



**T.C.  
FIRAT UNIVERSITY  
Veterinary Faculty**



**Strategic Plan  
(2024-2028)**



*We must endear and teach science and art to every member of the nation."*

**Mustafa Kemal ATATÜRK**

## **Preface**

Distinguished Academicians, Dear Students and Dear Stakeholders,

As a faculty, we are proud to be an institution that acts in the light of science, adhering to ethical values and with the mission of serving the society. Our 2024-2028 Strategic Plan, which we have created by combining our past experiences with our vision for the future, determines the path that our faculty will follow in the coming years. This plan has been prepared by prioritizing the contribution of veterinary sciences not only to animal health but also to human and environmental health. By adopting the "One Health" approach, we emphasize our goal of protecting and improving the health of all living things. In line with this vision, our faculty focuses on academic excellence, research and innovation, contribution to society, sustainability and international collaborations. Our strategic plan aims to make the most effective use of the resources available to us, to ensure that our students receive the highest quality education and that our academics achieve world-class achievements in research and development activities. For this purpose, our plan, prepared with the participation of all the components of our faculty, following a transparent process, will be our guide to overcome the challenges we may face and seize the opportunities.

In the coming period, we will work together to achieve the goals set out in our strategic plan. In this process, the support and contributions of all our students, academic and administrative staff, as well as industry representatives, alumni and other segments of society will be invaluable to us. Every challenge we will face during the implementation of our strategic plan is an opportunity to make us stronger and help us achieve our goals. As a faculty that looks to the future with hope and determination, I firmly believe that we will succeed in this journey with the support of our valuable stakeholders.

I would like to thank everyone who contributed to the preparation of this plan and hope that this strategic roadmap, which will shed light on the future of our Faculty, will enable us to build a future full of success, happiness and pride for all of us.

Yours sincerely

**Prof. Dr. Kazim ŞAHİN**  
**Dean**

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## 1. STRATEGIC PLANNING PROCESS AND COMMITTEE

The Strategic Plan Commission started to work to prepare the strategic plan of our faculty, opinions, suggestions and contributions were received from each department, and this information was transformed into a plan by the Strategy and Quality Commission and submitted to the Dean's Office. Our university was selected as a Research University within the scope of the "Specialization and Mission Differentiation Project" of the Council of Higher Education. This important development was taken into account in the strategic planning process and a new strategic plan was created in line with the Rectorate strategic plan covering the period 2024-2028. The activities carried out during the preparation of the plan included situation and stakeholder analyses, Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis, identification of strategic planning topics, mission and vision assessments, projecting and costing strategic goals, objectives and activities, and finally monitoring and evaluation activities.

### 1.1. Strategy Planning Commission

Title, Name and Surname	Mission	Unit
President, Prof. Dr. Kazim ŞAHİN	Dean	
Member, Prof. Dr. Ali Said DURMUŞ	Assistant Dean	Department of Clinical Sciences
Member, Prof. Dr. Engin BALIKCI	Assistant Dean	Department of Clinical Sciences
Member, Prof. Dr. Mehmet ÇALICIOĞLU	Faculty Member	Food Hygiene and Technology Department
Member, Prof. Dr. Murat DABAK	Faculty Member	Department of Clinical Sciences
Member, Prof. Dr. Gaffari TÜRK	Faculty Member	Department of Clinical Sciences
Member, Prof. Dr. Metin BAYRAKTAR	Faculty Member	Department of Animal Husbandry and Animal Nutrition
Member, Prof. Dr. Cem Ecmel ŞAKİ	Faculty Member	Department of Preclinical Sciences
Member, Assoc. Prof. Dr. Mehmet Saltuk ARIKAN	Faculty Member	Department of Animal Husbandry and Animal Nutrition
Erdem KAYA	Faculty Secretary	Deanery
	Student Representative	Faculty of Veterinary Medicine



## **2. SITUATION ANALYSIS**

### **2.1. Historical Development**

The idea of establishing a Faculty of Veterinary Medicine in Elazığ was first officially proposed to the Rectorate of Ankara University by the Elazığ Governorship on February 3, 1967. This proposal was reviewed by the Board of Professors of the Faculty of Veterinary Medicine and it was decided to send a commission to evaluate the situation in Elazığ. As a result of the commission's investigations, a decision was made on April 27, 1967 that it was appropriate to establish a Faculty of Veterinary Medicine in Elazığ, and this decision was approved by the Ankara University Senate on June 13, 1967. With the approval of the Ministry of National Education, Prof. Dr. Mustafa Temizer was elected as the Dean of Elazığ Faculty of Veterinary Medicine, and Prof. Dr. Satı Baran and Prof. Dr. Hayrettin Anteplioğlu were elected as Faculty Senators. On April 14, 1970, the Draft Staffing Law was adopted and published in the Official Gazette on April 22, 1970. Following the completion of the necessary preparations, Ankara University Elazığ Faculty of Veterinary Medicine was officially opened on November 7, 1970 with the participation of the Prime Minister of the time and some ministers. The faculty graduated its first graduates five years after its establishment and completed its establishment by establishing its departments, laboratories and clinics in a short time. The Faculty, which consists of three rooms and a classroom in the Basic Sciences Department of Elazığ State Architecture and Engineering Academy, started teaching with one professor, one associate professor, 11 teaching assistants and 65 students. The foundation of the building where the Faculty provides education today was laid in 1972 and this building was completed in 1978. Elazığ Faculty of Veterinary Medicine was affiliated to Ankara University until 1975, and after the establishment of Firat University with the law dated April 11, 1975 and numbered 1873, it was affiliated to Firat University in accordance with Article 2 of the same law.

