplinary Priority Area Projects	-	-	X	-
	Patent, Utility Model, Innovative Products	-	-	X	X
Education	Education Programs	-	-	-	X
	Education Methods	-	-	-	-
	Number of Interdisciplinary Graduate Programs	-	-	X	-
	Postgraduate Number of Students	-	-	X	-
	Graduate Programs to Train Qualified Researchers (ASELSAN, EÜAŞ, etc.)	-	-	X	-
Collaborations	National/International Academic, Industry, R&D and Cultural Collaborations	-	-	X	-
	International Cooperation in Graduate Programs (YUDAP, Erasmus, Double Diploma Doctorate, etc.)	-	-	X	-
	Joint Projects (Ministries, Municipalities, NGOs)	-	-	X	-
Quality	Accredited Number of Programs	-	-	X	-
	Quality Assurance Studies	-	-	X	X
	Internal/External Stakeholder Satisfaction	-	-	X	-
Corporate Identity and Branding	Social Activities	-	-	X	-
	Promotion and Appointment Criteria	-	-	-	X
	Social Facilities and Support	-	-	X	X



	(Scholarships etc.)				
	Green Campus (Awards Received, Trainings Provided)	-	-	X	-
	International Recognition (QS, THE etc.)	-	-	X	X

The Graduate School of Health Sciences is developing new strategies to train qualified individuals needed in health sciences. Studies and plans made in this context:

- Studies carried out to open new interdisciplinary programs
- Studies focused on improving the quality of graduate education
- Increasing the number of national and international projects and collaborations
- Increasing the number of outgoing and incoming faculty members and students through international exchange programs
- Working on new research projects and university-industry collaborations in the field of health sciences
- Efforts to publish the publications and papers produced in journals with high impact value

6.4. Core Competency Preference

In line with its mission and vision, the Graduate School of Health Sciences will continue to work by increasing its competencies in order to achieve its goals and objectives. In this context, while drawing strength from its existing knowledge and deep-rooted corporate culture, it will continue its activities by benefiting from the feedback of students, faculty members and administrative staff.



VII. STRATEGY DEVELOPMENT

7.1. Units Responsible for the Targets and Units to be Cooperated with

- Departments
- Coordinatorships
- Directorates
- Supervisory board members
- Institute boards and commissions



7.2. Target Cards

Table 18 Target Card 1.1

TARGET CARD 1*							
Objective (1)	Improving Education Quality						
Target (1.1)	Increasing the rate of faculty members with counseling certificate to over 95%						
Goal to which the Goal Relates GÜ Strategic Plan Goal¹	Strategic Objective 1: To increase the quality of education and training and to ensure its sustainability by expanding internationalization and accreditation.						
Strategic Plan Objective to which the Objective is Related²	Strategic Objective 1.1: Effective learning environments and resources and the competence of teaching staff will be developed to create an education and training environment that supports personal and social development.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.1.1.1.1 Consulting Number of faculty members participating	50	315	318	323	326	330	335
PG.1.1.2 Ratio of the number of faculty members receiving training to the total	50	0.94	0.95	0.96	0.97	0.99	0.99
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units						
Risks	Faculty members not participating in counseling training						
Strategies	Faculty members are required to have received Counseling Training in order to be appointed as a counselor.						
Cost Estimate³	10.000						
Findings	Motivation of faculty members						
Needs	Legislation change						



Table 19 Target Card 1.2

TARGET CARD-2							
Objective (1)	Improving Education Quality						
Target (1.2)	Increasing the number of interdisciplinary programs by 20%						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 1: To increase the quality of education and training and to ensure its sustainability by expanding internationalization and accreditation.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 1.4: Educational programs that provide cultural depth and the opportunity to get to know different disciplines will be implemented and the number of interdisciplinary programs will be increased by at least 10%.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.1.2.1 Number of interdisciplinary program applications	50	1	1	1	2	2	2
PG.1.2.2 Number of interdisciplinary programs opened	50	10	11	11	12	12	12
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, YÖK						
Risks	High course load of academic staff						
Strategies	Creating public opinion for the opening of new interdisciplinary graduate programs for the priority sectors matched by our university						
Cost Estimate	10.000						
Findings	Instructors' hesitation to open elective courses due to high course loads						
Needs	Determination of faculty member course load and motivation						



Table 20 Target Card 1.3

TARGET CARD-3							
Objective (1)	Improving Education Quality						
Target (1.3)	Increasing the number of transferable skills courses by 50%						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 1: To increase the quality of education and training and to ensure its sustainability by expanding internationalization and accreditation.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 1.5: The number of national and international distance education activities that are associated with the policies and priority areas of our University, with an inclusive perspective that puts lifelong learning at the center, with internal and external stakeholder participation, where online digital technologies are prioritized, will be increased by 5%.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.1.3.1 Number of Institute joint courses	100	1	1	1	2	2	2
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission						
Risks	In Transferable Skills courses, the number of expert teacher members or people to be invited from outside is low, there is no expert person to be invited for each week						
Strategies	TYYYÇ						
Cost Estimate	10.000						
Findings	Student, faculty and alumni feedback/opinions						
Needs	Resources to motivate trainers						



