

AGU Quality and Internationalisation Master Plan

July 2015, International Office

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About

As one of the leading Turkish universities in education, research and social entrepreneurship, Abdullah Gül University (AGU) values the significance of internationalization and aims to enhance its international profile as a world-renowned university. This detailed master plan is a response to the challenges that the university will be facing in the coming years in achieving this goal. The first slide focuses into quality of higher education and how AGU plans to respond to it. Many of the tasks listed here can be considered as pre-requisites for becoming a top quality international university. The second slide is more internationalization specific and sets targets for AGU in many aspects of the matter. Following the first two slides, the next section is dedicated to a detailed Action Plan that specifies, tasks to be done, deadlines and who should be responsible. This section is divided into four categories: Education, Research, Societal Integration and Administrative internationalization. The Internationalization Strategy document of the university can be found in the Appendix.

Legend of Symbols and Abbreviations

ACA	Faculty Members
ADMIN	Administrative Personnel
FAC	Faculties
GS	General Secretariat
HR	Human Resources
IO	International Office
PREP	English Preparatory School
R&D	Research and
SA	Student Affairs
SD	Student Dean
STRA	Strategy Unit
VR	Vice-Rector
YF	Youth Factory

	Completed
	Rank Achieved
	In Progress

Quality Plan

AGU QUALITY PLAN	2015	2016	2017	2018	2019	2020	2021	2022	2023
Student Satisfaction Survey		▲			▲			▲	
Staff Satisfaction Survey		▲			▲			▲	
Graduates' Satisfaction Survey					▲				▲
Brand Recognition/Public Perception Survey		▲			▲			▲	
Bologna Process/Learning Outcomes	▲								
Prep School	----->	▲							
Fresmen	----->	▲							
Faculties	----->	▲							
TR Qualifications Framework	▲								
ECTS Label and DS Label	----->	----->	----->	----->	▲				
World University Rankings — Top 500/200	----->	----->	----->	500 ▲	----->	----->	----->	----->	200 ▲
TUBITAK-Ministry Ranking	----->	15.▲	12.▲	10.▲	8.▲	7.▲	5.▲	4.▲	3.▲
YBF Accreditation (AACSB or EQUIS)				----->	----->	----->	----->	----->	▲
MDBF Accreditation (ABET or MÜDEK)				----->	----->	----->	----->	----->	▲
Completion of Academic Processes	----->	----->	▲						
Quality Assurance									
ISO 9001 Certification (Administrative)		----->	----->	▲					
Institutional Evaluation (EUA: Academic)						----->	▲		
Institutional Evaluation (KalDer: Administrative)						----->	▲		
European Quality Award (EFQM)							----->	----->	▲

Internationalisation Plan

AGU INTERNATIONALISATION PLAN	2015	2016	2017	2018	2019	2020	2021	2022
Erasmus+ Programme	----->							
Erasmus + Exchange Agreement Numbers	2	10	18	30	55	75	85	90
Outgoing/Incoming Student Numbers	----->	2/0	8/2	12/4	30/10	40/16	50/20	60/30
Academic/Administrative Staff Exchange Numbers	----->	1/1	4/3	7/5	10/8	12/10	13/10	14/11
Full-time International Students	----->							
Undergraduate/Graduate Student Numbers	26/4	50/10	65/12	75/15	80/20	90/30	100/35	110/40
International Student Ratio	%6	%8	%9	%10	%11	%12	%12	%12
Revenue – Undergraduate (TL)	180.000	330.000	430.000	550.000*	585.000	720.000**	800.000	900.000
Bi-lateral Agreements	----->							
3+1 or 4+1 Programme	----->	----->	1.▲					
Joint Master or Joint PhD Programmes	----->	----->	1.▲	----->	2.▲	----->	3.▲	

Action Plan

Action Plan: Education

ACTION	UNIT	DEADLINE
E1: Embedding an international dimension in AGU's curricula via, the use of electives, international methodology, perspectives, cases and examples; the inclusion of themes such as sustainability, global citizenship, inclusiveness and cultural difference	VR, FAC, ACA, IO	In Progress
<ul style="list-style-type: none"> ● Create a report about the international dimension of AGU's curricula 		Nov 2015
<ul style="list-style-type: none"> ● Embed the missing elements into curricula 		Nov 2015
E2: Developing curricula and establish necessary administrative structures that fully comply with the requirements of Bologna Process	VR, FAC, ACA by IO	2015
<ul style="list-style-type: none"> ● Finalise the writing of the program outcomes 		Nov 2015
<ul style="list-style-type: none"> ● Write learning outcomes for every course 		Jun 2016
<ul style="list-style-type: none"> ● Establish an online course-offering system in line with the Bologna Process requirements 		Jan 2016
E3: Link program outcomes with Bologna process and Turkish Qualifications Framework	VR, FAC, ACA by IO	
<ul style="list-style-type: none"> ● Establish a student work based ECTS credit system linked with learning outcomes 		Jan 2016
<ul style="list-style-type: none"> ● Establish an online matrix for the evaluation of the student workload to calculate ECTS credits 		Jan 2016