In order to improve the quality of veterinary medicine education, our faculty underwent an institutional accreditation audit between May 7-13, 2007 by an expert group appointed by the European Association of Veterinary Educational Institutions (EAEVE), which implements Directives 78/1026 and 78/1027/EEC, which set the standards for veterinary medicine education in the European Union. Following these audits, the accreditation of our faculty was confirmed by EAEVE experts on October 30, 2013. In 2018, an application was made for full accreditation by EAEVE, the first

audit was carried out and the missing data was completed in 2021, making it the first faculty in Turkey to be fully accredited by EAEVE until 2025. Membership provides important advantages such as international recognition, quality assurance, continuous improvement, research and cooperation opportunities, international exchange programs and high standards of education. In addition, an application was made to the Association for Evaluation and Accreditation of Veterinary Medicine Educational Institutions and Programs (VEDEK) in 2018 and after the external evaluation, it was entitled to national program accreditation in 2021. To date, 5214 veterinarians have graduated from our faculty, and these colleagues have made significant contributions to the development of our country's livestock sector with their successful work.

## **2.2. Legal Obligation and Legislation Analysis**

Higher education in Turkey is regulated by Articles 130 and 131 of the Constitution of the Republic of Turkey and Higher Education Law No. 2547. The duties and responsibilities of the academic staff working in our faculty are defined in the Higher Education Law No. 2547, and the duties and responsibilities of the administrative staff are defined in the Law No. 657. Law No. 4734 on Public Procurement, Law No. 5018 on Public Financial Management and Control, and the regulations, by-laws, communiqués, decisions and legislation in force based on these laws, as well as Firat University Undergraduate and Graduate Education and Training Regulations.

**Basis-1:** Article 130 of the Constitution.

**Obligation-1:** In order to train manpower in accordance with the needs of the nation and the country in an order based on the principles of contemporary education and training; to provide education and training at various levels based on secondary education, scientific research, publication and consultancy, to serve the country and humanity.

**Basis-2:** Article 3/e of the Higher Education Law No. 2547.

**Obligation-2:** Faculty: An institution of higher education that provides higher level education, scientific research and publication and to which units can be attached.

**Basis-3:** Article 4 of the Higher Education Law No. 2547.

**Obligation-3:** The aim of higher education is: a) To educate students: In line with Ataturk's Principles and Revolutions, loyal to Ataturk's nationalism; bearing the national, moral, human, spiritual and cultural values of the Turkish Nation, feeling the

honor and happiness of being a Turk; putting the benefit of society above personal interest, full of love for family, country and nation; knowing their duties and responsibilities towards the State of the Republic of Turkey and making them into behavior; having the power of free and scientific thought, having a broad world view, respecting human rights; developed in a balanced and healthy way in terms of body, mind, spirit, morality and emotion; b) To ensure that the Turkish State becomes a constructive, creative and distinguished partner of contemporary civilization by implementing programs that will contribute to and accelerate its economic, social and cultural development in order to increase its welfare and happiness as an indivisible whole with its country and nation,

c) As higher education institutions, to conduct scientific studies and research at a high level, to produce knowledge and technology, to disseminate scientific data, to support national development and progress, to become an outstanding member of the scientific world through cooperation with domestic and foreign institutions, and to contribute to universal and contemporary development.

**Basis-4:** Article 12 of the Higher Education Law No. 2547.

**Obligation-4:** Duties of Higher Education Institutions:

a) To provide education, scientific research, publication and consultancy at various levels based on secondary education in accordance with the needs of the society and the principles and objectives of development plans and in an order based on the principles of contemporary civilization and education and training,

b) To train manpower in the branches and numbers required by the country in line with the national education policy and the principles and objectives of development plans and the plans and programs made by the Council of Higher Education by using its own specialized power and material resources rationally, efficiently and economically,

c) To disseminate scientific data through speech, writing and other means to raise the level of life of the Turkish society and to enlighten the public opinion,

d) To ensure the education of the society through formal, non-formal, continuous and open education, especially in the fields of industrialization and modernization in agriculture,

e) To make the problems concerning the scientific, cultural, social and economic progress and development of the country a subject of teaching and research in cooperation with other institutions, by making recommendations to public institutions,



to present the results for the benefit of the society, and to report its opinions and suggestions by concluding the examinations and researches to be requested by public institutions,

f) To take measures to contribute to the institutions undertaking formal, non-formal, continuous and open education services for the mobilization of education and training,

g) To contribute to the development of agriculture and industry in their regions, to contribute to the training of professional staff and the development of their knowledge, to carry out, implement and participate in studies and programs that will ensure modernization in industry, agriculture and health services and other services and increase production, to cooperate with related institutions and to make suggestions for solutions to environmental problems,

h) To produce, develop, use and disseminate educational technology,

i) To develop the principles of education and training related to the practical application of higher education, to establish revolving capital enterprises, to operate them efficiently and to make the necessary arrangements for the development of these activities.

**Basis-5:** Higher Education Personnel Law No. 2914.

**Obligation-5:** The purpose of this Law is to classify the personnel included in the definition of teaching staff in the Higher Education Law dated 4.11.1981 and numbered 2547, to regulate their salaries and additional indicators, to determine the forms and conditions of promotion and advancement in rank, to determine the amounts of social benefits, additional course fees, university administrative duties and development allowances, and to determine the procedures and principles of contractual employment of retired and foreign teaching staff.

