



Boğaziçi University

Annual Report 2024

FOREWORD

Article 9 of the Public Financial Management and Control Law No. 5018, titled "Strategic planning and performance-based budgeting," states: Public administrations shall prepare strategic plans using participatory methods in order to establish their future mission and vision, set strategic objectives and measurable targets, measure their performance in line with predetermined indicators, and monitor and evaluate this process, within the framework of development plans, policies and programmes determined by the President, relevant legislation, and the fundamental principles they have adopted. and Article 22 of the Regulation on Procedures and Principles Regarding Strategic Plans, Performance Programmes and Activity Reports to be Prepared by Public Administrations, published in the Official Gazette dated 22 April 2021 and numbered 31462, states that "Public administrations periodically monitor and evaluate their strategic plans and performance programmes within the relevant year."

In line with this, our University has prepared the 2024 Evaluation Report in order to track the progress of our strategic objectives and targets, which were shaped in accordance with our mission and vision, while working on the 2020-2024 Strategic Plan. This evaluation has enabled a comprehensive analysis of the objectives and targets included in our strategic plan, ensuring the systematic implementation, monitoring, and reporting of the plan.

In this context, I respectfully submit the 2024 Evaluation Report of our University's 2020-2024 Strategic Plan to the public.

Prof. Dr. Mehmet Naci İNCİ, Rector

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INTRODUCTION

Our 2020-2024 Strategic Plan contains 5 strategic objectives, 20 targets and 82 performance indicators. The number of objectives has been determined to cover the core areas of activity related to education, research, entrepreneurship, social contribution and institutional capacity development. The performance indicators established for the targets have been determined to ensure the measurability of the targets.

The 2024 Strategic Plan Evaluation Report was prepared in a manner that ensures the systematic implementation, monitoring, and reporting of the plan, covering the monitoring and evaluation process of Boğaziçi University's objectives, targets, and performance indicators.

The 2024 realisation data has been evaluated in detail within the framework of target cards containing the purpose and objective, the name of the programme and sub-programme related to the purpose, the sub-programme target related to the purpose, performance indicators, indicator values, the impact of the indicators on the target, the responsible and cooperating units, risks, strategies, costs, findings and needs.

The following approach was followed in calculating the realisation value of performance indicators during the monitoring period:

$$\text{Performance (\%)} = \frac{\text{Evaluation Period Actual Value} - \text{Plan Period Initial Value}}{\text{Evaluation Period Year-End Target Value} - \text{Plan Period Starting Value}} \times 100$$

The 2019 baseline value (A) included in the 2020-2024 Strategic Plan, the target values (B) set for 2024, and the 2024 actual value (C) are specified.

- The target performances shown in the tables were obtained by calculating the actual percentages of the performance indicators individually using the above equations, then multiplying them by the impact of the relevant indicator on the target and summing the results.
- The performance of some indicators exceeded 100%. However, this value was considered as 100% in the measurement of target performance. This ensured that the impact of other indicators on the target was calculated correctly.



GENERAL INFORMATION

MISSION, VISION AND CORE VALUES

Mission

To cultivate individuals who embrace our corporate values, think creatively and critically, are free and freedom-loving, value ethics, have a developed awareness of nature and the environment, are rooted in the local community yet open to the universal, and who will successfully fulfil their professional and social responsibilities with their scientific, social, and cultural formation and self-confidence; to produce thought, science and technology on a universal scale and offer it to the service of humanity, and to be a helper and pioneer in the establishment and dissemination of science, art and culture in society.

Vision

Boğaziçi University's vision is to be a university that shapes the future with its pioneering position in education, teaching and research.

To enrich the education and teaching experience with innovative and creative approaches,

To strengthen the culture of science, research, creativity and innovation and to take our place among the world's leading research universities,

Contributing to the shaping of a better future through our academic, scientific and cultural activities

are the core elements of our vision.

Core Values

Throughout its history, Boğaziçi University's culture and values have been based on implementing and developing an autonomous, liberal, democratic, participatory and transparent university model in all academic processes; within this model, the university aims to nurture individuals who are creative and critical thinkers, rooted in the local community and open to the universal. Within this framework, strengthening existing mechanisms for transmitting our University's culture and values to students, faculty members, administrative staff, and alumni; adopting a principled, constructive, and pioneering stance on issues related to higher education; establishing structures that ensure overall coherence across the university while preserving a decentralised institutional culture; and designing processes and mechanisms that foster creative, critical, free, and libertarian scientific thinking have always been among our priorities. Accordingly, the fundamental values of Boğaziçi University, with its academic tradition spanning over 150 years, are:

- With an approach that encourages rational and critical thinking, we are committed to excellence in education and research,



- Student-centred,
- Autonomous, liberal, democratic and participatory in management and academic life,
- Respectful of diversity, opposed to all forms of discrimination, and sensitive to equal opportunities,
- Upholding ethical values,
- Defending fundamental rights and freedoms,
- Valuing public and social responsibility,
- Sensitive to all global issues, including nature and environmental problems, and aiming to develop solutions,
- Maintaining strong and continuous ties with graduates,
- Embracing its institutional heritage and determined to sustain its organisational culture.

3. OBJECTIVES AND TARGETS

PURPOSES	TARGETS
OBJECTIVE-1: To strengthen education and training activities and enrich them with innovative/creative approaches	OBJECTIVE-1.1: To improve the physical infrastructure of existing education and training
	OBJECTIVE-1.2: To increase IT opportunities for improving education and teaching and to develop and sustain library services
	OBJECTIVE-1.3: To make the quality education provided sustainable and to establish mechanisms that will develop and diversify students' academic knowledge and skills
	OBJECTIVE-1.4: Strengthen English language education and develop its infrastructure
	GOAL-1.5: To strengthen postgraduate education and develop mechanisms to increase the number of highly qualified students accepted into programmes
PURPOSE-2: To strengthen research, innovation culture and entrepreneurship in line with the identity of a research university, and to increase research resources and effectiveness	OBJECTIVE-2.1: To increase high-quality research activities and outputs
	OBJECTIVE-2.2: To develop human resources, infrastructure, and support services for research
	TARGET-2.3: To develop entrepreneurial activities
	TARGET-2.4: Enhance the effectiveness of existing mechanisms to increase financial resources for research
	OBJECTIVE-2.5: To increase opportunities for transforming research into economic value and social benefit



<p>PURPOSE-3: To improve campus life in order to increase staff and student satisfaction</p>	<p>OBJECTIVE-3.1: To improve accommodation, health, nutrition and transport services offered to students</p>
	<p>GOAL-3.2: To increase study and recreation areas for students and develop cultural, sporting and social activities</p>
	<p>TARGET-3.3: To enhance the services offered to staff provided basic services to employees</p>
	<p>OBJECTIVE-3.4: To improve processes related to ecological and human sustainability at the university</p>
	<p>OBJECTIVE-3.5: To establish mechanisms against all forms of discrimination and exclusion by instilling fundamental ethical values related to academic and campus life in students, thereby increasing their adaptation to university life</p>
<p>PURPOSE-4: To develop institutional capacity in order to increase service quality and efficiency</p>	<p>GOAL-4.1: To develop and institutionalise policies for human resources planning</p>
	<p>TARGET-4.2: Ensure the continuity of the quality assurance culture</p>
<p>OBJECTIVE-5: Strengthen social responsibility and community service activities</p>	<p>TARGET-5.1: To provide open research, and education programmes and activities</p>
	<p>GOAL-5.2: To diversify and increase science, art and cultural activities open to the public in order to support the dissemination of academic knowledge in society</p>
	<p>OBJECTIVE-5.3: The university's academic and cultural and framework to develop and diversify and diversify</p>

2024 EVALUATION TABLES

A1		Strengthening education and training activities and enriching them with innovative/creative approaches			
H1.1		To improve the physical infrastructure of the current education and training system			
Name of the Programme/Sub-programme to which the objective relates		Higher Education/Undergraduate Education, Undergraduate Education and Postgraduate Education			
Sub-programme Objective Related to the Purpose		To cultivate graduates who possess professional competence and are open to development			
H1.1 Performance		78.20			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG 1.1.1: Education space per student (m ²)	20	1.52	2.10	3.35	100
PG 1.1.2: Net enclosed area per student (m ²)	20	17.40	20.80	20	76
PG 1.1.3: Total number of laboratories (education, computer, research)	20	224	230	463	100
PG 1.1.4: Total number of classrooms supported by technology-based systems	20	102	107	130	100
PG 1.1.5: The proportion of rehabilitated/modernised buildings within the total building stock	20	0.11	0.76	0.21	15
Target-Related Evaluations					
<p>H1.1 performance was achieved at 78.2%.</p> <p>The target value for educational space per student has been achieved. There is an average of 450 educational spaces, including lecture halls, classrooms, computer labs, workshops, and other laboratories. Work is underway to improve the technological capabilities of educational areas, and new areas are being constructed in line with the needs of the units. Success has been achieved in the realisation value of net enclosed space per student. Our university has a total net enclosed area of 283,282 m².</p> <p>The ratio of rehabilitated/modernised buildings within the total number of buildings increased from 0.13 in 2023 to 0.21 in 2024. It is anticipated that the target value will be achieved by continuing the work on the renovation of our buildings.</p> <p>The target value for the total number of laboratories (education, computer, research) has been achieved.</p> <p>The target value for the total number of classrooms supported by technology-based systems has been achieved.</p>					