Table 21 Target Card 1.4

TARGET CARD-4							
Objective (1)	Improving Education Quality						
Target (1.4)	Increasing the number of students benefiting from Erasmus program by 10%						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 1: To increase the quality of education and training and to ensure its sustainability by expanding internationalization and accreditation.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 1.2: In line with the Internationalization Policy of our university, student and faculty mobility and scientific cooperation with universities, institutes, research centers and other institutions in the field will be increased by 10%.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.1.4.1 Number of students applying to Erasmus program	50	10	11	11	11	12	12
PG.1.4.2 Number of students benefiting	50	3	3	4	4	4	5
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education and Training and External Relations Institution Coordinatorship, ERASMUS Coordinatorship						
Risks	Reducing quotas across the university						
Strategies	Being an incentive factor in graduation requirements						
Cost Estimate	10.000						
Findings	Student and alumni feedback/opinions						
Needs	Online and face-to-face foreign language courses for students to improve their language level						



Table 22 Target Card 2.1

TARGET CARD-5							
Objective (2)	Improving Research Quality						
Target (2.1)	Increasing the number of publications obtained from theses by 20%						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 2: To carry out qualified and collaborative research and development activities that will strengthen the vision of Research University.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 2.1: In line with the mission of Research University, investments and activities will be increased to improve research capacity and strengthen research infrastructure.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.2.1.1 Number of publications from doctoral theses	50	56	59	62	64	66	67
PG.2.1.2 Number of publications from master's theses	50	52	55	58	60	61	63
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, Education and Foreign Relations Institutional Coordinatorship, Department of Library and Documentation						
Risks	Publications from theses are not published in high quality journals						
Strategies	Research and project opportunities will be encouraged and training and seminars will be organized on the subject.						
Cost Estimate	10.000						
Findings	The well-established corporate culture of our university, the abundance of research opportunities and being a research university are advantages.						
Needs	Researchers can be informed about research and project opportunities.						



Table 23 Target Card 2.2

TARGET CARD-6							
Objective (2)	Improving Research Quality						
Target (2.2)	Increasing the rate of publication of thesis publications in quality journals by 10%						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 2: To carry out qualified and collaborative research and development activities that will strengthen the vision of a Research University.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 2.3: The results and outputs of R&D studies will be monitored and the quality of research will be improved to reach the highest value.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.2.2.1 Number of quality journals in which publications are	50	18	18	19	19	20	20
PG.2.2.2 Number of quality journals in which publications are published (Master's)	50	25	26	27	28	29	30
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, Education and Foreign Relations Institutional Coordinatorship, Department of Library and Documentation						
Risks	Failure to produce enough high quality publications from thesis studies						
Strategies	Research and project opportunities will be encouraged and training and seminars on academic writing, English, library resources, etc. will be organized.						
Cost Estimate	10.000						
Findings	The advantages are that the academic units of our university are adequately equipped and the auxiliary units are competent.						
Needs	Researchers can be informed about the possibilities for quality publications.						



Table 24 Target Card 2.3

TARGET CARD-7							
Objective (2)	Improving Research Quality						
Target (2.3)	Increasing projected thesis studies by 20%						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 2: To carry out qualified and collaborative research and development activities that will strengthen the vision of Research University.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 2.5: The number of researcher students will be increased by expanding project-based practices to provide students with research competence.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.2.3.1 Number of projected theses (PhD)	50	51	53	55	57	59	62
PG.2.3.2 Number of projected theses (Master's License)	50	10	10	10	11	11	12
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, Institutional Coordinatorship for Education and External Relations, Department of Library and Documentation						
Risks	Inadequate projectization of thesis studies						
Strategies	By introducing project opportunities and encouraging project writing, trainings and seminars on academic writing, English writing, project writing and library resources, etc. will be organized.						
Cost Estimate	10.000						
Findings	The strong project infrastructure of our university is an advantage.						
Needs	Researchers can be informed about how to project their thesis studies at national and international level.						



Table 25 Target Card 3.1

TARGET CARD-8							
Objective (3)	Students, Faculty Members, Administrative Staff and Graduates						
Target (3.1)	Increasing Satisfaction Increasing student satisfaction						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 5: To strengthen institutional transformation within the framework of national and international norms.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 5.4: The participation of internal and external stakeholders will be increased by 20% by ensuring continuous monitoring, measurement and improvement of quality assurance system processes.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.3.1.1 Student satisfaction percentage	100	93,6	94	95	97	98	100
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, Education and Foreign Relations Institutional Coordinatorship, Department of Library and Documentation						
Risks	Student satisfaction levels are not at the desired level						
Strategies	In order to increase student satisfaction levels, feedback will be obtained through surveys and plans will be made according to the suggestions.						
Cost Estimate	5.000						
Findings	One of the advantages of our university is that it has a deep-rooted corporate culture and attaches importance to feedback.						
Needs	Plans can be made according to student satisfaction levels, feedback and suggestions.						



Table 26 Target Card 3.1

TARGET CARD-9							
Objective (3)	Students, Faculty Members, Administrative Staff and Graduates						
Target (3.2)	Increasing Satisfaction Increasing faculty satisfaction						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 5: To strengthen institutional transformation within the framework of national and international norms.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 5.4: The participation of internal and external stakeholders will be increased by 20% by ensuring continuous monitoring, measurement and improvement of quality assurance system processes.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.3.2.1 Faculty member satisfaction percentage	100	95,1	96	97	98	99	100
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, Education and Foreign Relations Institutional Coordinatorship, Department of Library and Documentation						
Risks	Faculty member satisfaction levels are not at the desired level						
Strategies	In order to increase faculty satisfaction levels, feedback will be obtained through surveys and plans will be made according to the suggestions.						
Cost Estimate	5.000						
Findings	One of the advantages of our university is that it has a deep-rooted corporate culture and attaches importance to feedback.						
Needs	Plans can be made according to faculty member satisfaction levels feedback and suggestions.						