**Basis-6:** Law No. 657 on Civil Servants.

**Obligation-6:** To regulate the conditions of service, qualifications, appointment and training, advancement and promotion, duties, rights, obligations and responsibilities, salaries and allowances and other personal affairs of civil servants

### **2.3. Organization's Field of Activity and Product and Service Analysis**

**Table 1. Areas of Activity, Products and Services of the Organization**

<b>Activity Area-1. Education and Training</b>
<b>Product/Service 1.1.</b> Undergraduate education
<b>Product/Service 1.2.</b> Graduate education
<b>Product/Service 1.3.</b> Internship
<b>Product/Service 1.4.</b> Lifelong Education Services

<b>Product/Service 1.5. National and International Exchange Programs</b>
<b>Activity Area-2. Research</b>
<b>Product/Service 2.1. R&amp;D studies (projects, theses...)</b>
<b>Product/Service 2.2. Scientific Publications</b>
<b>Product/Service 2.3. Scientific Meetings</b>
<b>Activity Area-3. Governance, Management Processes, Support and Administrative Services</b>
<b>Product/Service 3.1. Financial affairs</b>
<b>Product/Service 3.2. Administrative affairs</b>
<b>Product/Service 3.3. Student Affairs</b>
<b>Activity Area-4. Community-Sector Relations-International Relations</b>
<b>Product/Service 4.1. Animal health services (Animal hospital clinics)</b>
<b>Product/Service 4.2. Diagnostic and analysis laboratories services</b>
<b>Product/Service 4.3. Continuing education</b>
<b>Product/Service 4.5. Public information and consultancy services (Symposium, conference)</b>

### **3. STAKEHOLDER ANALYSIS**

In the internal stakeholder analysis, a qualitative approach was adopted and student opinions were consulted, and the findings obtained provided important findings about students' educational experiences at the Faculty of Veterinary Medicine. Of the students who participated in the survey, 57.7% stated that they were generally satisfied with the education they received and 61.2% stated that the education program met their expectations. However, 57% of the students stated that the opportunities offered to develop practical skills and 58.3% stated that the support for professional development and career planning was not sufficient. In addition, 53.5% stated that their knowledge and skills were not measured fairly in exams and evaluations, and 53.9% stated that they did not receive adequate guidance and support in clinical and field studies. It was also reported that especially the small animal clinic was inadequate in practice. In line with this feedback, the curriculum was renewed and with the decision of the University Senate dated 11.12.2023 and numbered 2023-2024/6, it was planned to include more applied and clinical courses in the curriculum, to update and simplify the course contents, and to conduct intern training in the last two semesters in line with the suggestions of the students. On the other hand, improvements were made by the administration in the last period, such as increasing social activities, improving library and canteen facilities. These feedbacks constitute a valuable resource for the steps to be taken to improve the education program and increase student satisfaction.

Faculty members reported that education and training activities, clinical services, quality and coordination in scientific research, accreditation and Erasmus

programs are important activities and services for our Faculty. The need to update the curriculum according to the conditions of the age, serious studies on ECTS, regular surveys of students and faculty members, increasing student-centered social activities, organizing national and international seminars and conferences that will contribute to the professional and personal development of faculty members, increasing the support for scientific research, Among the expectations of the academic staff are the following: supporting academic staff in terms of computer and office equipment, eliminating the lack of technical equipment and technicians, ventilation and waste problems in laboratories, taking measures against water and electricity cuts, bringing together academic staff and administrators to exchange ideas, and ensuring adequate security in both the faculty and the animal hospital.

Almost all of the administrative staff reported that they were satisfied with their work at the Faculty, while the rest claimed that occasional communication problems with administrators, personal conflicts with colleagues and problems arising from the distribution of workload affected their productivity.

As a result of the questionnaire and stakeholder meetings applied to the graduated veterinarians, 82.4% of the graduates who participated in the questionnaire stated that they were proud of being a graduate of Firat University Faculty of Veterinary Medicine, 74.5% stated that the attitudes towards the faculty they graduated from were positive in their working life, 56.9% stated that the content of the courses they took from the faculty was sufficient to solve the problems they encountered while practicing their profession. In addition, 82.4% of the graduates who participated in the survey stated that they found a job one year after graduation, 68.6% stated that they would recommend Firat University Faculty of Veterinary Medicine to new students who will enter the university, 80.4% stated that they experienced the difference of graduating from an accredited Faculty of Veterinary Medicine and that they support accreditation studies. On the other hand, 54.9% of the respondents stated that elective courses during education were not beneficial for the development of knowledge and social relations, and 53.9% stated that the level of foreign language knowledge was not effective in business life. In addition, although the respondents stated that the physical structure of our faculty, the number and quality of faculty members and the accreditation of our faculty as the good aspects of our faculty, they expressed their wishes such as the renewal of the education curriculum, reducing the number of courses, the last two semesters of intern training, pet animal training and

the infrastructure and equipment of the Animal Hospital are insufficient and this should be corrected.