A1		To strengthen education and teaching activities and enrich them with innovative/creative approaches			
H1.2		Increasing IT opportunities for improving education and teaching and to develop and sustain library services			
Name of Programme/Sub-programme to which the objective relates		Higher Education/Undergraduate Education, Undergraduate Education and Postgraduate Education			
Sub-programme Objective Related to the Purpose		To train graduates who are professionally competent and open to development			
H1.2 Performance		74.25			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Period Year-End Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG1.2.1: Total number of printed and electronic resources available in the library	25	1,375,256.00	3,422,077.00	3,368,074.00	97
PG1.2.2 Number of printed and electronic resources per student in the library	25	88	211	242.62	100
PG1.2.3: Internet connection bandwidth (Gbps)	25	2.5	3.50	12	100
PG1.2.4: Percentage of wireless internet access in the university's indoor and outdoor areas	25	92	95	70	0
Target-Related Evaluations					
<p>H1.2 performance was achieved at 74.25%.</p> <p>The Aptullah Kuran Library, which is of primary importance in terms of teaching resources, holds a very important place among universities in Turkey and is a pioneering university library that provides 24/7 service covering all library services. Approximately 5,000 new books are added to the collection each year. In addition, over 20,000 e-books are continuously added to the library catalogue each year through subscriptions and purchases. In addition to the basic databases and e-journal collections required for each department in accordance with the curriculum, the Library also provides users with databases, learning resources, software and data services that contribute significantly to research conducted at the university, academic work, and the individual and intellectual development of users. The number of printed and electronic resources in the library has reached 3,368,074, and it has been observed that the targeted values have been approached/achieved.</p> <p>All electronic resources subscribed to by the Library can be accessed seamlessly from anywhere at any time, both through the library server service and the VPN service provided by the Information Processing Centre. Users can perform operations such as book renewal and book reservation via the internet. Online and face-to-face library presentations, database training seminars, and academic publication seminars are organised to ensure that all university members can use library resources efficiently and effectively.</p>					



Work is ongoing to provide wireless internet access in the university's indoor and outdoor spaces, and it is anticipated that the target value will be achieved in the coming period.

A1		Strengthening education and training activities and enriching them with innovative/creative approaches			
H1.3		Ensuring the sustainability of the quality education provided and improving students' academic knowledge and skills and diversify mechanisms			
Name of the Programme/Sub-programme to which the objective relates		Higher Education/Undergraduate Education, Undergraduate Education and Postgraduate Education			
Sub-programme Objective Related to the Purpose		To cultivate graduates who possess professional competence and are open to development			
H1.3 Performance		64			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG1.3.1: Number of students per permanent teaching staff member	20	36.07	35.54	31.41	100
PG1.3.2: Number of elective foreign language courses offered to students throughout the academic year, excluding English	20	99	117	128	100
PG1.3.3: Number of elective courses offered to students throughout the academic year, excluding foreign language courses	20	540	550	660	100
PG1.3.4: Ratio of students benefiting from student exchange programmes to all students (%)	20	3.10	4.30	3.34	20
PG1.3.5: Number of foreign students (excluding exchange students)	20	378	453	237	0
Target-Related Evaluations					
<p>H1.3 performance was achieved at 64%.</p> <p>The target performance value for the number of students per full-time faculty member has been achieved. Our Modern Languages Unit offers courses in German, Chinese, Armenian, French, Spanish, Italian, Japanese, Korean, Portuguese, Russian and Greek to students at all levels (undergraduate, postgraduate, doctoral).</p> <p>The number of elective foreign language courses offered to students throughout the academic year, excluding English, increased from 63 in 2023 to 128 in 2024, reaching the target performance value</p>					



The number of elective courses other than foreign language courses offered to students throughout the academic year increased from 306 in 2023 to 660 in 2024, reaching the target performance value. The relevant indicators represent all courses offered in both periods.
 The ratio of students benefiting from student exchange programmes to all students increased from 2.19 in 2023 to 3.37 in 2024.
 The actual value for the number of foreign students was 180 in 2023, while the actual value for 2024 rose to 237.

A1		To strengthen education and teaching activities and enrich them with innovative/creative approaches			
H1.4		Strengthening English language education and developing its infrastructure			
Name of the Programme/Sub-programme to which the objective relates		Higher Education/Undergraduate Education, Undergraduate Education and Postgraduate Education			
Sub-programme Objective Related to the Aim		To train graduates who are professionally competent and open to development			
H1.4 Performance		20			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Period Year-End Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG1.4.1: Number of students per teaching staff member in preparatory classes	30	14.23	14.02	15.48	0
PG1.4.2: Number of foreign academics	15	97	120	67	0
PG1.4.3*: Total number of classrooms at the Kilyos Sarıtepe Campus	20	31	60	72	100
PG1.4.4: Total number of students benefiting from advanced English courses	35	1,108	1,175	955	0
Target-Related Evaluations					
H1.4 performance was achieved at 20%.					
<p>At our University, where the language of instruction is English, English preparatory education is provided by the School of Foreign Languages. In 2024, our School prepared 4,018 students in the Preparatory Unit for undergraduate and postgraduate education. Our Advanced English and Modern Languages Units provided education to 4,660 students. In the Summer School, 48 of our students received education in all our units. Approximately 90% of students starting undergraduate education at our university receive instruction in the preparatory unit. All students who fail the BUEPT exam administered by the School of Foreign Languages in September take a Placement Exam during the first week of the academic year before classes begin to be placed in the appropriate programme. Students who have obtained a sufficient score on the BUEPT or who have a sufficient TOEFL or IELTS score equivalent to the BUEPT equivalent TOEFL or IELTS score, may skip the preparatory programme and begin their departmental studies. Students who cannot prove their English proficiency through any of the specified methods must take the DBS.</p>					



They are placed in a preparatory programme appropriate to their level of English proficiency. to a preparatory programme appropriate to their level. The fact that students admitted to our university arrive each year with less English proficiency is increasing the number of students in our preparatory classes. *For indicator PG1.4.3, since the School of Foreign Languages at Kilyos Sarıtepe Campus has moved to Hisar Campus, the number of classrooms at Hisar Campus has been taken as the basis.

A1		To strengthen educational and teaching activities and enrich them with innovative/creative approaches			
H1.5		To strengthen postgraduate education and develop mechanisms to increase the number of high-calibre students admitted to programmes the number of high-calibre students admitted to programmes			
Name of Programme/Sub-programme to which the objective relates		Higher Education/Undergraduate Education, Undergraduate Education and Postgraduate Education			
Sub-programme Objective Related to the Purpose		Training graduates who are professionally competent and open to development			
H1.5 Performance		23.50			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG1.5.1: Number of students admitted to postgraduate programmes	25	1,632	1,801	1,149	0
PG1.5.2: Number of postgraduate students benefiting from dormitories	20	159	250	43	0
PG1.5.3: Number of postgraduate students benefiting from researcher support mechanisms (excluding our Research Assistants)	30	254	294	248	0
PG1.5.4: Number of individuals completing doctoral education	25	78	126	123	94
Target-Related Evaluations					
<p>H1.5 performance was realised at 23.50%.</p> <p>The actual number of students admitted to postgraduate programmes in 2023 was 917, while the actual number in 2024 has increased to 1,149. Necessary measures will be taken to meet the research, development and accommodation needs of students admitted to the programmes.</p> <p>The number of postgraduate students benefiting from researcher support mechanisms at our University includes both scholarship holders and full-time SGK-insured research staff participating in our projects.</p> <p>The number of doctoral graduates increased from 108 in 2023 to 123 in 2024, achieving a 94% realisation rate.</p>					



A2		In line with the identity of a research university, we aim to strengthen research, innovation culture, and entrepreneurship, as well as enhance research resources and effectiveness			
H2.1		Increasing high-quality research activities and outputs			
Name of the Programme/Sub-programme to which the objective relates		Research, Development and Innovation/Scientific Research and Development in Higher Education			
Sub-programme Objective Related to the Objective		Increasing scientific studies aimed at innovation in higher education institutions			
H2.1 Performance		84.25			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-end Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG2.1.1: Number of scientific publications included in international indices (SCI-Expanded, SSCI, AHCI)	25	742	860	786	37
PG2.1.2: Number of citations per faculty member (2019 data is based on indexed publications from the last 5 years)	25	21.27	23.44	104	100
PG2.1.3: Number of research projects supported under the BAP	25	91	110	261	100
PG2.1.4: Number of R&D projects per faculty member	25	0.51	0.95	1.24	100
Target-Related Evaluations					
<p>H2.1 performance was achieved at 84.25%.</p> <p>The number of scientific publications included in international indexes (SCI-Expanded, SSCI, AHCI) increased from 650 in 2023 to 786 in 2024. Papers presented at conferences and feedback received are used to improve the papers and submit them to international journals for publication. In addition to conference support that will increase the number of our publications in journals indexed in international indexes such as SCI, SCI-Expanded, SSCI, and AHCI, efforts will be increased to develop qualified human resources that will achieve our publication goals.</p> <p>The target value for the number of citations per faculty member has been achieved.</p> <p>The target number of research projects supported under the Research Support Programme (BAP) has been achieved. BAP contributes to the professional development of faculty members by supporting researchers on a project basis; as stated in our University's strategic plan, it encourages scientific research and ensures that a culture of research is widespread across all academic units.</p> <p>The target value for the number of R&D projects per faculty member has been achieved.</p>					