Action Plan: Education

ACTION	UNIT	DEADLINE
E4: Obtaining Diploma Supplement and ECTS Labels by the latest 2020	IO, SA	2019
● Establish an ECTS webpage that meets ECTS labels criteria		Jun 2016
● Establish an infrastructure for printing the Diploma Supplement		Jun 2016
E5: Incorporating mandatory international short or long-term study or work periods abroad into at least one AGU program	VR, IO	2017
● Choose a pilot program		Jan 2016
● Search for funding opportunities		Jan 2016
● Incorporate the study or work program into AGU's Curricula		Jan 2016
E6: Recruiting talented full-degree international students. Increase and maintain their share to a 12% (from 1% in 2014) of the AGU total student population	IO	2020
● Implement the International Students recruitment strategy		2015
● Set admission criteria		2015
● Prepare promotional material for conventional and online purposes		Ongoing
● Attend international education fairs		Ongoing
● Process applications		Ongoing
● Do necessary admendments to procedure		Ongoing
● Design international scholarship systems		Ongoing

Action Plan: Education

ACTION	UNIT	DEADLINE
E7: Recruiting high-quality international faculty members. Increase and maintain their share to 25% (including AGU School of Languages)	VR	2020
● Create an international faculty recruitment human resource strategy		Jun 2016
● Encourage faculties to search for new international faculty members		Ongoing
● Search and implement TUBITAK and other incentives for international faculty members		Jun 2016
E8: Creating an international summer school	VR, FAC, IO	2018
● Decide either to develop a High-School or University Summer School program		Jan 2017
● Identify Faculties to contribute and prepare a list of course offerings		Jan 2017
● Encourage faculty members to teach in the Summer School		Jan 2018
● Promote the Summer School internationally		Oct 2017
E9: Increasing the variety, number and quality of academic international agreements. Sign at least 40 top quality international agreements	FAC, ACA, IO	2020
● Prepare a potential partners list based on geography		Jan 2016
● Establish criteria for the selection of partners		Jan 2016
● Generate additional fundings to implement international partnerships		Ongoing
● Encourage all Faculty members to sign Erasmus+ agreements		Ongoing
● Encourage all Faculty members to contact their previous affiliated universities		Ongoing

Action Plan: Education

ACTION	UNIT	DEADLINE
E10: Promoting EU mobility programmes, in particular the use of the Erasmus+ Programme	IO	2016
● Organize information sessions about EU mobility Programs		Ongoing
● Establish a quarterly newsletter about Erasmus + activities		2018
E11: Joining at least four of the leading international university associations, organizations or networks	IO	2016
● Find out membership conditions and become a member of EUA, AACSB and others		2016
E12: Enable all AGU undergraduate students to have an international experience before graduation	VR, IO	2018
● Maintain the USA English Program		Ongoing
● Take advantage of all Erasmus+ incentives		Ongoing
● Search for other international fundings opportunities		2016
E13: Establishing student satisfaction surveys to be renewed every three years	VR, IO	2016
E14: Establishing student satisfaction surveys to be renewed every three years	VR	2018

Action Plan: Research

ACTION	UNIT	DEADLINE
R1: Increasing international research projects and funds up to 50% of the total	VR, R&D, ACA	2020
● Prepare a list international funding opportunities		Jan 2016
● Learn about the application process and procedure		Ongoing
● Inform faculty members about these opportunities		Ongoing
● Establish an administrative support structure to help faculty members to write their project proposals		Jun 2016
● Prepare a quaterly newsletter about new funding opportunities		2016
R2: Recruiting internationally recognised researchers to bring new expertise, ideas, and networks to AGU	VR	Ongoing
● Establish an administrative structure encouraging international researchers to join AGU		Ongoing
● Encourage Faculties to employ international researchers		Ongoing
R3: Increasing the number of international research collaborations	VR, R&D, FAC, ACA	Ongoing
● Introduce a performance system favoring international research collaboration		Jun 2016
● Identify possible Research collaboration areas		Jan 2016
R4: Increasing the percentage of international PhD students to 20%	VR, FAC, ACA, IO	2020
● Identify a list of government scholarships' programs for international students in the region		Jan 2016
● Identify other funding opportunities for international PhD students		Jan 2016
● Establish an international PhD student incentive system		Jan 2016
● Identify and approach different scholarships granting institutions		Jan 2016
● Promote Tubitak support to international PhD candidates		Oct 2015