**Table 2. Stakeholder List**

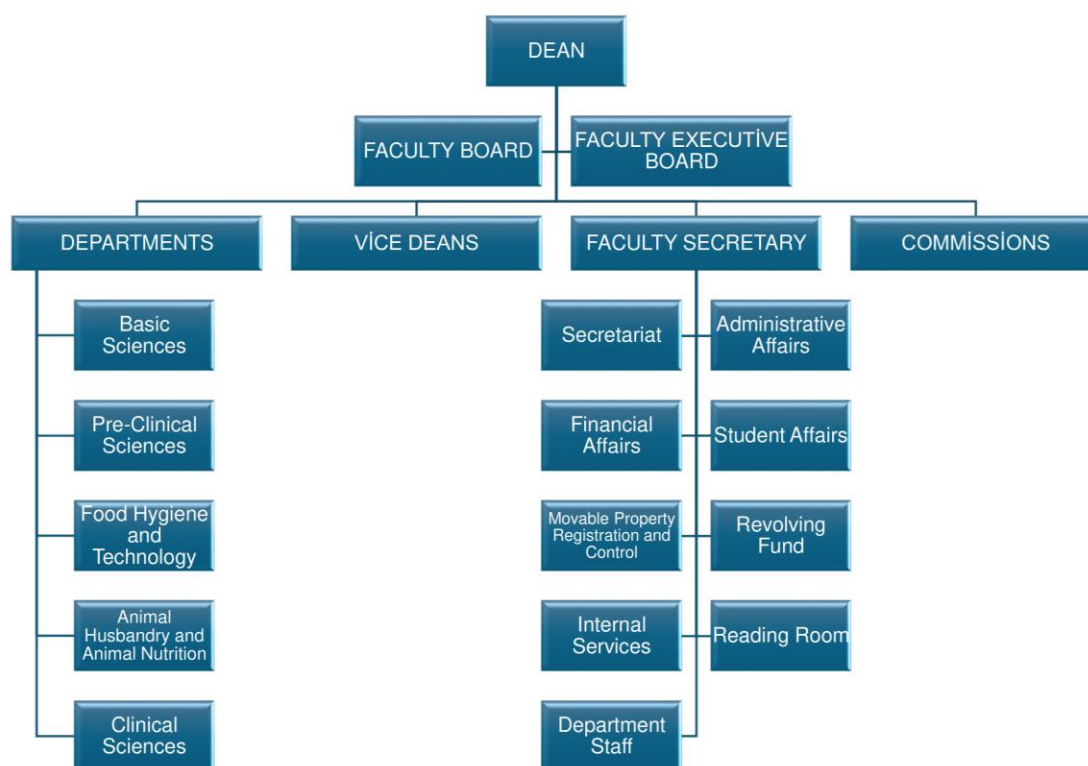
Stakeholder Name	Internal Stakeholder/External Stakeholder/Customer	Why Stakeholder	Priority
	IP: Internal Stakeholder DP: External Stakeholder Y: Beneficiary	T: Basic Partner S: Strategic Partner H: Service Recipients	A: Work Together-Strong/Important B: Look After Your Interests - Weak C: Inform-Strong/Unimportant D: Watch-Weak/Unimportant
F.U. Rectorate	IP	T	A
Deanery	IP	T	A
Academic Staff	IP	T	A
Administrative Staff	IP	T	A
Students	IP/Y	T/H	A
Auxiliary Personnel	IP	T	B
F.U. Institute of Health Sciences	IP	T	A
F.U. Information Technologies Department	IP	T	B
F.U. Experimental Animals Unit	IP	S	B
FÜBAP	IP	S	A
F.U. Library	IP	S	B
TAHAM	IP	T	A
Animal Hospitals and Private Veterinary Clinics	DP	S/H	B
Feed Factories	DP	S/H	C
Slaughterhouses	DP	S/H	B
Food Businesses	DP	S/H	C
Alumni	DP	S	C
Ministry of Agriculture and Forestry and Related Subunits	DP	S	C
Ministry of Environment, Urbanization and Climate Change	DP	S/H	D
Pharmaceutical Companies	DP	S	C
Private Animal Farms	DP	S/H	C
Domestic and International Veterinary Faculties	DP	S	B
EAEVE	DP	S	A
Municipality	DP	S/H	B
Veterinary Chambers and Professional Associations	DP	S	B

**Table 3: Stakeholder-Product/Service Matrix**

Stakeholders	Education			Research			Governance, Management Processes, Support and Administrative Services			Community-Sector Relations-International Relations			
	Undergraduate	Postgraduate Education	Internship	Scientific research	R&D studies	Consulting	Fiscal Affairs	Administrative Affairs	Student Affairs	Animal health services	Diagnostic and analysis laboratories services	Continuous training	Community information and counseling
F.U. Rectorate	√	√		√	√		√	√	√			√	√
Deanery	√		√				√	√	√		√		√
Academic Staff	√	√		√	√	√		√		√	√	√	√
Administrative Staff							√	√	√				
Students	√	√	√						√				√
Auxiliary Personnel	√	√		√	√					√	√		
F.U. Institute of Health Sciences		√		√	√								
F.U. Information Technologies Department	√	√							√				
F.U. Experimental Animals Unit		√	√	√	√						√		
FÜBAP		√		√	√								
F.U. Library	√	√		√	√								
TAHAM	√	√	√	√	√								
Animal Hospitals and Private Veterinary Clinics	√		√			√				√	√		
Feed Factories	√		√	√	√	√					√		
Slaughterhouses	√		√	√	√	√					√		
Food Businesses	√		√	√	√	√					√		
Alumni	√					√						√	√
Ministry of Agriculture and Forestry and Related Units	√		√	√	√	√						√	√
Ministry of Environment, Urbanization and Climate Change		√	√			√							
Pharmaceutical Companies			√	√	√	√						√	√
Private Animal Farms	√		√	√	√	√				√	√		
Domestic and International Veterinary Faculties	√	√	√	√	√							√	√
EAEVE	√											√	
Municipality			√							√	√		
Veterinary Chambers and Professional Associations												√	√

## 4. INTERNAL ANALYSIS

### 4.1. Organizational Structure of the Organization



### 4.2. Human Resources

#### 4.2.1. Number of Students (2019-2023)

Year	Number		
	E	K	General Total
2019	593	218	<b>811</b>
2020	566	221	<b>787</b>
2021	605	233	<b>838</b>
2022	558	285	<b>843</b>
2023	524	297	<b>821</b>