A2		In line with its identity as a research university, to strengthen research, innovation culture and entrepreneurship, and to increase research resources and effectiveness			
H2.2		Develop human resources, infrastructure and support services for research to develop			
Name of the Programme/Sub-programme to which the objective relates		Research, Development and Innovation/Scientific Research and Development in Higher Education/Research Infrastructure			
Sub-programme Objective Related to the Purpose		Increasing scientific studies aimed at innovation in higher education institutions/Establishing research infrastructures in higher education institutions and strengthening their capacities in order to contribute to increasing our country's knowledge base and technological development			
H2.2 Performance		50			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-end Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG2.2.1: Number of postdoctoral researchers	30	13	25	30	100
PG2.2.2: Number of researchers supported by projects	30	183	190	110	0
PG2.2.3: Number of specialist staff working in research laboratories	20	236	240	30	0
PG2.2.4: Number of multidisciplinary, interdisciplinary and externally accessible research laboratories	20	11	12	14	100
Target-Related Evaluations					
<p>H2.2 performance was achieved at 50%.</p> <p>The number of postdoctoral researchers increased from 13 in 2023 to 30 in 2024, achieving the target value. Within the framework of projects aimed at training researchers at our university, BAP project support is provided to postdoctoral researchers working under certain criteria. Within the scope of BAP projects, postdoctoral researchers are employed as SGK-insured research staff to the extent possible. Postdoctoral researchers who receive these two types of support are also provided with international conference support, provided they submit a paper.</p> <p>The number of researchers supported by projects increased from 40 in 2023 to 110 in 2024.</p> <p>The target number of specialist personnel working in research laboratories has not been achieved. Specialist personnel will be encouraged by supporting research and development activities and providing the necessary resources.</p> <p>The number of multidisciplinary, interdisciplinary and externally accessible research laboratories has reached the target value.</p>					

A2		In line with its identity as a research university, to strengthen research, innovation culture and entrepreneurship, and to increase research resources and effectiveness			
H2.3		Developing entrepreneurial activities			
Name of Programme/Sub-programme to which the objective relates		Research, Development and Innovation/Scientific Research and Development in Higher Education			
Sub-programme Objective Related to the Objective		Increasing scientific studies aimed at innovation in higher education institutions			
H2.3 Performance		55			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-end Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG2.3.1: The University's Position in the Entrepreneurial and Innovative Index	20	5	3	14	0
PG2.3.2: Number of entrepreneurship projects	25	96	100	146	100
PG2.3.3: Number of participants who obtained an entrepreneurship certificate	25	537	623	0	0
PG2.3.4: Number of active companies in which faculty members affiliated with the institution are partners or owners, or which were established with technology start-up support (number of active companies with net sales revenue of 100,000 TL or above)	30	10	12	33	100
Target-Related Evaluations					
<p>H2.3 performance was achieved at 55%.</p> <p>The target number of entrepreneurship projects has been achieved. Boğaziçi University Technology Transfer Office has carried out initiatives such as the 1812 Investment Support Programme, the 1601 Entrepreneurship Support Programme, and the DREAMBİGG programme in the field of entrepreneurship, providing consultancy, process monitoring, and mentoring services. Boğaziçi Technopark will continue to provide more effective services to our entrepreneurs and business partners.</p> <p>The number of active companies in which faculty members of the institution are partners or owners at the Technology Park, Incubation Centre, and TEKMER, or which were established with technology start-up support, increased from 17 in 2023 to 33 in 2024. The target value has been achieved.</p> <p>The target number of participants receiving an entrepreneurship certificate was not achieved.</p>					



A2		In line with the identity of a research university, the aim is to strengthen research, innovation culture and entrepreneurship, and to increase research resources and effectiveness.			
H2.4		To increase the effectiveness of existing mechanisms for increasing financial resources for research mechanisms to increase financial resources for research			
Name of the Programme/Sub-programme to which the objective relates		Research, Development and Innovation/Scientific Research and Development in Higher Education			
Sub-programme Objective Related to the Objective		Increasing scientific research aimed at innovation in higher education institutions activities in higher education institutions			
H2.4 Performance		60			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Evaluation Period Initial Value (A)	Evaluation Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG2.4.1: Approved public and industry-supported project budget (Revolving Fund, other) (TL)	40	4,976,202.00	5,768,782.00	37,345,805.96	100
PG2.4.2: Number of students enrolled in second-shift programmes Number of students enrolled in the programmes	40	458	531	355	0
PG2.4.3: Number of meetings organised for the preparation of international projects Number of meetings organised for preparation	20	6	7	24	100
Target-Related Evaluations					
<p>H2.4 performance was achieved at 60%.</p> <p>Joint research is being conducted with industrial partners, and the target value has been achieved in the approved public and industry-supported project budget. While there were no meetings held in 2023 to prepare for international projects, the target value was achieved in 2024, with 100% performance. In 2024, a total of 18 international projects were accepted by our University. Within the scope of industrial cooperation, 103 potential projects were pursued, and 58 of these potentials were converted into contracts.</p>					

A2		In line with its research university identity, the University strengthened its research, innovation culture, and entrepreneurship, and increased its research resources and effectiveness.			
H2.5		Increasing the potential for research to be converted into economic value and social benefit to economic value and social benefit			
Name of the Programme/Sub-programme to which the objective relates		Research, Development and Innovation/Scientific Research and Development in Higher Education			

Sub-programme Objective Related to the Purpose		Increasing scientific research aimed at innovation in higher education institutions activities aimed at innovation			
H2.5 Performance		80			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG2.5.1: Number of companies located in the technology park Number	20	63	71	146	100
PG2.5.2: The ratio of university staff and students employed in the technology park university staff and students employed in companies located in the technology park as a percentage of the total number of employees (%)	20	25	28	1.16	0
PG2.5.3: Revenue from services provided by laboratories services provided outside the university (TL)	25	2,141,529.00	2,364,421.00	12,783,020.50	100
PG2.5.4: Patent, utility model and industrial design application count	15	7	10	23	100
PG2.5.5: Number of products commercialised as a result of R&D number of products	20	0	2	21	100
Target-Related Evaluations					
<p style="text-align: center;">H2.5 performance was achieved at 80%.</p> <p>The target number of companies located in the technology park has been achieved.</p> <p>The target value has been achieved in the number of patent, utility model and industrial design applications. In 2024, 22 Invention Disclosure Forms were received in the field of Intellectual and Industrial Property, and 4 national, 6 international and 4 PCT applications were made. Seven national registration decisions and three international registration decisions were received. Four national registration decisions and one international registration decision were received in collaboration with industry. At the ISIF'24 Awards, presented at the 9th International Invention Fair organised by TEKNOFEST 2024, scientists from Boğaziçi University received a total of 9 awards, including one special award, two gold medals, and 6 silver medals.</p> <p>The targeted value has been achieved in the revenue generated from services provided outside the university by laboratories. In addition to the UYGAR Centres, our university actively operates with advanced technology devices housed within the Advanced Technologies R&D Centre Laboratories and the Sabih Tansal High Current Laboratory.</p> <p>The target value for the number of products commercialised as a result of R&D has been achieved.</p>					

A3	To enhance staff and student satisfaction, campus life
H3.1	To improve the accommodation, health, nutrition and transport services offered to students



Name of the Programme/Sub-programme to which the objective relates		Higher Education/Student Life in Higher Education			
Sub-programme Objective Related to the Purpose		To improve the quality of nutrition and accommodation services provided to higher education students; to enhance the quality of life by supporting students' personal and social development			
H3.1 Performance		77.25			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-end Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG3.1.1: Accommodation expenditure per student (TL) (expenditure on dormitories/total number of students)	20	193.7	56.13	959.41	100
PG3.1.2: Nutrition expenditure per student (TL)	20	925.72	2,056.82	13,309	100
PG3.1.3: Ratio of the number of students benefiting from the health services provided to the total number of students	20	0.60	0.70	0.14	0
PG3.1.4*: Student satisfaction rate in higher education	20	0	0.80	0.69	86.25
PG3.1.5: Ratio of expenditure on cleaning services to the overall budget (cleaning service + material expenditure/total budget)	20	0.008	0.02	0.03	100
Target-Related Evaluations					
<p>H3.1 performance was achieved at 77.25%.</p> <p>The target value for accommodation expenditure per student has been achieved. Within our university, a total of 7 student dormitories have been operating: two each in the South and North Campuses, and one each in the Kilyos, Kandilli and Anadoluhisari Campuses. In addition, the construction of a dormitory in the North Campus is ongoing, and a project to reinforce the dormitory in the Uçaksavar Campus against earthquakes is being carried out.</p> <p>The target value for per-student food expenditure has been achieved. There are a total of six dining halls on our campuses, and all dining halls provide breakfast, lunch, and dinner. The North dining hall has a capacity of 692 people per sitting, while the South dining hall has a capacity of 159 people. Our capacity at the Kandilli dining hall is 108 people. The Kilyos dining hall has a capacity of 118 people. The Anadolu Hisari dining hall has a capacity of 476 people. In addition to these, catering services are also provided in our Hisar dining halls. The cafeterias and canteens located across all campuses continue to operate. Our priority to ensure that our students and staff can enjoy high-quality meals at the most affordable prices possible is implemented with great care.</p> <p>*Student satisfaction rate in higher education The student satisfaction rate in higher education is based on data from the 2024 TÜMA satisfaction survey.</p>					

The target value for cleaning service expenditures as a percentage of the overall budget has been achieved.