Table 27 Target Card 3.3

TARGET CARD-10							
Objective (3)	Students, Faculty Members, Administrative Staff and Graduates						
Target (3.3)	Increasing Satisfaction Increasing administrative staff satisfaction						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 5: To strengthen institutional transformation within the framework of national and international norms.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 5.4: The participation of internal and external stakeholders will be increased by 20% by ensuring continuous monitoring, measurement and improvement of quality assurance system processes.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.3.3.1 Administrative staff satisfaction percentage	100	83,3	85	87	90	95	100
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, Education and Foreign Relations Institutional Coordinatorship, Department of Library and Documentation						
Risks	Administrative staff satisfaction levels are not at the desired level						
Strategies	In order to increase the satisfaction levels of administrative staff, feedback will be obtained through surveys and plans will be made according to the suggestions.						
Cost Estimate	5.000						
Findings	One of the advantages of our university is that it has a deep-rooted corporate culture and attaches importance to feedback.						
Needs	Plans can be made according to administrative staff satisfaction levels, feedback and suggestions.						



Table 28 Target Card 3.4

TARGET CARD-11							
Objective (3)	Students, Faculty Members, Administrative Staff and Graduates						
	Increasing Satisfaction						
Target (3.4)	Increasing graduate satisfaction						
Goal to which the Goal Relates GÜ Strategic Plan Goal	Strategic Objective 5: To strengthen institutional transformation within the framework of national and international norms.						
Strategic Plan Objective to which the Objective is Related	Strategic Objective 5.4: The participation of internal and external stakeholders will be increased by 20% by ensuring continuous monitoring, measurement and improvement of quality assurance system processes.						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2024	2025	2026	2027	2028
PG.3.4.1 Graduate satisfaction percentage	100	95,1	96	97	98	99	100
Responsible Unit	Graduate School of Health Sciences						
Units to Cooperate with	Academic Units, Education Commission, Education and Foreign Relations Institutional Coordinatorship, Department of Library and Documentation						
Risks	Graduate satisfaction levels are not at the desired level						
Strategies	In order to increase graduate satisfaction levels, feedback will be obtained through surveys and plans will be made according to the suggestions.						
Cost Estimate	5.000						
Findings	One of the advantages of our university is that it has a deep-rooted corporate culture and attaches importance to feedback.						
Needs	Plans can be made according to feedback and suggestions on graduate satisfaction levels.						



7.3. Target Risks and Control Activities

Table 29 Target Risks and Control Activities

Risk	Description	Control Activities
H.1.1 Increasing the rate of faculty members who receive counseling certificate to over 95%		
Faculty members not participating in counseling training	Faculty members' inability and unwillingness to allocate time for counseling training	Faculty members are required to have received Counseling Training in order to be appointed as a counselor.
H.1.2 Increasing the number of interdisciplinary programs by 20%		
High course load of academic staff	Instructors' hesitation to open elective courses due to high course loads	New graduate programs should be opened for the priority sectors that our university matches. During the course opening process, an introductory meeting will be organized for the relevant units to increase the variety of courses, and feedback will be received and evaluated from the instructors and students to measure the efficiency of elective courses. The number and student quotas of new graduate programs in critical technologies, especially in the field of health, will be increased.
H.1.3 Increasing the number of transferable skills courses by 5%		
In Transferable Skills courses, the number of expert teacher members or people to be invited from outside is low, there is no expert person to be invited for each week	The person/lecturers to be invited can be found at due to the intensity of their work in their fields/workplaces, they were invited to for transferable courses lessons during the weeks	Transferable skills courses will be planned to be selected by taking into account the competencies of the faculty members within the University.
H.1.4 Increasing the number of students benefiting from the Erasmus program by 10%		
Limited number of foreign language programs	Students' foreign language proficiency is not at the desired level due to the limited number of foreign language programs	Exchange from program number of students benefiting from online and face-to-face foreign language courses for students to increase their language level Students' participation in planned courses will be supported. In addition, programs providing



		to increase the number of plans will be made.
H.2.1 Increasing the number of publications obtained from theses by 20%		
The number of articles published in high-impact scientific journals indexed in international indexes remains below the desired figures	The fact that there are departments that are still resistant to the obligation to obtain the ORPHEUS Label	It is planned to obtain the ORPHEUS Label and to publish publications in high-impact scientific journals indexed in international indexes.
H.2.2 Increasing the rate of publication of thesis publications in quality journals by 10%		
Until the ORPHEUS Label is obtained, the already mandatory publication requirement will be met by publications in lower quality journals	Ensuring that the publication requirements of doctoral theses are not in high-impact scientific journals indexed in international indexes, but in journals called other	Letters will be written to keep the score of quality publications high in incentive systems and to include them in target indicators.
H.2.3 Designing thesis studies		
<ul style="list-style-type: none"> 50% of and in recent years, the journals in the tranches have shifted to paid journals. is transforming 50% of and to publish in journals in my language infrastructure and budget requirements are also high budget requires Award programs low number of applications despite the announcement PhD economic conditions of graduation rates from programs and cadre due to the absence of can remain low business with international organizations of the union requested not at the level International exchange programs for foreign faculty members and students 	<p>ORPHEUS Label publication requirements have not been unanimously accepted by our departments in a coordinated manner, publications in SSCI, SCIE, AHCI and other international field indexes are not yet highly rated in incentive systems and are not included in target indicators, in order to increase the number of trainings, activities, etc. aimed at improving the foreign language levels of academic staff, planning of free training activities for academic staff in languages of strategic importance such as German, Russian and Arabic in addition to English at certain standards should be done faster</p>	<ul style="list-style-type: none"> University dormitory except some higher education institutions and other business cooperation with organizations his postgraduate number of programs should be increased. Foreigners to our university promotion of national scientist work accommodation and social facilities must be created. International science supporting human program quotas can be found at and information meetings should be increased. International students diversity should be increased. With exchange programs For guests visiting our university infrastructure needed must be created. Impact factor high