#### 4.2.2. Foreign Students

Number of Foreign Students			
Year	K	E	Total
2019	4	0	4
2020	0	1	1
2021	0	1	1
2022	2	3	5
2023	0	3	3
<b>Total</b>	6	8	14

#### 4.2.3. Number of Graduating Students (2019-2023)

Year	E	K	General Total
2019	111	36	147
2020	122	28	150
2021	128	33	161
2022	100	52	152
2023	95	77	172

#### 4.2.4. Number of Incoming and Outgoing Students

Year	Bachelor's / Associate's Degree	Number
2019	Incoming	158
	Separated	16
2020	Incoming	141
	Separated	19
2021	Incoming	144
	Separated	10
2022	Incoming	158
	Separated	8
2023	Incoming	163
	Separated	7
Total	Incoming	764
	Separated	60

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#### s in the Number of Assistant Professors by Years

Cadre Type				
Year	Professor	Associate Professor	Prof. Dr. Lecturer. Prof. Dr.	Total
2019	75	17	7	99
2020	76	15	6	97
2021	72	14	5	91
2022	73	11	5	89
2023	67	9	7	83

Year	Teaching Assistant	Instructor	Research Assistant	Total
2019			28	28
2020	-	-	28	28
2021	-	-	28	28
2022	-	-	30	30
2023	-	-	24	24

#### 4.2.7. Ratio of Number of Students per Faculty Member (%)

Year	Number of Faculty Members	Number of Students	%
2019	99	811	12,20
2020	97	787	12,32
2021	91	838	10,85
2022	89	843	10,55
2023	83	821	10,10

#### 4.2.8. Number of Administrative Personnel by Year and Service Class

Cadre Type						
Year	General Administrative Services	Health Services	Technical Services	Auxiliary Services	Permanent Worker	Total
2019	19	-	1	3	13	36
2020	18	-	2	4	14	38
2021	17	-	2	5	13	37
2022	20	-	3	5	16	44
2023	22		3	4	16	45

#### 4.2.9. Education Status of Administrative Staff

Education Status					
Year	Primary education	High School	Associate Degree	License	Postgraduate
2019	16	12	5	2	1
2020	17	13	2	5	1
2021	13	13	4	6	1
2022	13	14	3	12	2
2023	14	14	3	12	2

#### 4.2.10. Number of Graduate Students (2019-2023)

Departments	Number of Graduate Students	Number of PhD Students Number of Students	Total Number of Undergraduate Students	Graduate Education Number of Faculty Members	Number of Graduate Students Per Faculty Member	Number of Doctoral Students Per Faculty Member	Number of Undergraduate Students Per Faculty Member
Anatomy	-	4	4	5	-	0.8	0.8
Food Hygiene and Technology	12	7	19	5	2.4	1.4	3.8
Biochemistry	6	3	9	3	2	1	3
Surgery	45	13	58	7	6.4	1.8	8.2
Obstetrics and Gynecology	3	2	5	5	0.6	0.4	1
Reproduction and Artificial Insemination	2	7	9	4	0.5	1.7	2.2
Pharmacology and Toxicology	3	9	12	4	0.7	2.2	3
Physiology	2	6	8	6	0.3	1	1.3
Animal Nutrition	7	9	16	6	1.1	1.5	2.6
Animal Health. Econ. Manag.	7	-	7	2	3.5	-	3.5
Histology-Embryology	-	5	5	4	-	1.2	1.2
Internal Medicine	7	6	13	5	1.4	1.2	2.6
Microbiology	1	2	3	4	0.2	0.5	0.7
Parasitology	1	6	7	5	0.2	1.2	1.4
Pathology	1	7	8	6	0.1	1.1	1.3
Vet.Med.Deontology and History	-	3	3	2	-	1.5	1.5
Virology	-	2	2	3	-	0.6	0.6
Animal Science	9	5	14	6	1.5	0.8	2.3
<b>Total</b>	<b>106</b>	<b>96</b>	<b>202</b>	<b>82</b>	<b>1.2</b>	<b>1.1</b>	<b>2.4</b>

#### 4.2.11. Number of Graduate Students

Institute of Health Sciences			
Year	Master's degree	PhD	General Total
2019	8	5	13
2020	12	1	13
2021	13	6	19
2022	11	7	18
2023	8	16	24
<b>Total</b>	<b>52</b>	<b>35</b>	<b>87</b>

#### 4.2.12. Admission Rate to Graduate Programs (%)

Year	Master's degree (rate)	PhD (rate)
------	------------------------	------------

<b>2019</b>	0.61	0.69
<b>2020</b>	0.68	0.7
<b>2021</b>	0.79	0.44
<b>2022</b>	0.82	0.64
<b>2023</b>	0.86	0.6
<b>Total</b>	<b>0.7</b>	<b>0.6</b>

#### 4.2.13. Number of Personnel Assigned for Doctoral Purposes in Turkey

<b>Year</b>	<b>Research Assistant (number)</b>
<b>2019</b>	-
<b>2020</b>	-
<b>2021</b>	-
<b>2022</b>	-
<b>2023</b>	-
<b>Total</b>	-

#### 4.2.14. Number of Graduate Students Dismissed

<b>Institute of Health Sciences</b>			
<b>Year</b>	<b>Master's degree (number)</b>	<b>PhD (number)</b>	<b>Total</b>
<b>2019</b>	26	4	<b>30</b>
<b>2020</b>	11	4	<b>15</b>
<b>2021</b>	15	1	<b>16</b>
<b>2022</b>	6	6	<b>12</b>
<b>2023</b>	18	4	<b>22</b>
<b>Total</b>	76	19	<b>95</b>