A3		To enhance staff and student satisfaction, campus life			
H3.2		To increase students' study and relaxation areas and cultural, to develop sporting and social activities			
Name of the Programme/Sub-programme to which the objective relates		Higher Education/Student Life in Higher Education			
Sub-programme Objective Related to the Purpose		Improving the quality of nutrition and accommodation services offered to higher education students; enhancing the quality of life by supporting students' personal and social development			
H3.2 Performance		35			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-end Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG3.2.1: Capacity of shared study areas outside the library (m ²)	25	3,092.00	3,800.00	3,021.28	0
PG3.2.2 Social facility area per student (m ²)	25	0.61	0.74	0.74	100
PG3.2.3: Ratio of the number of students who are members of clubs to the total number of students	20	0.54	0.56	0.32	0
PG3.2.4: Number of club activities	20	1,972	1,980	1731	0
PG3.2.5: Sports facility area (total m ²)	10	18,103	21,103	53,333	100
Target-Related Evaluations					
<p>H3.2 performance was achieved at 35%.</p> <p>The target value for social facilities per student has been achieved.</p> <p>Our university has a total of 44 student clubs. While the number of club activities was 1,018 in 2023, the actual value for 2024 has increased to 1,731.</p> <p>The target value for sports facilities has been achieved. We have infrastructure facilities such as indoor sports halls and indoor halls, swimming pools, indoor and outdoor tennis courts, basketball courts, conference and cinema halls that serve our students' social, cultural and sporting activities. In addition, infrastructure and other preparations to increase the quantity and quality of activities in this direction have been continued in 2024. In this context, our University has been awarded the title of Sports-Friendly Campus by meeting the 45 criteria of the Sports-Friendly Campus Project Evaluation Criteria supporting our students in engaging in activities and sports under better conditions.</p>					



A3		To enhance staff and student satisfaction, we aim to improve campus life. to enhance staff and student satisfaction			
H3.3		Expanding the scope of basic services offered to staff			
Programme/Sub-programme to which the objective relates Programme Name		Management and Support			
Sub-programme Objective Related to the Objective					
H3.3 Performance		62			
Responsible Unit		General Secretariat			
Performance Indicator	Impact on Target (%)	Evaluation Evaluation Period Starting Value (A)	Evaluation Year-End Targeted Value (B)	Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG3.3.1: Number of academic and administrative staff benefiting from housing (staff quarters) Number of academic and administrative staff benefiting	20	210	218	104	0
PG3.3.2: Budget spent on medical-social services budget (TL)	30	54,256.25	55,626.00	422,701.40	100
PG3.3.3: Number of academic and administrative staff Number of academic and administrative staff benefiting from	20	90	100	91	10
PG3.3.4: Sports facility area (total m ²)	30	18,103	21,103	53,333	100
Target-Related Evaluations					
<p>H3.3 performance was achieved at 62%.</p> <p>The PG3.3.1 indicator could not be achieved due to construction work carried out to make anti-aircraft housing earthquake-resistant. The budget allocated to medical and social services reached the target value. Health expenditures were increased to provide more effective primary healthcare services to our university staff and students.</p> <p>The target value has been achieved in the sports facilities area. Our university students, teaching staff, and personnel benefit from the sports facilities located across all our campuses.</p>					

A3		To enhance staff and student satisfaction, campus life			
H3.4		Improving processes related to ecological and human sustainability at the university to improve processes related to ecological and human sustainability at the university			
Name of Programme/Sub-programme to which the objective relates		Management and Support			
Sub-programme Objective Related to the Objective					
H3.4 Performance		59.2			

Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG3.4.1: Budget spent on protecting cultural assets Budget spent (TL)	15	3,716,522.00	5,832,200.00	65,889,902.73	100
PG3.4.2: Number of awards, certificates, etc. received by the university in the field of environmentalism awards, certificates, etc. received by the university	10	1	1	4	100
PG3.4.3: Number of AFAD training sessions	15	281	300	105	0
PG3.4.4: Number of buildings/spaces Number of buildings/spaces compliant with the principle of accessible design	30	123	130	124	14
PG 3.4.5: Accessible campus Budget amount allocated to accessibility initiatives (TL)	30	43,628.00	46,312.00	927,114.90	100

Target-Related Evaluations

H3.4 performance was achieved at 59.2%.
 The targeted performance value has been achieved for indicators PG3.4.1 and PG3.4.2. While there was no achievement in 2023 regarding the number of awards, certificates, etc. received by the university in the field of environmentalism, the targeted value was achieved in 2024.
 The budget amount spent on accessible campus initiatives exceeded the target value, and accessible events and programmes were organised to encourage the participation of persons with disabilities and make campus life more inclusive. Various events were organised by GETEM to raise social awareness about disability and increase sensitivity among campus staff and students. GETEM supports disadvantaged individuals in overcoming barriers in society through activities such as the Accessible Ballot Paper project, audiobook production seminars, workshops, and the installation of ramps, handrails, non-slip strips, and accessible turnstile systems at building entrances. At our university, the needs of our students and staff are regularly monitored through the Disability Unit, GETEM, and the Disability Commission, and efforts are made to implement necessary improvements.

A3	To enhance staff and student satisfaction, campus life
H3.5	Establishing mechanisms against all forms of discrimination and exclusion by instilling fundamental ethical values related to academic and campus life in students. Enhancing adaptation to university life
Programme/Sub-programme Name Related to the Objective	Management and Support
Sub-programme Objective Related to the Purpose	
H3.5 Performance	65
Responsible Unit	Rectorate



Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG3.5.1: Number of educational and awareness-raising activities organised by CİTÖK and related ethics committees	35	20	30	0	0
PG3.5.2: Number of orientation/advising activities at the undergraduate level (including preparatory class) number of orientation/advising activities	35	57	63	145	100
PG3.5.3: Number of university students who participated in university orientation programmes	30	1,489	1,530	8,613	100

Target-Related Assessments

H3.5 performance was achieved at 65%.

The PG3.5.1 indicator has not been achieved. Activities aimed at informing and raising awareness about the principles of ethical behaviour among staff and students will be increased.

The target value for the number of orientation/counselling activities at undergraduate level (including preparatory classes) has been achieved. Our university has workflows, regulations and guidelines that guide the management of education and teaching processes. Course and programme information packages are shared with the public on the institution's website. Orientation training is provided to students at the beginning of the term. In addition, there are unit-specific applications within the scope of academic support services.

The target number of university students participating in university familiarisation programmes has been exceeded. There is a high level of participation in the introductory programmes organised for students who have been accepted to our university.

A4	To enhance service quality and efficiency, institutional capacity is being developed. to enhance service quality and efficiency				
H4.1	Developing and institutionalising policies for human resources planning institutionalise				
Programme/Sub-programme to which the objective relates Name	Management and Support				
Sub-programme Objective Related to the Purpose					
H4.1 Performance	70				
Responsible Unit	Rectorate				
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Period Year-End Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)

PG4.1.1: Number of studies conducted to determine the competencies of personnel Number of studies conducted to determine staff competencies	35	10	14	15	10
PG4.1.2: Number of training sessions aimed at enhancing the management competencies of unit managers to enhance their managerial competencies	30	19	25	4	0
PG4.1.3: Number of regular professional training sessions provided to staff	35	20	24	49	100

Target-Related Evaluations

H4.1 performance was achieved at 70%.

While there was no progress in 2023 regarding the number of studies conducted to determine staff competencies, the target value was achieved in 2024. A talent management study was conducted for contract and permanent staff who started working at our University as of October 2023. Staff were included in the project according to their position title and educational status. In this context, personality inventories and general aptitude tests were administered to determine staff competencies, followed by individual interviews with staff members. The interviews focused on assessing the adaptation of newly hired employees to the University. Following the inventory application and individual interviews, data analysis was performed on topics such as the staff's general aptitude, likelihood of performance, commitment to the institution, strengths and areas for improvement, and managerial competencies, and the results were reported. Ultimately, it was observed that the staff who started their duties were generally compatible with their positions and competencies.

The target number of training sessions aimed at improving the managerial competencies of unit managers was not achieved. In this regard, our University plans to organise training sessions as part of a management package programme aimed at improving the competencies of managers such as Department Heads, Branch Managers, and Faculty/Institute/College Secretaries. These training programmes will be carried out in collaboration with the Education Department and the Boğaziçi University Lifelong Education Centre.

The target number of regular professional training courses offered to staff has been achieved. Training courses to develop the professional competencies of staff at our university are organised by the Education Branch Directorate. In this context, professional training courses have been organised in many different areas, such as legislation, effective communication, official correspondence rules, disaster management, protection and security practices, competency-based interview techniques and the use of computer programmes, both face-to-face and online.

A4	To enhance service quality and efficiency, institutional capacity is being developed. to improve service quality and efficiency
H4.2	Ensuring the continuity of the quality assurance culture
Name of the Programme/Sub-programme to which the objective relates	Management and Support
Sub-programme Objective Related to the Objective	
H4.2 Performance	71.3
Responsible Unit	Rectorate



Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG4.2.1: Number of studies conducted to identify problems that reduce the productivity of academic and administrative staff in the workplace	15	2	6	22	100
PG4.2.2: Self-assessment culture Number of events organised for communication	15	4	6	1	0
PG4.2.3: Number of units with an up-to-date strategic plan Number of units	20	25	38	34	69
PG4.2.4: Number of departments undergoing national and international (independent) accreditation process	25	11	21	18	70
PG4.2.5: Number of integrated business processes Number of integrated business processes	25	6	15	24	100

Target-Related Evaluations

H4.1 performance was achieved at 71.3%.

The target value for the number of studies aimed at identifying issues that reduce the productivity of academic and administrative staff in the workplace has been achieved. An Employee Satisfaction Survey was conducted to measure the quality of all services provided by our university to its staff. As a result of this survey, satisfaction levels were determined for general and sub-categories based on gender, years of service, department, and campus. The findings were compiled into a report and published on the Personnel Directorate's website.