Action Plan: Research

ACTION	UNIT	DEADLINE
R5: Establishing at least two Joint/Double Masters or PhD Programs	VR, R&D, FAC	2020
● Identify potential partners		Jan 2016
● Encourage Faculty members to create such programs		Ongoing
R6: Establishing an AGU research-mobility program	VR, IO	2018
● Consider using Erasmus+ funds		Ongoing
● Generate new funds for the program		Ongoing
R7: Creating new incentives for international conference participation (one per annum per academic staff)	VR	2016
● Create a special fund for conference participation, one per annum per academic staff		2016
● Generate funds from the revenues of the 'Revolving Fund'		2016
R8: Joining at least one of the leading international university research networks	VR, IO	2016
● Identify the networks, their application requirements		2016
● Identify and approach different scholarships granting institutions		Jan 2016
● Promote Tubitak support to international PhD candidates		Oct 2015
R9: Increasing the number of internationally indexed publications	VR	Ongoing
● Set publication and performance criteria for faculty members		Jan 2016

Action Plan: Research

ACTION	UNIT	DEADLINE
R10: Encouraging AGU researchers to increase the number of publications co-authored with international colleagues	VR	Ongoing
● Create incentives to encourage Faculty members to write co-authored research papers		2016
R11: Being ranked as one of the top 500/200 universities in one of the world university rankings	VR, R&D, FAC, ACA	2018/2023
● Identify world university rankings and choose which ones to focus		Oct 2015
● Establish necessary procedural infrastructure for ranking purposes		Jan 2016
R12: Increasing the number of international symposia, conferences and workshops hosted by AGU	VR, FAC, ACA	Ongoing
R13: Establishing at least one international research centre at AGU	VR	2020
R14: Receiving ABET and AACSB accreditations	VR, FAC, ACA	2023
● Select accreditations, search for application criteria, prepare for application, appoint a responsible faculty member		2017
R15: Adding an international dimension to AGU's Graduate Programs in order to make them relevant and attractive to international students and researchers	FAC, ACA	Ongoing
● Identify the international aspects of the current program, identify gaps and missing points, suggest and implement improvements		2016

Action Plan: Societal Integration

ACTION	UNIT	DEADLINE
S1: Developing strong cooperation with international NGO's and corporations	VR, FAC, ACA, YF	Ongoing
● Identify potential partners and create partnerships		Ongoing
S2: Increasing the number of international internship opportunities for AGU students	IO, YF	Ongoing
● Identify opportunities within Erasmus+ programme		Ongoing
● Identify opportunities domestically and internationally (other than Erasmus+)		2016
● Establish an internship office (both Turkish and International)		2017
S3: Encourage students to engage in international volunteering opportunities (i.e European Voluntary Service)	YF	Ongoing
S4: Extending and strengthening AGU's cooperation with the European Commission Resource Centre « SALTO Euromed »	YF	Ongoing
S5: Developing strong cooperation with international NGO's and corporations	YF	Ongoing
S5: Developing strong cooperation with international NGO's and corporations	YF	Ongoing
S6: Involve international students in social, environmental and charitable projects	IO, YF	2016

Action Plan: Administrative

ACTION	UNIT	DEADLINE
S1: Establishing an internationalisation budget to generate new resources and reallocate existing ones according to the needs of internationalisation	VR, IO, STRA	Ongoing
S2: Establishing a "welcome package" facilitating AGU international community members' integration into the University and its environment	IO	2016
S3: Developing plans for infrastructural modifications or additions raised by internationalisation	VR, IO	Ongoing
<ul style="list-style-type: none"> ● Dormitory quotas must be calculated accordingly 		Ongoing
S4: Transforming or adapting organisational structures and procedures to meet the challenges created by this process	VR, FAC, ADMIN, IO	Ongoing
S5: Involving and encouraging active participation of all AGU members in the internationalisation process	VR, IO	Ongoing
<ul style="list-style-type: none"> ● Establish a transparent communication with the AGU community 		Ongoing
<ul style="list-style-type: none"> ● Organize meetings to promote AGU internationalisation 		Ongoing
S6: Strengthening the AGU international brand; promote the university and its programs to prospective students, professionals and partners at the international level, particularly in target countries	IO	Ongoing
S7: Improving part-time work opportunities and on-campus employment opportunities for international students	VR, YF, IO	Ongoing
<ul style="list-style-type: none"> ● Identify legal limitations 		Ongoing
<ul style="list-style-type: none"> ● Establish different means of part-time work opp for international students (i.e. food 		Jan 2016