#### 4.2.15. Number of Projects (Projects in which the Project Director is a Staff Member)

<b>Project Type</b>	<b>Number(Pieces)</b>					<b>Total</b>
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
Scientific Research Projects	48	46	46	69	65	<b>274</b>
TUBITAK	13	21	22	29	54	<b>139</b>
TAGEM	-	9	3	9	16	<b>37</b>
OTHER	-	1	3	12	8	<b>24</b>
<b>Total</b>	<b>61</b>	<b>77</b>	<b>74</b>	<b>119</b>	<b>143</b>	<b>474</b>

### 4.3. Information and Technological Resources

#### 4.3.1. Computers

Type	Number	Status
Number of Desktop Computers	101	
Laptop Computer	25	

#### 4.3.2. Other Information and Technological Resources

Name.	Quantity
Deepfreez -86	5
Freezer -20	28
Cold Storage	1
Cold Room	1
Incubation Unit	1
Kymographistimulator	2
Kimograf	5
Dopler	2
Microscopes	93
Blood Pressure Monitor	20
Ophthalmoscope	2
Isolated Organ Bath	5
Ecg Device	3
Thermal Cycler Device	7
Stethoscope	14
Autopsy Set	2
Blood Gas Analyzer	1
Roller Cell Culture Device	1
Complete Gel System	3
Microtome	3
Automatic Tissue Staining Device	1
AAS	
Gas Chromatography	1
Hplc Device	1
Liquid Chromatography System	1
Spectrophometer	13
Eliza Micro Plate	3
Eliza Reader	2
Eliza System	4
Lamina Flow	2
Etuve	27
Incubator	10
Sterilizers	6
Water Distillation Device	8
Electrophoresis Device	15
Western Blot System	4
Gel Imaging Device	3
Autoclave	10

Cyterilizer	1
Homogenizer	10
Electronic Microscopes	3
Binocular Microscope	52
Wide Field Microscope	1
Monocular Microscope	36
Stereo Microscope	5
Optical Microscope	10
Trinocular Microscope	10
Fluorescence Microscope	2
PCR Device	3
Flow Cytometer Device	1
Soxhlet Device	2

#### 4.4. Physical Structure

##### 4.4.1. Education Areas Classrooms

Education Area	Total	Capacity 0-30	Capacity 51-75	Capacity 76-100
Amphitheater	4			4
Classroom	5	2	2	1
Computer Lab.	1	1		
Other Lab.	30	30		
<b>Total</b>	<b>40</b>	<b>33</b>	<b>2</b>	<b>5</b>

##### 4.4.2. Academic Staff Service Areas

Working Room	Number of (Number)	Area (m <sup>2</sup> )	Number of Users (Person)
	130	2455 m <sup>2</sup>	130

##### 4.4.3. Meeting and Conference Rooms

	Capacity 0-50 Person	Capacity 251-Over Person
Meeting and Seminar Rooms	22	
Conference Hall		1
<b>Total</b>	<b>22</b>	<b>1</b>



## 4.5. Social Areas

### 4.5.1. Canteens, Cafeterias and Dining Halls

	Area(m <sup>2</sup> )
Canteen	160 m <sup>2</sup>
Cafeteria Animal Hospital	80 m <sup>2</sup>

## 4.6. Financial Status

Budget Classifications	Allocated Budget (TL)				
	2019	2020	2021	2022	2023
Goods and Service Purchases	62.000	67.000	73.000	129.000	453.000
Travel allowances	17.000	21.000	8.151	23.000	49.000
Worker Wages					
Machinery Equipment	49.000	10.000	10.000	11.000	25.000
Real Estate Goods and Service Purchases	230.000	22.000	24.300	26.000	58.000
<b>Total</b>	<b>106.900</b>	<b>120.000</b>	<b>116.251</b>	<b>189.000</b>	<b>585.000</b>

## 4.7. Results of Internal Analysis

When the data obtained from the results of the in-house analysis are evaluated, the issues that stand out are summarized below.

- 1- It is seen that the number of students per faculty member between 2019 and 2023 is ideal based on EAEVE criteria (Table 4.2.7).
- 2- It is noteworthy that the number of administrative staff (especially the number of technical-support staff) is quite insufficient considering the 20 departments with laboratory studies, and has decreased over the years when it should have increased (Table 4.2.8).
- 3- It is seen that graduate education programs continue in all departments of our faculty except for a few departments. It is inevitable to increase scientific activities and strengthen the laboratory infrastructure in our faculty, where there is approximately one student per faculty member in graduate education (Table 4.2.10).
- 4- The number of projects carried out by the faculty members of our faculty has increased over the years. The number of research assistants should definitely be increased in order to carry out more qualified and more projects (Table 4.2.6), (Table 4.2.15).

- 5- When the information and technological resources of our faculty are examined, it is seen that although the number of desktop computers is 94, the computer hardware is very inadequate and old, and they have lost their functionality (Table 4.3.1).
- 6- When other information and technological resources of our faculty are examined, it is seen that the number of microscopes is 193, but more than half of them have been in use for 40 years and the model is quite old, which negatively affects both student applications and research activities of the relevant units (Table 4.3.2).
- 7- The efficiency and quality of education and research activities are significantly related to the budget allocated to the Faculty by the Rectorate. Increasing the budget will make these activities more efficient (4.6).
- 8- The results of the qualitative survey of students and instructors revealed that overcrowded classrooms and practice groups negatively affected the quality of education.
- 9- The need to further increase relations with external stakeholders has emerged.