<p>participation is sufficient absence of</p> <ul style="list-style-type: none"> • International <p>but since in graduate programs of the union is enough not at the level</p> <ul style="list-style-type: none"> • Foreign language use sovereignty 		<p>information on resources for should support and mechanisms should be established.</p> <p>-Education monitoring of staff/researcher performance studies must be maintained.</p>
<p>H.3.1 Increasing student satisfaction</p>		
<p>Failure to respond to the remoteness of the location of the Institute indicated by the survey results because a more suitable location could not be found</p>	<p>The demand for increasing social activities, laboratory and other physical facilities has the possibility of being realized if the application centers can open their doors to graduate students unconditionally</p>	<p>In order to increase participation in satisfaction surveys, activities such as informing, announcing the results and communicating the improvement efforts carried out according to the results of the analysis are already being carried out, but care should be taken to ensure that they are carried out faster and more effectively. Practice centers should open their doors to students.</p>
<p>H.3.2 Increasing faculty satisfaction</p>		
<p>Faculty member satisfaction levels are not at the desired level</p>	<p>One of the advantages of our university is that it has a deep-rooted corporate culture and attaches importance to feedback. Plans can be made according to faculty member satisfaction levels feedback and suggestions.</p>	<p>In order to increase faculty satisfaction levels, feedback will be obtained through surveys and plans will be made according to the suggestions.</p>
<p>H.3.3 Increasing administrative staff satisfaction</p>		
<p>Physical as yet unresolved location problem</p>	<p>Monitoring studies on the adequacy of physical areas should continue to be carried out within the scope of Satisfaction Surveys.</p>	<p>In order to increase participation in satisfaction surveys, activities such as informing, announcing the results and communicating the improvement efforts carried out according to the results of the analysis are carried out, but they can be carried out faster and more effectively.</p>
<p>H.3.4 Increasing graduate satisfaction</p>		
<p>Our graduates are asked to not being reached at the rate</p>	<p>Programs for graduates, the lack of a graduation ceremony, the fact that their requests for Supervisors to support students about programs abroad are slowly being put into practice, and the requests for motivating approaches during the thesis process are also being implemented by the Supervisors and faculty members.</p>	<p>In order to increase participation in satisfaction surveys, activities such as informing, announcing the results and communicating the improvement efforts carried out according to the results of the analysis are carried out, but they can be carried out faster and more effectively.</p>



	inthe student's bilateral relations can be solved	
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7.4. Costing

Within the scope of the Graduate School of Health Sciences 2024-2028 Strategic Plan, the costs calculated by years are given in Table 30.

Table 30 Estimated Cost Table

	2024	2025	2026	2027	2028	Total Cost
Objective 1	44.000	48.000	52.000	56.000	60.000	260.000
Target 1.1	11.000	12.000	13.000	14.000	15.000	65.000
Target 1.2	11.000	12.000	13.000	14000	15.000	65.000
Target 1.3	11.000	12.000	13.000	14000	15.000	65.000
Target 1.4	11.000	12.000	13.000	14000	15.000	65.000
Objective 2	33.000	36.000	39.000	42.000	45.000	195.000
Target 2.1	11.000	12.000	13.000	14000	15.000	65.000
Target 2.2	11.000	12.000	13.000	14000	15.000	65.000
Target 2.3	11.000	12.000	13.000	14000	15.000	65.000
Objective 3	24.000	28.000	32.000	36.000	40.000	160.000
Target 3.1	6.000	7.000	8.000	9000	10.000	40.000
Target 3.2	6.000	7.000	8.000	9000	10.000	40.000
Target 3.3	6.000	7.000	8.000	9000	10.000	40.000
Target 3.4	6.000	7.000	8.000	9000	10.000	40.000
General Administrative	50.000	55.000	60.000	65.000	70.000	300.000
TOTAL	151.000	167.000	183.000	199.000	215.000	915.000



VIII. MONITORING AND EVALUATION

Action Plan

The main responsibilities of the projects and activities that will realize the goals and objectives in the strategic plan of the Graduate School of Health Sciences are the units and boards of our Institute (Institute Board, Institute Board of Directors, internal and external stakeholders, Departments).

Monitoring

Monitoring involves the systematic tracking and reporting of strategic plan implementation. Evaluation, on the other hand, involves measuring the results of implementation against the goals and objectives and analyzing the consistency and appropriateness of these goals and objectives. The education and research/development stages of the strategic plan will be carried out primarily by academic units.

Evaluation

In the evaluation; all academic units will prepare their own activity reports on graduate education and research/development studies at the end of each academic term in the specified format and examine whether the data reaches the Strategic Goals for the 2024-2028 Period, make the necessary evaluation and submit it to their responsible units.