Action Plan: Administrative

ACTION	UNIT	DEADLINE
S8: Ensuring that all university communication mediums are provided in English	VR	Ongoing
<ul style="list-style-type: none"> ● Employ at least one English speaking member in each faculty and unit. Align HR policies with this principle 		2016
S9: Enabling the improvement of AGU staff's English competency	VR, PREP	2016
<ul style="list-style-type: none"> ● Establish a standard program for the development of AGU staff's English skills by Prep' School 		Jan 2016
<ul style="list-style-type: none"> ● Create incentives encouraging staff participation 		Jan 2016
S10: Offering inter-cultural training for AGU staff	IO, SD	Nov 2015
S11: Promoting diversity and multiculturalism on campus	IO, SD	Ongoing
S12: Guaranteeing on-campus accommodation for international students	VR	Nov 2015
S13: Linking staff internationalization efforts to their performance criteria	VR	2016
S14: Obtaining an ISO 9001 certification for administrative processes	VR, GS	2018
<ul style="list-style-type: none"> ● Decide who will lead the accreditation 		2016
<ul style="list-style-type: none"> ● Identify the rules and regulations for the application 		2016
<ul style="list-style-type: none"> ● Start the accreditation process 		Oct 2016

Action Plan: Administrative

ACTION	UNIT	DEADLINE
S15: Conducting a staff satisfaction survey to be renewed every three years	VR, HR	2016
● Choose and contract a company to conduct the survey		2016
S16: Brand Recognition/Public Perception survey to be renewed every three years	VR	2016
● Choose and contract a company to conduct the survey		2016
S17: Undergoing EUA evaluation	VR	2020
S18: Undergoing KALDER's institutional administrative evaluation	VR	2020

Appendix 1: AGU Internationalisation Strategy



ABDULLAH GÜL
UNIVERSITY

INTERNATIONALISATION

STRATEGY

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As one of the leading Turkish universities in education, research and social entrepreneurship, the Abdullah Gül University (AGU) values the significance of internationalisation and aims to enhance its international profile as a world-renowned university. The University's mission statement already underlines this aim with the following sentences:

With a learner focus, AGU aims to develop individuals who can shape the future and convert knowledge into value through partnerships as a research university that embraces solution-seeking for global challenges.

This internationalisation strategy document has been developed in response to the above-mentioned objective. In order to materialize this strategy, the following internationalisation vision, mission and objectives were adopted by the AGU administration through a participatory process that involved all AGU members.

AGU Internationalisation—Vision:

“Enable AGU to become a creative, innovative and high-quality international institution in Learning, Research and Social Entrepreneurship.”

AGU's Internationalisation—Mission:

“AGU aims to become an international and multicultural hub for education, research and social entrepreneurship; impacting communities and stakeholders at the regional and international levels, by:

- 1 — Attracting and educating individuals who can have a positive professional and social global impact;
- 2 — Converting knowledge into value through international networks and partnerships;
- 3 — Embracing leading-edge research and innovative approaches to meet global challenges;
- 4 — Creating a multicultural environment promoting diversity, equality, social awareness and inclusion for all”

AGU Internationalisation—Objectives:

With its 2015-2020 Internationalisation Strategy, AGU aims to accomplish the above-stated objectives by internationalising each of the University's pillars:

- 1 — Education
- 2 — Research
- 3 — Social Entrepreneurship
- 4 — Administrative structure

The internationalisation objectives for each one of AGU's pillars are listed below:

I. Education

AGU intends to provide a high quality level of education, and develop innovative and internationally oriented curricula. In order to achieve these objectives, AGU commits itself to:

- Embedding an international dimension in AGU's curricula via: The use of electives, international methodology, perspectives, cases and examples; the inclusion of themes such as sustainability, global citizenship, inclusiveness and cultural difference.
- Developing curricula and establish necessary administrative structures that fully comply with the requirements of the Bologna Process;
- Writing program outcomes for every Department and learning outcomes for each course. And linking them to the Turkish qualifications framework;
- Obtaining Diploma Supplement and ECTS Labels by 2020 at the latest;
- Incorporating a mandatory international short or long-term study or work period abroad into at least one AGU program;
- Recruiting talented full-degree international students. Increase and maintain their share to a minimum of 15% (from 1% in 2014) of the AGU total student population by 2020;
- Recruiting high-quality international faculty members. Increase and maintain their share to 25% (including AGU School of Languages) by 2020 from 19% in 2014;
- Creating an international summer school by 2020;