<b>INNER ENVIRONMENT</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Having a strong academic staff</li> <li>• Full accreditation approval from the European Association of Veterinary Educational Institutions (<i>EAEVE</i>)</li> <li>• To have received accreditation approval from the Association for Evaluation and Accreditation of Veterinary Medicine Educational Institutions and Programs (<i>VEDEK</i>)</li> <li>• Increasing number of pet animals (cats, dogs, etc.) and pet patients brought to the hospital in the region</li> <li>• High number of cases related to farm animals in clinical education at the Animal Hospital</li> <li>• Except for a few departments, there are graduate programs in all other departments</li> <li>• High employment areas and rates of graduates</li> <li>• In our province, there are feed factories, poultry slaughterhouses, cattle/small cattle slaughterhouses, meat and dairy production facilities, hippodromes in cooperation with our faculty, which are used in courses such as breeding, meat inspection and technology, where practical training is very important.</li> <li>• Ranking first in our country in scientific research and development activities, projects, publications, publications per capita, project application and acceptance rates in recent years</li> <li>• Existence of an Application and Research Farm</li> </ul>	<ul style="list-style-type: none"> <li>• 2020 and 2023 with COVID 19 Disruption of education processes due to earthquake disaster</li> <li>• High number of students and consequently crowded practice training groups</li> <li>• Lack of communication with alumni and external stakeholders</li> <li>• Lack of research assistants</li> <li>• Insufficient technical and support staff</li> <li>• Lack of coordination in research activities that produce solutions for the problems of the country's animal husbandry</li> <li>• Inadequate provision of "on-site/farm treatment services" to patients</li> <li>• Low number of single-hoofed cases</li> <li>• Budget shortfalls</li> <li>• Failure to modernize the Application and Research Farm</li> <li>• Some of the equipment and systems in the faculty areas are outdated</li> <li>• The low number of Turkish textbooks and the lack of up-to-date educational materials</li> <li>• Inadequacy of the physical and infrastructure structure of the small animal clinic due to the increasing number of pet patients</li> <li>• Lack of modern medical devices at the required level</li> <li>• Insufficient number of multidisciplinary R&amp;D studies with high added value for product development</li> <li>• Uncertainties in the legal status of the Animal Hospital</li> </ul>

#### **4.8. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

## 5. ENVIRONMENTAL ANALYSIS (ANALYSIS OF THE OPERATING ENVIRONMENT AND EXTERNAL CONDITIONS)

OUTER ENVIRONMENT	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Since Firat University is a Research University, it has the opportunity to benefit from research funds and has the potential to employ expert/technical personnel</li> <li>• As it is a well-established faculty, there are many graduates in executive positions in the private and public sectors</li> <li>• Agriculture and animal husbandry activities that can contribute significantly to the country's economy have an important place</li> <li>• Existence of national and international exchange programs for students</li> <li>• Contributing to the dissemination of the concept of One Health, which has gained great importance worldwide</li> <li>• Providing disease diagnosis and diagnostic services and preventive medicine services</li> <li>• Contributing directly and indirectly to human health in many ways</li> <li>• The university is located in the city center and has easy access to many facilities</li> <li>• Increasing need for qualified services in the livestock sector</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing employment opportunities for graduated veterinarians due to the opening of more veterinary faculties every year</li> <li>• Difficulties and delays in procurement of equipment and consumables</li> <li>• Difficulties in education and training activities due to the admission of students above the physical and academic capacity of the faculty</li> <li>• Inability to utilize the advantages of cooperation due to inadequate communication with faculty graduates</li> <li>• Economic problems of people engaged in agriculture and animal husbandry</li> <li>• Disruptions in the supply of qualified personnel</li> </ul>

## **6. LOOKING TO THE FUTURE**

### **6.1. Mission**

To educate creative graduates in the field of veterinary medicine in accordance with national and international standards, giving importance to social responsibility and ethical values, to conduct high quality education and research, to contribute to society and the sector through multidisciplinary studies, to advance animal health, animal welfare and public health, to provide innovative solutions to national and global problems in the light of Atatürk's principles.

### **6.2. Vision**

To be a Faculty that ensures cooperation and harmony in diagnosis, treatment and research in pre-clinical and clinical sciences, institutionalizes the training and research hospital, pioneers solution-oriented programs and increases the quality of education and service with its innovation.

### **6.3. Core Values**

- Commitment to scientific and ethical values
- Transparency and participation
- Critical
- Merit Based
- Sharing
- Productive
- Sensitive to animal rights and welfare
- Sensitive to country priorities and social issues
- Reliable
- Innovative
- Student-centered
- Academic freedom

### **6.4. Quality Policy**

The quality policies of our Faculty, which aims to be a nationally and internationally recognized institution in the fields of education, research and community service, are as follows.

**Excellence in Education:** To maximize the professional knowledge and skills of our students by providing them with practical and theoretical training equipped with modern and up-to-date information; to continuously renew our education programs

according to current scientific developments and the needs of the sector, to ensure that our students reach their career goals after graduation.

**Innovation and Leadership in Research:** To conduct nationally and internationally recognized and effective research by adopting the spirit of innovation and leadership in scientific research; to expand the boundaries of veterinary science by attaching great importance to interdisciplinary cooperation and innovative approaches in our research projects.

**Service to Society:** To raise public awareness on animal health and welfare, to provide effective solutions for the prevention and control of animal diseases by acting with a sense of social responsibility; to contribute to public health by prioritizing the ethical values of the veterinary medicine profession.

**Continuous Improvement and Quality Assurance:** We take the necessary steps to continuously improve our quality management system, to ensure compliance with international standards and quality assurance principles in our academic and administrative activities, to review all our processes regularly, to increase efficiency and to ensure excellence.

**International Cooperation and Networking:** By attaching great importance to international cooperation and networking, our students and faculty members gain a global perspective and become competitive in the international arena. In this context, to exchange knowledge and experience by developing collaborations with international universities, research centers and the sector.