APPENDICES

ANNEX-1: Academic Unit Strategic Planning Team (2023)

SBE Strategic Planning Team			
S.N.	Name Surname	Mission	Position in the team
1	Prof.Dr. Işıl İrem BUDAKOĞLU	Institute Deputy Director Head of Department of Medical Education	Deputy Unit Manager
2	Eda PEKER	Institute Secretary	Rapporteur
3	Lecturer. İnci REVIEW	Institute Lecturer	Secretariat
4	Prof.Dr.Mehmet Barış ŞİMŞEK	Oral, Dental and Maxillofacial Surgery	President
5	Prof.Dr.Meryem TORAMAN	Oral, Dental and Maxillofacial Radiology	President
6	Prof.Dr.Hasan BASAN	Analytical Chemistry	President
7	Prof.Dr.Meltem BAHÇELİOĞLU	Anatomy	President
8	Prof.Dr.Özlem ORHAN	Coaching Education	President
9	Prof.Dr.Latif AYDOS	Physical Education and Sports Education	President
10	Prof.Dr.Buket ER DEMİRHAN	Nutrient Analysis	President
11	Prof. Dr. Yasemin AKDEVELİOĞLU	Nutrition and Dietetics	President
12	Prof.Dr.Göknur Güler ÖZTÜRK	Biophysics	President
13	Prof.Dr.Sevgi AKAYDIN	Biochemistry Pharm.	President
14	Prof. Dr. Cengiz Haluk BODUR	Pediatric Dentistry	President
15	Prof. Dr. Bağdagül HELVACIOĞLU KIVANÇ	Endodontics	President
16	Prof.Dr.İlhan GÜRBÜZ	Pharmacognosy	President
17	Prof.Dr.Gökçen EREN	Pharmaceutical Chemistry	President
18	Prof.Dr.Sevgi TAKKA	Pharmaceutical Technology	President
19	Prof.Dr.Gonca ÇAKMAK	Pharmaceutical Toxicology	President
20	Prof.Dr.K.Gonca AKBULUT	Physiology	President
21	Prof. Dr. Bülent ELBASAN	Physiotherapy and Rehabilitation	President
22	Prof. Dr. Seçil ÖZKAN	Public Health	President
23	Dr.Lecturer Merve KIZILIRMAK TATU	Nursing	President
24	Prof.Dr.Suna ÖMEROĞLU	Histology-Embryology	President
25	Prof.Dr.E.Ümit BAĞRIAÇIK	Immunology	President
26	Assoc. Prof. Dr. Hakan TÜZÜN	Occupational Health and Safety	President
27	Prof. Dr. F. Nur BARAN AKSAKAL	Demography and Epidemiology of Accidents	President
28	Prof.Dr.Hayrunnisa BOLAY BELEN	Neuroscience	President
29	Prof.Dr. Benay YILDIRIM	Oral Pathology	President
30	Prof.Dr.Mehmet Çağrı ULUSOY	Orthodontics	President
31	Prof.Dr.Altan DOĞAN	Periodontology	President
32	Prof.Dr.Duygu KARAKIŞ	Prosthodontics	President
33	Prof. Dr. Beyza Merve AKGÜL	Recreation	President
34	Prof.Dr.Oya BALA	Restorative Dental Treatment	President
35	Prof.Dr.Mustafa Yaşar ŞAHİN	Sport Management	President
36	Prof. Dr. Orhan CANBOLAT	Medical Biochemistry	President
37	Prof.Dr.Ece KONAÇ	Medical Biology and Genetics	President
38	Prof.Dr.Canan ULUOĞLU	Medical Pharmacology	President
39	Prof.Dr.Işıl İrem BUDAKOĞLU	Medical Education	President