I. Education

- Increasing the variety, number and quality of academic international agreements. Sign at least 35 international agreements by 2020;
- Promoting EU mobility programmes, in particular the use of the Erasmus+ Programme;
- Promoting and becoming partners in non-EU mobility programmes;
- Joining at least four of the leading international university associations, organizations or networks by 2020;
- Enabling all AGU Undergraduate students to have an international experience before graduation.
- Establishing Student satisfaction surveys to be renewed every 3 years;
- Establishing Alumni satisfaction surveys to be renewed every 3 years;



II. Research

AGU is a research university aiming to become an international hub for innovation and top-quality research that will have concrete positive impacts on national and international societies. In order to achieve these objectives, AGU commits itself to:

- Increasing international research projects and funds up to 50% of the total;
- Recruiting internationally recognised researchers to bring new expertise, ideas, and networks to AGU;
- Increasing the number of international research collaborations;
- Increasing the percentage of international PhD students (20% by 2020);
- Establishing at least two Joint/Double Degree PhD Programs by 2020;
- Establishing an AGU research-mobility program; in particular via the use of the Erasmus+ Programme; incorporating a compulsory one-semester mobility period into each PhD program;
- Creating new incentives for international conference participation (one per annum per academic staff);
- Joining at least one of the leading international university research networks;
- Increasing the number of indexed (SSCI, SCI, etc.) articles, research papers, case reports, citations, etc. published internationally;
- Encouraging AGU researchers to increase the number of publications co-authored with international colleagues;

II. Research

- Being ranked as one of the top 500 Universities in one of the prestigious world university rankings by 2020 (i.e., THES, QS, etc.);
- Improving the university's reputation by increasing the number of and visibility during international symposia, conferences and workshops organized and hosted by AGU;
- Establishing at least one international research centre at AGU by 2020;
- Receiving an ABET or equivalent accreditation (MÜDEK) for our Engineering Departments, an AACSB accreditation for our Business School and appropriate ones for other Departments by 2020;
- Adding an international dimension to AGU's Graduate Programs in order to make them relevant and attractive to international students and researchers;



III. Community Outreach

AGU intends to become an international university through promoting social entrepreneurship and global outreach; providing its community members with the appropriate information, training, support, guidance and international network access to enable them to have a positive impact on the lives of others as well as the society as a whole. In order to achieve these objectives, AGU commits itself to:

- Developing strong cooperation with international NGO's and corporations;
- Increasing the number of international internship opportunities for AGU students;
- Encouraging students to engage in international volunteering opportunities (i.e European Voluntary Service);
- Extending and strengthening AGU's cooperation with the European Commission Resource Centre « SALTO Euromed »;
- Establishing and maintaining international social, environmental and charitable projects;
- Involving international students in social, environmental and charitable projects.



IV. Administrative Internationalisation

In order to successfully implement its Internationalisation Strategy and reach the above-stated goals and objectives, AGU intends to involve the whole AGU community by adapting its administrative, financial and organizational structures accordingly.

In order to achieve these objectives, AGU commits itself to:

- Establishing an internationalisation budget to generate new resources and reallocate existing ones according to the needs of internationalisation;
- Establishing a "welcome service" facilitating AGU international community members' integration into the University and its environment;
- Developing plans for infrastructural modifications or additions raised by internationalisation;
- Transforming or adapting organisational structures and procedures to meet the challenges created by this process;
- Involving and encouraging active participation of all AGU members in the internationalisation process;
- Strengthening the AGU international brand; promoting the University and its programmes to prospective students, professionals and partners at the international level, particularly in target countries;
- Improving part-time work opportunities and on-campus employment opportunities for international students;
- Ensuring that all university communication mediums are provided in English;

IV. Administrative Internationalisation

- Enabling the improvement of AGU staff's English competency;
- Offering intercultural training for AGU staff;
- Promoting diversity and multiculturalism on campus;
- Guaranteeing on-campus accommodation for international students;
- Linking staff internationalisation efforts to their performance criteria;
- Obtaining an ISO 9001 certification for administrative processes;
- Establishing a Staff satisfaction survey to be renewed every 3 years;
- Conducting a Brand Recognition/Perception survey to be renewed every 3 years;
- Undergoing EUA evaluation;
- Undergoing KalDer's institutional administrative evaluation;