The implementation of a self-assessment culture communication has not been achieved. However, following institutional performance studies at our university, a project for individual performance evaluations is also planned. Within the scope of this project, a multi-faceted analysis will be conducted in which staff can be evaluated by themselves, their colleagues, and their managers.

While there was no progress in the number of departments undergoing national and international (independent) accreditation in 2023, a 70% progress rate was achieved in 2024.

The target value for the number of business processes integrated into the BUIS system has been achieved.

A5	Strengthening social responsibility and community service activities
H5.1	Research, application and education programmes open to the public and to enhance its activities
Name of the Programme/Sub-programme to which the Objective Relates	Lifelong Learning/Higher Education Institutions Continuing Education Activities
Sub-programme Objective Related to the Purpose	Providing training in areas needed by all segments of society, contributing to the development of cooperation with public institutions and organisations, the private sector and international organisations



H5.1 Performance		45			
Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Initial Value (A)	Evaluation Period Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG5.1.1: Number of courses in which social responsibility projects are implemented	30	16	18	4	0
PG5.1.2: Number of social responsibility projects conducted by departments and clubs	30	82	90	106	100
PG5.1.3: Number of audiobooks at GETEM	15	40,023	40,773	53,619	100
PG5.1.4: Boğaziçi University Number of activities in the social responsibility field of the Lifelong Education Centre (BÜYEM)	25	38	42	14	0
Target-Related Evaluations					
<p>H5.1 performance was achieved at 45%.</p> <p>While there was no realisation in the number of social responsibility projects carried out by departments and clubs outside of classes in 2023, the target value was achieved in 2024.</p> <p>The target value for the number of audiobooks at GETEM has been achieved. Established in 2006 within Boğaziçi University, the Technology and Education Laboratory for the Visually Impaired (GETEM) produces audio, text and braille books and materials not only for the university but for all visually impaired citizens. The GETEM library, which is fully accessible online, contains over 50,000 audio, text and computer-generated books.</p> <p>The number of social responsibility activities carried out by the Boğaziçi University Lifelong Education Centre (BÜYEM) increased from 2 in 2023 to 14 in 2024. Activities related to social responsibility projects conducted by BÜYEM in 2024, such as the Turkish Women Entrepreneurs Academy Trainings, the Dermocosmetics Expertise Programme, and Sustainability Trainings, will continue.</p>					

A5	Strengthening social responsibility and community service activities
H5.2	Supporting the dissemination of academic knowledge in society with the aim of diversifying and increasing science, art, and cultural activities open to the public
Name of the Programme/Sub-programme Related to the Objective	Lifelong Learning/Higher Education Institutions Continuing Education Activities
Sub-programme Objective Related to the Purpose	Providing training in areas needed by all segments of society, contributing to the development of cooperation with public institutions and organisations, the private sector and international organisations
H5.2 Performance	50



Responsible Unit		Rectorate			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Period Year-End Target Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG5.2.1: Number of visitors to the Kandilli History of Science Building	20	244	440	239	0
PG5.2.2: Number of activities of the Archives and Documentation Centre	30	8	10	0	0
PG5.2.3: Number of Open Courses	50	21	30	843	100
Target-Related Evaluations					
H5.2 performance was achieved at 50%.					
The target value for the number of activities at the Archive and Documentation Centre could not be achieved as the Archive and Documentation Centre was closed.					
The target value for the number of open courses has been achieved.					

A5		Strengthening social responsibility and community service activities			
H5.3		Developing and diversifying educational programmes that extend throughout one's life within the framework of the university's academic and cultural heritage and to develop and diversify lifelong education programmes			
Name of the Programme/Sub-programme to which the objective relates		Lifelong Learning/Higher Education Institutions Continuing Education Activities			
Sub-programme Objective Related to the Purpose		Providing training in areas needed by all segments of society, contributing to the development of cooperation with public institutions and organisations, the private sector and international organisations			
H5.3 Performance		30			
Responsible Unit		Lifelong Education Centre (BÜYEM)			
Performance Indicator	Impact on Target (%)	Evaluation Period Start Value (A)	Evaluation Period Year-End Targeted Value (B)	Evaluation Period Actual Value (C)	Performance (%) (C-A)/(B-A)
PG5.3.1: Number of certified training programmes offered through BÜYEM for vocational training and development	40	263	272	78	0
PG5.3.2: Number of people applying for BÜYEM training programmes	30	10,320	18,000	19,667	100
PG5.3.3: Satisfaction level of participants in BÜYEM training programmes (%)	30	92	95	91	0

Target-Related Evaluations

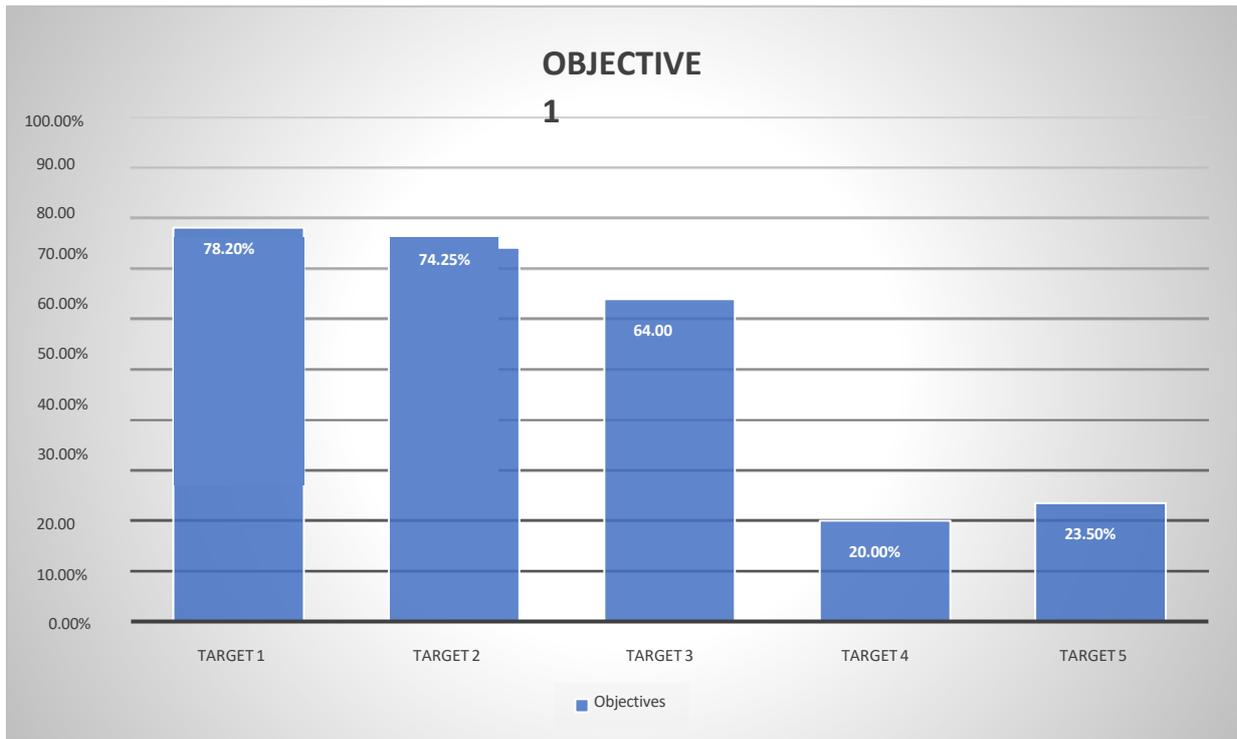
H5.3 performance was achieved at 30%.

The number of certified training programmes offered through BÜYEM for vocational training and development increased from 69 in 2023 to 78 in 2024. BÜYEM aims to offer educational activities that are of high value to individuals, institutions and society, integrating contemporary educational requirements with the needs and conditions of society. In this regard, it will continue its work by combining theory with practice, providing participants with applicable knowledge and skills, and offering services in its areas of expertise.

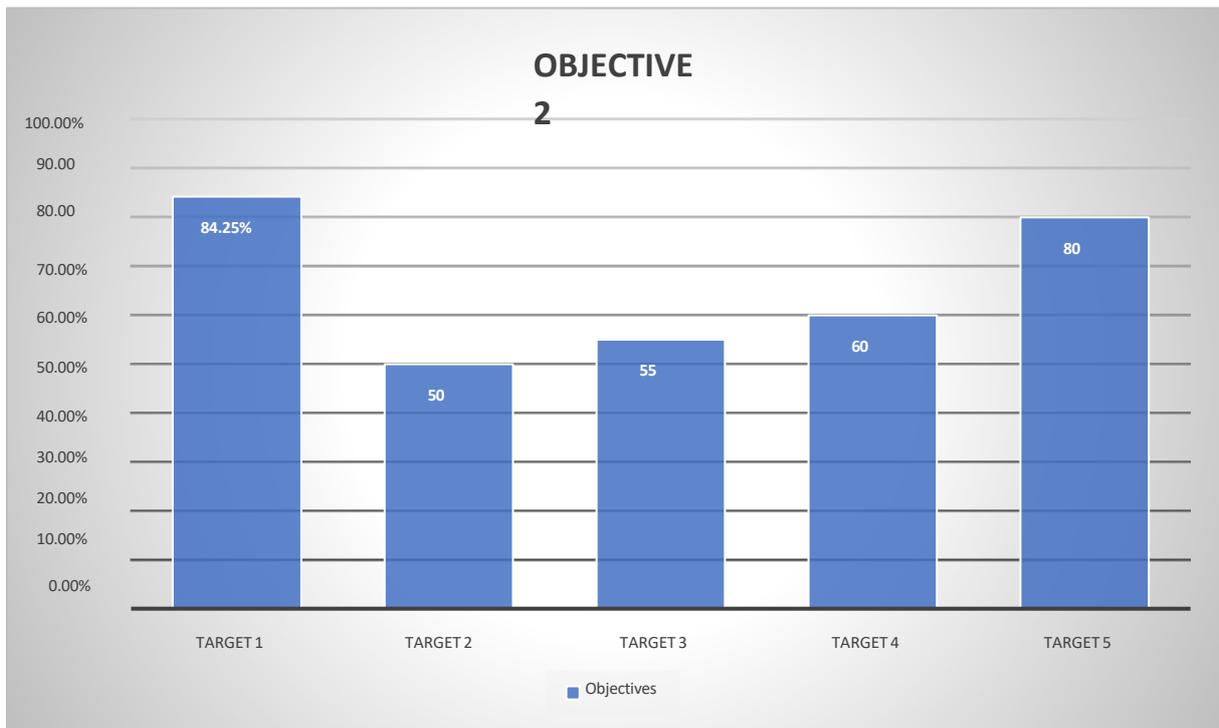
The target number of applicants for BÜYEM education programmes has been achieved.