Sub Working Group			
S.N.	Title	Mission	Position in the team
1	Prof.Dr.Dilek Aynur ÇANKAL	Oral, Dental and Maxillofacial Surgery	Member
2	Prof.Dr.Nur MOLLAOĞLU	Oral, Dental and Maxillofacial Surgery	Member
3	Prof.Dr.Sedat ÇETİNER	Oral, Dental and Maxillofacial Surgery	Member
4	Prof.Dr.Mehmet Barış ŞİMŞEK	Oral, Dental and Maxillofacial Surgery	President
5	Assoc.Dr.Gülşün AKAY	Oral, Dental and Maxillofacial Radiology	Member
6	Dr. Lecturer Umut PAMUKÇU	Oral, Dental and Maxillofacial Radiology	Member
7	Lecturer Nebiha Gözde İSPİR	Oral, Dental and Maxillofacial Radiology	Secretariat
8	Prof.Dr.Zühre AKARSLAN	Oral, Dental and Maxillofacial Radiology	Member
9	Prof.Dr.Meryem TORAMAN	Oral, Dental and Maxillofacial Radiology	President
10	Research.Gör.Dr.Hüma YILMAZ	Analytical Chemistry	Member
11	Research.Gör.Dr.İnci BARUT	Analytical Chemistry	Member
12	Research.Gör.Dr.Mehmetcan BİLKAY	Analytical Chemistry	Secretariat
13	Research.Gör.Dr.Merve ERYILMAZ	Analytical Chemistry	Member
14	Prof.Dr.Uğur TAMER	Analytical Chemistry	Member
15	Prof.Dr.Hasan BASAN	Analytical Chemistry	President
16	Prof.Dr.Meltem BAHÇELİOĞLU	Anatomy	President
17	Prof.Dr. V. Tuncay PEKER	Anatomy	Deputy
18	Prof. Dr. İ. Nadir GÜLEKON	Anatomy	Member
19	Prof. Dr.Lecturer Kerem ATALAR	Anatomy	Member
20	Lecturer Dr. Ayşe SOYLU	Anatomy	Secretariat
21	Research.Gör.Durukan DURMUŞ	Coaching Education	Member
22	Research.Gör.Sinan KARA	Coaching Education	Secretariat
23	Lecturer Hüsnü KOCAMAN	Coaching Education	Member
24	Prof.Dr.Özlem ORHAN	Coaching Education	President
25	Assoc.Dr.Ebru Olcay KARABULUT	Physical Education and Sports Education	Member
26	Assoc.Dr.İlyas OKAN	Physical Education and Sports Education	Member
27	Prof.Dr.Gülfem SEZEN BALÇIKANLI	Physical Education and Sports Education	Member
28	Prof.Dr.Latif AYDOS	Physical Education and Sports Education	President
29	Assoc.Dr.Burak DEMİRHAN	Nutrient Analysis	Member
30	Prof.Dr.Mürşide Ayşe DEMİREL	Nutrient Analysis	Member
31	Prof.Dr.Buket ER DEMİRHAN	Nutrient Analysis	President
32	Research Assistant. Gör. Mustafa Fevzi	Nutrition and Dietetics	Secretariat
33	Assoc. Prof. Dr. Duygu AĞAGÜNDÜZ	Nutrition and Dietetics	Deputy
34	Assoc. Prof. Dr. Feride AYYILDIZ	Nutrition and Dietetics	Member
35	Prof. Dr. Lecturer. Prof. Dr. Hande MORTAŞ	Nutrition and Dietetics	Member
36	Prof. Dr. Yasemin AKDEVELİOĞLU	Nutrition and Dietetics	President
37	Dr. Lecturer Arın TOMRUK	Biophysics	Secretariat
38	Prof.Dr.Bahriye SIRAV ARAL	Biophysics	Deputy
39	Prof.Dr.Göknur Güler ÖZTÜRK	Biophysics	President
40	Research.Gör.Dr.Emel ÇALIŞKAN	Biochemistry Pharm.	Secretariat
41	Assoc.Dr.Aysun HACIŞEVKİ	Biochemistry Pharm.	Member
42	Prof.Dr.Aymelek GÖNENÇ	Biochemistry Pharm.	Member
43	Prof.Dr.Sevgi AKAYDIN	Biochemistry Pharm.	President
44	Prof. Dr. Cengiz Haluk BODUR	Pediatric Dentistry	President



45	Prof. Dr. Faculty Member Nagehan AKTAŞ	Pediatric Dentistry	Secretariat
46	Prof. Dr. Çağdaş ÇINAR	Pediatric Dentistry	Deputy
47	Prof. Dr. Didem ATABEK	Pediatric Dentistry	Member
48	Prof. Dr. Mehmet BANI	Pediatric Dentistry	Member
49	Assoc. Prof. Dr. Mügem Aslı EKİCİ	Endodontics	Secretariat
50	Prof. Dr. Bağdagül HELVACIOĞLU KIVANÇ	Endodontics	President
51	Prof. Dr. Güven KAYAOĞLU	Endodontics	Member
52	Prof. Dr. Özgür TOPUZ	Endodontics	Deputy
53	Prof. Dr. Özgür UZUN	Endodontics	Member
54	Research.Gör.Sultan PEKACAR	Pharmacognosy	Secretariat
55	Dr. Lecturer Hasya Nazlı GÖK	Pharmacognosy	Member
56	Dr. Lecturer Tuğba GÜNBATAN	Pharmacognosy	Member
57	Prof.Dr.Osman ÜSTÜN	Pharmacognosy	Member
58	Prof.Dr.İlhan GÜRBÜZ	Pharmacognosy	President
59	Dr. Lecturer Nur Banu BAL	Pharmacology	Member
60	Dr.Lecturer Yaprak Dilber ŞİMAY DEMİR	Pharmacology	Secretariat
61	Prof.Dr.Aysun ÖZDEMİR	Pharmacology	Member
62	Prof.Dr.Mustafa ARK	Pharmacology	Member
63	Dr. Lecturer Deniz LENGELİ	Pharmaceutical Chemistry	Secretariat
64	Dr. Lecturer Mahmut GÖZELLE	Pharmaceutical Chemistry	Member
65	Prof. Dr. Burcu ÇALIŞKAN	Pharmaceutical Chemistry	Member
66	Prof.Dr.Murat K.ŞÜKÜĞLU	Pharmaceutical Chemistry	Member
67	Prof.Dr.Gökçen EREN	Pharmaceutical Chemistry	President
68	Assoc.Dr.Başaran MUTLU AĞARDAN	Pharmaceutical Technology	Member
69	Assoc.Dr.Serdar TORT	Pharmaceutical Technology	Secretariat
70	Assoc.Dr.Sibel İLBASMIŞ TAMER	Pharmaceutical Technology	Member
71	Prof.Dr.Figen TIRNAKSIZ	Pharmaceutical Technology	Member
72	Prof.Dr.Sevgi TAKKA	Pharmaceutical Technology	President
73	Research Assist. İrem İYİGÜNDOĞDU	Pharmaceutical Toxicology	Secretariat
74	Assoc.Dr.Emre DURMAZ	Pharmaceutical Toxicology	Member
75	Dr.Lecturer Onur Kenan ULUTAŞ	Pharmaceutical Toxicology	Member
76	Prof.Dr.Gonca ÇAKMAK	Pharmaceutical Toxicology	President
77	Dr. Lecturer Ayşe Meltem SEVGİLİ	Physiology	Secretariat
78	Prof.Dr.Çiğdem ÖZER	Physiology	Member
79	Prof.Dr.Sibel DİNÇER	Physiology	Member
80	Prof.Dr.Şevin GÜNEY	Physiology	Member
81	Prof.Dr.K.Gonca AKBULUT	Physiology	President
82	Prof. Dr. Bülent ELBASAN	Physiotherapy and Rehabilitation	President
83	Assoc. Prof. Dr. Zeynep EMİR	Physiotherapy and Rehabilitation	Secretariat
84	Assoc. Prof. Dr. Zeynep HAZAR	Physiotherapy and Rehabilitation	Member
85	Prof. Dr. İlke KESER	Physiotherapy and Rehabilitation	Deputy
86	Assoc. Prof. Dr. Asiye UĞRAŞ DİKMEN	Faculty Member of Public Health	Member
87	Prof. Dr. Lecturer Prof. Dr. Cansu ÖZBAŞ	Faculty Member of Public Health	Member
88	Prof. Dr. Lecturer. Prof. Dr. Sultan Pınar	Faculty Member of Public Health	Member
89	Prof. Dr. Lecturer. Member Volkan MEDENİ	Public Health	Member
90	Prof. Dr. Seçil ÖZKAN	Public Health	President
91	Assoc. Prof. Dr. Asiye UĞRAŞ DİKMEN	Public Health	Member



92	Assoc. Prof. Dr. Hakan TÜZÜN	Public Health	Deputy
93	Prof. Dr. Lecturer Prof. Dr. Cansu ÖZBAŞ	Public Health	Secretariat
94	Prof. Dr. Sefer AYCAN	Public Health	Member
95	Research.Gör.Aysun ERDAL	Nursing	Member
96	Canan UÇAKCI ASALIOĞLU	Nursing	Member
97	Research Assistant Emine GÜNEŞ ŞAN	Nursing	Member
98	Research Assistant Hazal ÖZDEMİR KOYU	Nursing	Member
99	Research.Gör.Özlem KARA	Nursing	Member
100	Research Assistant Şeyma Nur HEPOKUR	Nursing	Secretariat
101	Dr.Lecturer Merve KIZILIRMAK TATU	Nursing	President
102	Dr. Lecturer Duygu DAYANIR	Histology-Embryology	Secretariat
103	Dr. Lecturer Zeynep YİĞMAN	Histology-Embryology	Member
104	Prof.Dr.Cigdem ELMAS	Histology-Embryology	Member
105	Prof.Dr.GülnurTAKE KAPLANOĞLU	Histology-Embryology	Member
106	Prof.Dr.Suna ÖMEROĞLU	Histology-Embryology	President
107	Prof.Dr.E.Ümit BAĞRIAÇIK	Immunology	President
108	Prof. Dr. Lecturer Prof. Dr. Melek YAMAN	Immunology	Member
109	Lecturer Dr. Nihan ÖRÜKLÜ	Immunology	Secretariat
110	Prof.Dr.Ayşegül ATAK YÜCEL	Immunology	Member
111	Prof.Dr.Resul KARAKUŞ	Immunology	Member
112	Assoc. Prof. Dr. Hakan TÜZÜN	Occupational Health and Safety	President
113	Assoc. Prof. Dr. Asiye UĞRAŞ DİKMEN	Occupational Health and Safety	Member
114	Prof. Dr. Lecturer Prof. Dr. Cansu ÖZBAŞ	Occupational Health and Safety	Member
115	Prof. Dr. Lecturer. Prof. Dr. Sultan Pınar	Occupational Health and Safety	Deputy
116	Prof. Dr. Lecturer. Member Volkan MEDENİ	Occupational Health and Safety	Secretariat
117	Prof. Dr. F. Nur BARAN AKSAKAL	Demography and Epidemiology of Accidents	President
118	Assoc. Prof. Dr. Hakan TÜZÜN	Demography and Epidemiology of Accidents	Deputy Chairman
119	Prof. Dr. Lecturer Prof. Dr. Cansu ÖZBAŞ	Demography and Epidemiology of Accidents	Secretariat
120	Prof. Dr. Lecturer. Member Volkan MEDENİ	Demography and Epidemiology of Accidents	Member
121	Prof. Dr. Seçil ÖZKAN	Demography and Epidemiology of Accidents	Member
122	Prof.Dr.Hayrunnisa BOLAY BELEN	Neuroscience	President
123	Prof.Dr.Bülent CENGİZ	Neuroscience	Member
124	Prof.Dr.Didem AKÇALI	Neuroscience	Member
125	Research Assistant Professor Dt. İpek ATAK	Oral Pathology	Secretariat
126	Prof.Dr. Benay YILDIRIM	Oral Pathology	President
127	Prof.Dr. Burcu TOKÖZLÜ	Oral Pathology	Deputy
128	Prof.Dr. Emre BARIŞ	Oral Pathology	Member
129	Prof.Dr.Sibel Elif GÜLTEKİN	Oral Pathology	Member
130	Research Assistant Gamze METİN GÜRSOY	Orthodontics	Secretariat
131	Assoc.Dr.Nehir CANIGÜR BAVBEK	Orthodontics	Member
132	Prof.Dr.CumhurTUNCER	Orthodontics	Member
133	Prof.Dr.Selin KALE VARLIK	Orthodontics	Member
134	Prof.Dr.Mehmet Çağrı ULUSOY	Orthodontics	President
135	Prof.Dr.Altan DOĞAN	Periodontology	President