ACHIEVEMENT VALUES BASED ON OBJECTIVES AND TARGETS

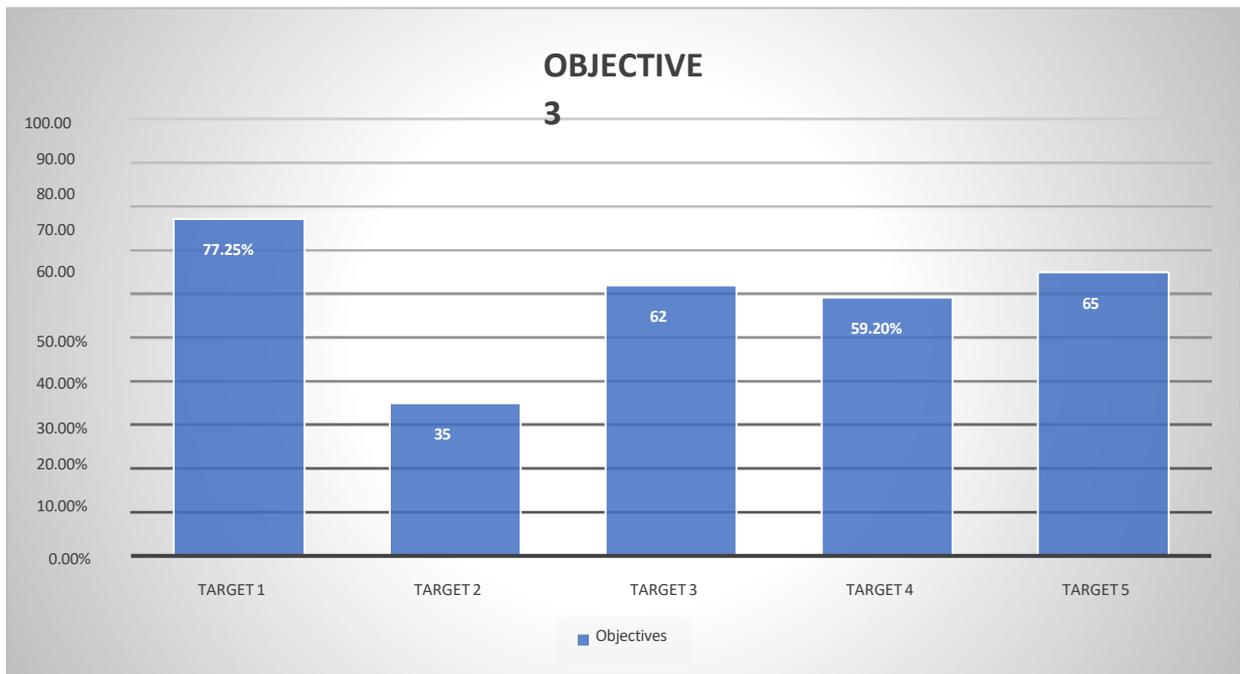
2024 AVERAGE ACHIEVEMENT PERCENTAGES				
Objective 1: Strengthen education and training activities and enrich them with innovative/creative approaches				
There are 5 targets and 22 performance indicators related to Objective 1.				
TARGET 1	TARGET 2	TARGET 3	TARGET 4	TARGET 5
78.20	74.25	64	20	23.50



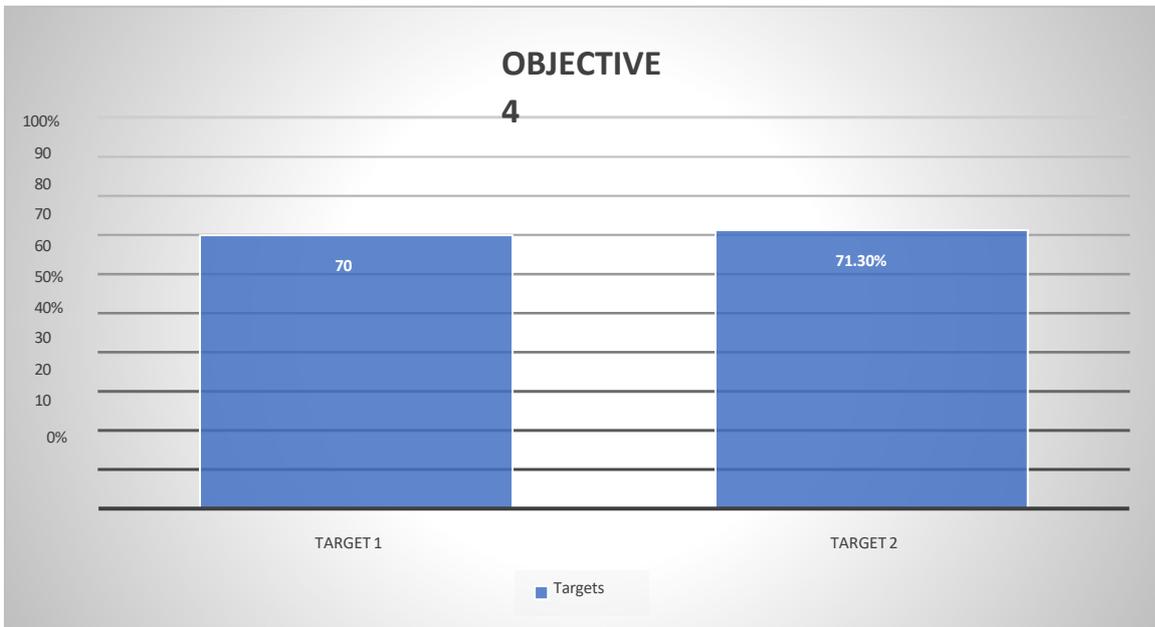
2024 AVERAGE ACHIEVEMENT PERCENTAGES				
Objective 2 Strengthen research, innovation culture and entrepreneurship in line with the identity of a research university, increase research resources and effectiveness				
There are 5 targets and 20 performance indicators related to Objective 2.				
TARGET 1	OBJECTIVE 2	OBJECTIVE 3	OBJECTIVE 4	TARGET 5
84.25	50	55	60	80



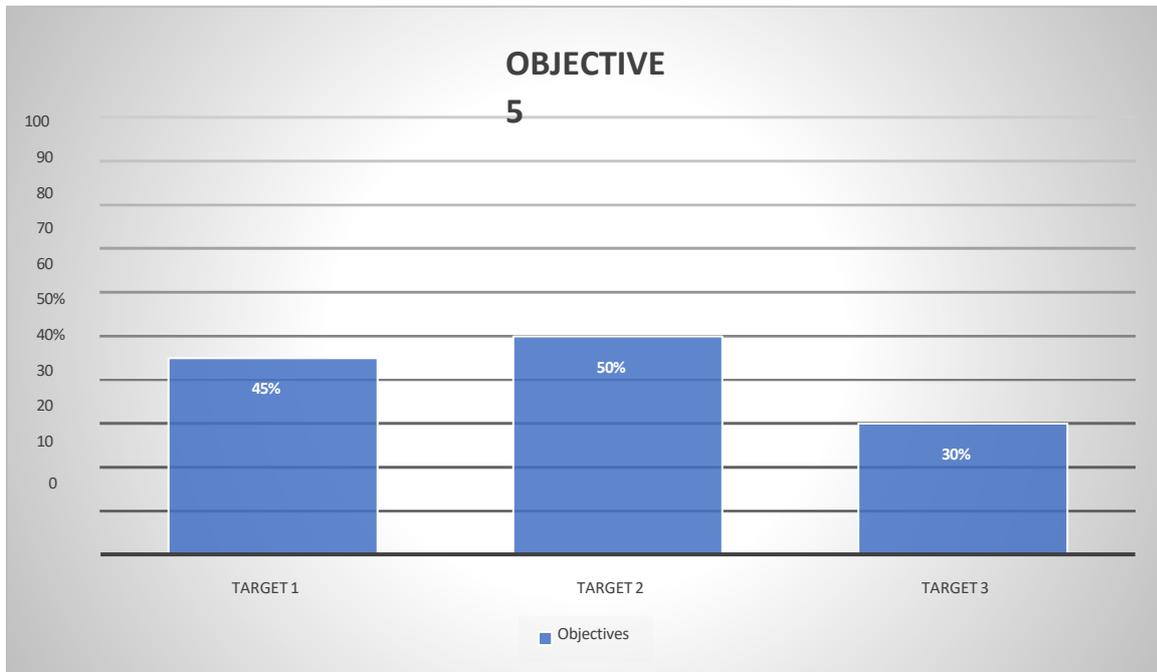
2024 AVERAGE ACHIEVEMENT PERCENTAGES				
Objective 3 To enhance campus life in order to increase staff and student satisfaction				
There are 5 objectives and 22 performance indicators related to Objective 3.				
GOAL 1	OBJECTIVE 2	TARGET 3	TARGET 4	TARGET 5
77.25	35	62	59.20	65