136	Assoc.Dr.Zeynep TURGUT ÇANKAYA	Periodontology	Member
137	Prof. Dr. Lecturer Prof. Dr. Sühan GÜRBÜZ	Periodontology	Secretariat
138	Prof.Dr.Ayşen BODUR	Periodontology	Member
139	Prof.Dr.Bülent KURTİŞ	Periodontology	Member
140	Prof.Dr.Duygu KARAKIŞ	Prosthodontics	President
141	Assoc.Dr.EmreTOKAR	Prosthodontics	Member
142	Assoc.Dr.Pınar ÇEVİK	Prosthodontics	Member
143	Prof. Dr. Lecturer Prof. Dr. Meral KURT	Prosthodontics	Secretariat
144	Prof. Dr. Arzu Zeynep YILDIRIM	Prosthodontics	Member
145	Research Assistant. Gör. Ecem TÜRKMEN	Recreation	Member
146	Prof. Dr. Beyza Merve AKGÜL	Recreation	President
147	Assoc. Prof. Dr. Tebessüm AYYILDIZ DURHAN	Recreation	Member
148	Prof. Dr. Taner BOZKUŞ	Recreation	Deputy
149	Research.Gör.Dr.Hanife ALTINIŞIK	Restorative Dental Treatment	Secretariat
150	Assoc.Dr.Suat ÖZCAN	Restorative Dental Treatment	Member
151	Prof.Dr.Hacer DENİZ ARISU	Restorative Dental Treatment	Member
152	Prof.Dr.Mine Betül ÜÇTAŞLI	Restorative Dental Treatment	Member
153	Prof.Dr.Oya BALA	Restorative Dental Treatment	President
154	Research.Gör.Alperen HALICI	Sport Management	Member
155	Prof.Dr.Mustafa Yaşar ŞAHİN	Sport Management	President
156	Dr.Lecturer Ali ERASLAN	Sport Management	Member
157	Prof. Dr. Orhan CANBOLAT	Medical Biochemistry	President
158	Prof.Dr. Özlem GÜLBAHAR	Medical Biochemistry	Deputy
159	İklim ALTINOK	Medical Biology and Genetics	Secretariat
160	Prof.Dr.Ece KONAÇ	Medical Biology and Genetics	President
161	Assoc.Dr.Hacer İlke ÖNEN	Medical Biology and Genetics	Member
162	Assoc.Dr.NurayVAROL	Medical Biology and Genetics	Member
163	Prof. Dr. Atiye SedaYAR SAĞLAM	Medical Biology and Genetics	Member
164	Prof.Dr.Canan ULUOĞLU	Medical Pharmacology	President
165	Assoc.Dr.Ergin DİLEKÖZ	Medical Pharmacology	Member
166	Assoc.Dr.Gökçe Sevim ÖZTÜRK FİNCAN	Medical Pharmacology	Member
167	Prof. Dr. Sevil ÖZGER İLHAN	Medical Pharmacology	Member
168	Prof.Dr.Işıl İrem BUDAKOĞLU	Medical Education	President
169	AssocDr.Özlem COŞKUN	Medical Education	Member
170	Lecturer. Dr. Yavuz Selim KIYAK	Medical Education	Secretariat
171	Prof.Dr.Serdar KULA	Medical Education	Member

ANNEX-2: Stakeholders

Graduate School of Health Sciences Stakeholders			
Stakeholder Name	Internal/External	Reason	Priority
Master's and PhD students	Internal stakeholder	Service recipient	Working together
Research assistants	Internal	Basic partner	Working together
Faculty Members	Internal	Basic partner	Working together
Teaching Assistants	Internal	Basic partner	Working together
Administrative Staff	Internal	Basic partner	Working together
Alumni	External	Strategic partner	Watch
Department Heads	Internal	Basic partner	Working together
Department Academic Boards	Internal	Basic partner	Working together
Faculties	Internal	Basic partner	Working together
Deaneries	Internal	Basic partner	Working together
Institutes	Internal	Basic partner	Working together
Research Centers	Internal	Basic partner	Working together
Rectorate	Internal	Basic partner	Working together
Academic Writing Center	Internal	Basic partner	Working together
Technology Transfer Office	Internal	Basic partner	Working together
Scientific Research Projects Unit	Internal stakeholder	Basic partner	Working together
Foreign Relations Office	Internal	Basic partner	Working together
Council of Higher Education (YÖK)	External	Basic partner	Working together
Ministry of Family and Social Policies	External stakeholder	Strategic partner	Working together
Ankara Yıldırım Beyazıt University	External stakeholder	Strategic partner	Working together
Representative of the Ministry of Science, Industry and Technology	External stakeholder	Strategic partner	Working together
Ministry of Environment, Urbanization and Climate Change	External stakeholder	Strategic partner	Working together
Ministry of Youth and Sports Representative	External stakeholder	Strategic partner	Working together
Marmara University Graduate School of Health Sciences	External stakeholder	Strategic partner	Working together
Ministry of Health Representative	External	Strategic partner	Working together
Representative of the Ministry of Agriculture and Forestry	External stakeholder	Strategic partner	Working together
TUBITAK Representative	External	Strategic partner	Working together
Turkish Dental Association Representative	External stakeholder	Strategic partner	Working together
Turkish Pharmacists Association	External	Strategic partner	Working together
Turkish Medical Association	External	Strategic partner	Working together
Dietitians Association of Turkey	External	Strategic partner	Working together
Physiotherapists Association of	External	Strategic partner	Working together
Representative of Turkish Medicines and Medical Devices Agency	External stakeholder	Strategic partner	Working together