2024 AVERAGE ACHIEVEMENT PERCENTAGES	
Objective 4 To enhance service quality and efficiency by developing institutional capacity	
There are 2 targets and 8 performance indicators related to Objective 4.	
OBJECTIVE 1	TARGET 2
70	71.30



2024 AVERAGE ACHIEVEMENT PERCENTAGES		
Objective 5 Strengthen social responsibility and community service activities		
There are 3 objectives and 10 performance indicators related to Objective 5.		
GOAL 1	OBJECTIVE 2	TARGET 3
45	50	30

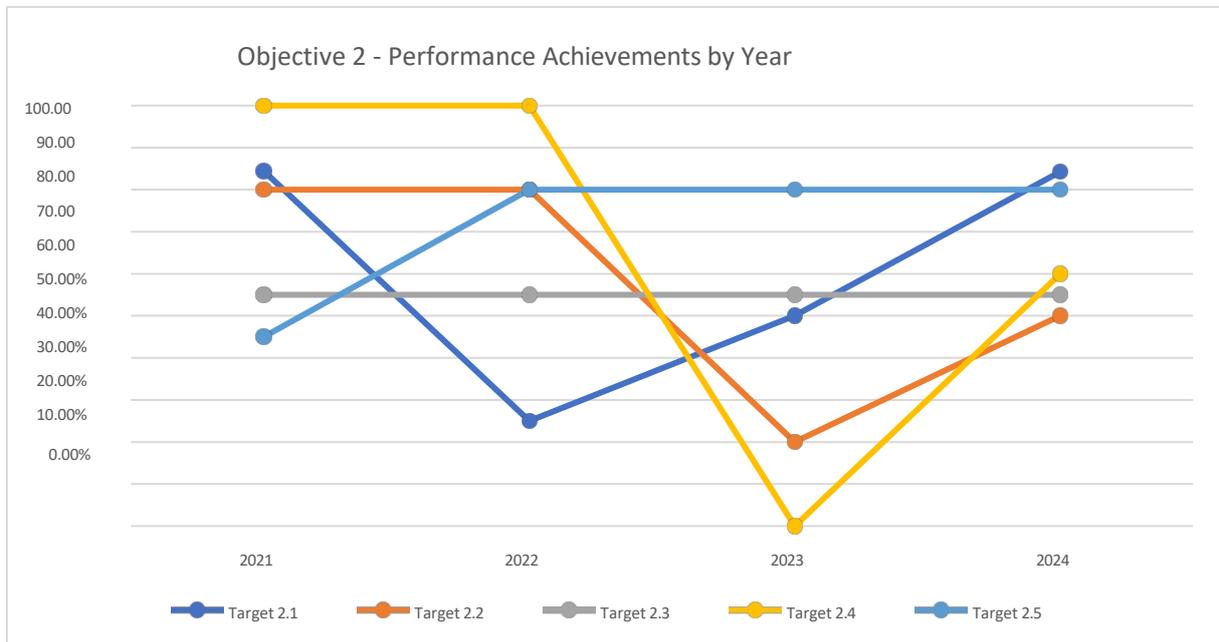
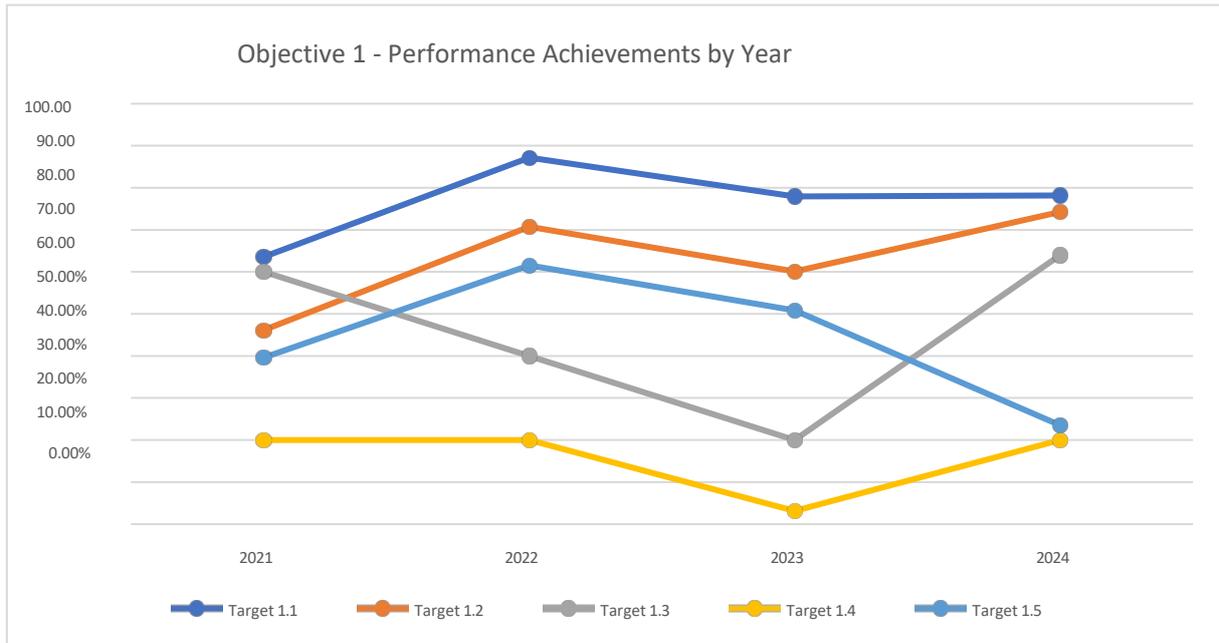


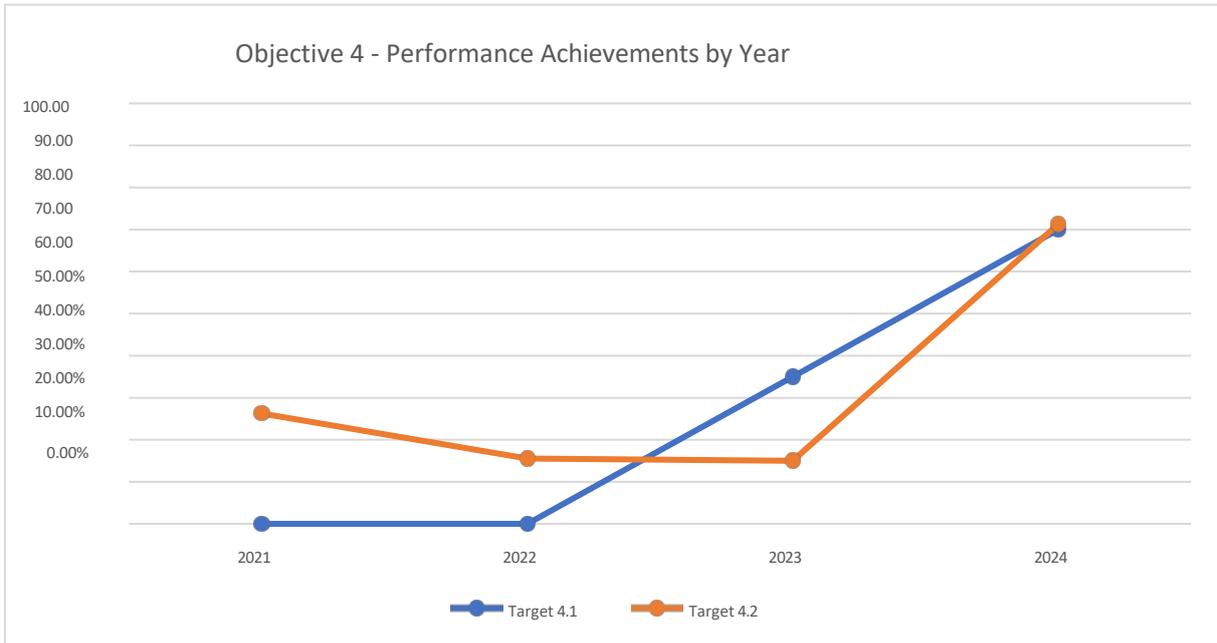
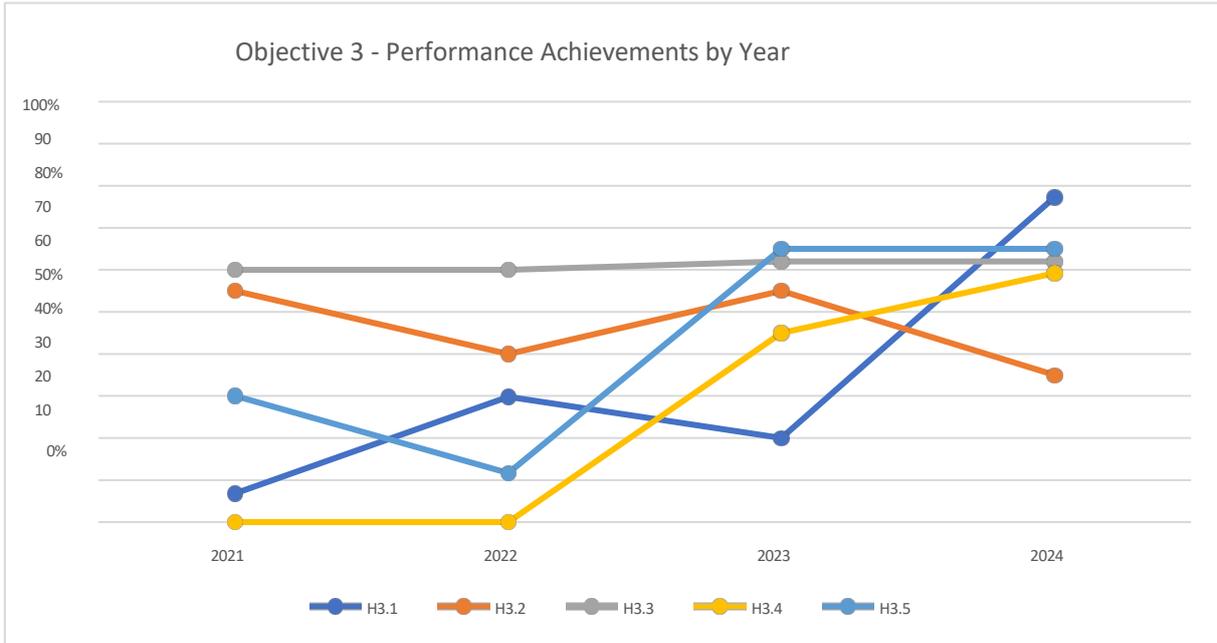
PERFORMANCE TABLE BY YEAR

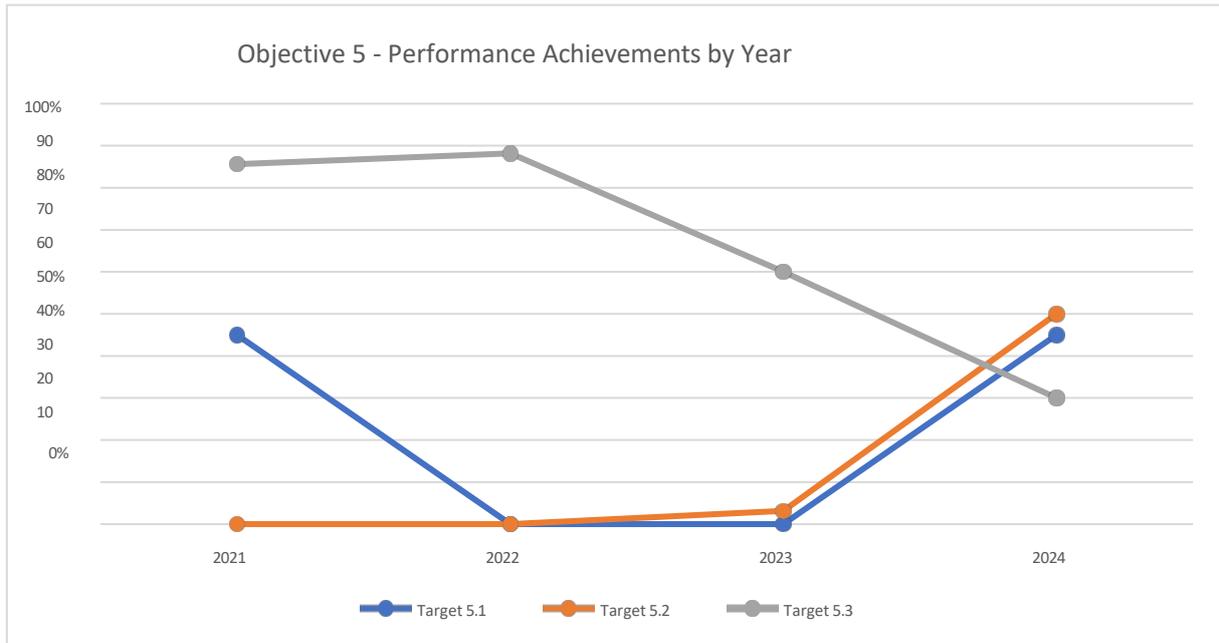
PURPOSE AND OBJECTIVES	PERFORMANCE (%)			
	2021	2022	2023	2024
Objective 1 Strengthen education and training activities and enrich them with innovative/creative approaches				
Target 1.1 Improve the physical infrastructure of existing education and training	63.56	87.16	77.92	78.20
Objective 1.2 Increase IT opportunities for improving education and teaching and develop and sustain library services	46.15%	70.75	60.07	74.25
Objective 1.3 To make the quality education provided sustainable and to establish mechanisms that will develop and diversify students' academic knowledge and skills.	60	40	20	64
Objective 1.4 Strengthen English language education and develop its infrastructure.	20	20	3.13	20
Objective 1.5 Strengthen postgraduate education and develop mechanisms to increase the number of highly qualified students admitted to programmes	39.62	61.54	50.83	23.50
Objective 2 Strengthen research, innovation culture and entrepreneurship in line with the research university identity, and increase research resources and effectiveness				
Objective 2.1 Increase high-quality research activities and outputs	84.44	25	50	84.25
Objective 2.2 To develop human resources, infrastructure and support services for research	80	80	20	50
Objective 2.3 To develop entrepreneurial activities	55	55	55	55
Target 2.4 Enhance the effectiveness of existing mechanisms to increase financial resources for research	100	100	0	60
Target 2.5 Increase opportunities for transforming research into economic value and social benefit	45	80	80	80
Objective 3 To improve campus life in order to increase staff and student satisfaction				
Target 3.1 Improve accommodation, health, nutrition and transport services offered to students	6.82	29.77	20	77.25



Objective 3.2 To increase students' study and recreation areas and develop their cultural, sporting and social activities	55	40	55	35
Objective 3.3 To expand the scope of basic services provided to employees	60	60	62	62
Target 3.4 Improve processes related to ecological and human sustainability at the university	0	0	45	59.20
Objective 3.5 To increase adaptation to university life by establishing mechanisms against all forms of discrimination and exclusion through instilling fundamental ethical values regarding academic and campus life in students.	%30	11.67	%65	%65
Objective 4 To develop institutional capacity to improve service quality and efficiency				
Target 4.1 Develop and institutionalise policies for human resources planning	0	0	35	70
Objective 4.2 Ensure the continuity of the quality assurance culture	26.25	15.56	15	71.3
Objective 5 Social responsibility and social service activities				
Target 5.1 Develop research, application and education programmes and activities open to the public	45	0	0	45
Objective 5.2 Diversify and increase public science, art and cultural activities to support the dissemination of academic knowledge in society	0	0	3.15	50
Objective 5.3 To develop and diversify lifelong learning programmes within the framework of the university's academic and cultural heritage	85.59	88.18	59.99	30







RESULTS AND EVALUATION

The 2024 data relating to the objectives, targets and performance indicators of our university's 2020-2024 Strategic Plan have been examined, and the identified achievements have been measured using the evaluation tables we have prepared and reported as follows.

Objective 1: Strengthen education and teaching activities and enrich them with innovative/creative approaches

- ✓ There are 5 targets related to Objective 1.
- ✓ Success has been achieved with over 70% realisation in 2 of the 5 targets and over 60% in 1.
- ✓ For the other two targets, less than 50% achievement was achieved, and it is anticipated that work will continue.
- ✓ It was determined that 9 out of 22 performance indicators related to the targets were achieved at 100%. In addition, 2 indicators were achieved at 94% and 97%.

Objective 2: To strengthen research, innovation culture and entrepreneurship in line with the identity of a research university, and to increase research resources and effectiveness

- ✓ There are 5 targets related to Objective 2.
- ✓ Achievement rates of 80% or above were achieved for 2 of the 5 targets, and 50% or above for 3 of them.
- ✓ It was determined that 13 out of 20 performance indicators related to the targets were achieved at 100%.

Objective 3: To enhance campus life in order to increase staff and student satisfaction

- ✓ There are 5 targets related to Objective 3.
- ✓ Success has been achieved in 4 of the 5 targets, with realisations above 75%, 60% and 50%.
- ✓ For one target, less than 50% achievement has been achieved, and it is anticipated that work will continue.
- ✓ It has been determined that 12 out of 22 performance indicators related to the targets have been achieved at 100%. However, 1 indicator has been achieved at 86.25%.

Objective 4: To develop institutional capacity to improve service quality and efficiency

- ✓ There are 2 targets related to Objective 4.
- ✓ Both targets have been achieved with 70% or more completion.
- ✓ It was determined that 4 out of 8 performance indicators related to the targets were achieved at 100%.

Objective 5: Strengthen social responsibility and community service activities

- ✓ There are three targets related to Objective 5.
- ✓ One target has been achieved with 50% completion.



- ✓ The other two targets have achieved less than 50% completion, and work is expected to continue.
- ✓ It has been determined that 4 out of 10 performance indicators related to the targets have achieved 100% completion.

Of the **20 targets** in the 2020-2024 Strategic Plan, **16 have achieved 50% or more performance**. Work is expected to continue on the remaining 4 targets. **A 100% performance rate has been achieved for 42 of the total 82 performance indicators. It has been determined that the target value has been achieved for 51% of the total indicators.** It has been determined that no work has yet been done on 29 indicators.



Boğaziçi University
Strategy Development Directorate