## 7. STRATEGY DEVELOPMENT

### 7.1.OBJECTIVES- TARGETS- PERFORMANCE INDICATORS- STRATEGIES

Strategic goals and objectives were supported with appropriate strategies and a four-year road map of Firat University Faculty of Veterinary Medicine was drawn. The objectives, targets, strategies and performance indicators related to this road map are presented below:

OBJECTIVE (A1)	IMPROVING THE QUALITY OF EDUCATION AND TRAINING						
Target (H1.1)	Ensuring the Development of Education and Training Facilities						
Process to which the objective relates	Education and Training Activity						
Performance Indicators	Impact on Target (%)	Plan Period Start (2023)	2024	2025	2026	2027	2028
PG1.1.1 International (EAEVE) accreditation of the faculty	20	1	1	1	1	1	1
PG1.1.2 National (VEDEK) accreditation of the faculty	15	1	1	1	1	1	1
PG1.1.3 Mobile clinic applications	8	-	-	30 (%)	60	80	100
PG1.1.4 Development programs for students	5	2	3	3	4	5	5
PG1.1.5 Extramural training programs	5	1	1	1	1	1	1
PG1.1.6 Intern training (One year)	5	-	-	-	-	-	100 (%)
PG1.1.7 Number of elective courses	5		50 (%)	60	80	90	100
PG1.1.8 Infrastructure of laboratories (air conditioning, installation of cooling units, ventilation, etc.),	7	50 (%)	60	70	80	90	100
PG1.1.9 Deficiencies of the practice farm	5	50 (%)	60	80	100	-	-
PG1.1.10 Number of protocols signed with private farms and private clinics	5	50 (%)	50	60	70	80	100
PG1.1.11 Course materials in line with the curriculum updated in 2023 according to VUÇEP	5	50 (%)	50	60	70	80	100
PG1.1.12 Infrastructure of the Animal Hospital (Small Animal Clinic, administrative building, new clinic classrooms, etc.)	5	-	-	30 (%)	60	70	100
PG1.1.13 Training of trainers	5	-	40(%)	50	70	80	100
PG1.1.14 Student activities	5	50 (%)	50	60	70	80	100
Responsible Unit	Deanery						

<b>Collaborating Unit(s)</b>	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Animal Hospital Management</li> <li>• Departments</li> <li>• TAHAM Management</li> </ul>
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Budget shortfalls</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Renovation of the small animal hospital and creation of new clinical classrooms</li> <li>• Construction of the hospital administrative building</li> <li>• Signing new protocols with private farms and private clinics to enable students to practice more and have more access to animal material</li> <li>• Programming and launching mobile clinic practices</li> <li>• Receiving the necessary support from the Rectorate</li> </ul>
<b>Cost Estimate</b>	<b>300.000.000 TL</b>
<b>Findings</b>	<ul style="list-style-type: none"> <li>• Inadequacy of logistics services to ensure that students receive education in various institutions and organizations</li> <li>• Inadequacy of training programs for students</li> <li>• Insufficient capacity, infrastructure and equipment of Small and Large Animal Clinics</li> </ul>
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Elimination of budget insufficiency</li> </ul>

<b>OBJECTIVE (A1)</b>	<b>IMPROVING THE QUALITY OF EDUCATION AND TRAINING</b>						
<b>Target (H1.2)</b>	Increasing the number and quality of social, cultural and nutrition services for students						
<b>Process to which the objective relates</b>	Education and Training Activity						
<b>Performance Indicators</b>	<b>Impact on Target (%)</b>	<b>Beginning of the Plan Period (2023)</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>PG1.2.1</b> Capacity of the faculty and animal hospital canteen	30	-	30 (%)	50	70	80	100
<b>PG1.2.2</b> Number of social and cultural activities organized for students	10	3	3	5	6	8	10
<b>PG1.2.3</b> Activities to increase students' practical skills	20	2	2	3	4	4	5
<b>PG1.2.4</b> Capacity of food and beverage cabinets in the faculty canteen	10	1	1	1	1	1	1
<b>PG1.2.5</b> Satisfaction rate of students with the functioning of the faculty	30	70 (%)	75	80	80	85	90
<b>Responsible Unit</b>	<b>Deanery</b>						
<b>Collaborating Unit(s)</b>	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Deanery</li> <li>• Hospital management</li> <li>• Faculty Secretariat</li> <li>• Student societies</li> </ul>						
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Budget shortfalls</li> </ul>						
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Supports to be provided by the Rectorate</li> <li>• Increasing the number of social and cultural activities organized for students</li> </ul>						
<b>Cost Estimate</b>	<b>20.000.000 TL</b>						
<b>Findings</b>	<ul style="list-style-type: none"> <li>• Inadequate number of social and cultural activities, activity areas and facilities</li> </ul>						
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Elimination of budget shortfall</li> </ul>						

OBJECTIVE (A2)	INCREASING RESEARCH ACTIVITIES						
Target (H2.1)	Developing Research Capacity and Encouraging Research						
Process to which the objective relates	Research Activities						
Performance Indicators	Impact on Target (%)	Beginning of the Plan Period (2023)	2024	2025	2026	2027	2028
PG2.1.1 Number of priority areas, infrastructure and guided projects supported	20	1	3	3	4	4	3
PG2.1.2 Number of BAP Projects	10	22	30	35	40	45	50
PG2.1.3 Number of R&D projects supported by non-university organizations (TÜBİTAK, TAGEM, etc.)	20	20	30	30	35	40	50
PG2.1.4 Number of TÜBİTAK University Students Research Projects (2209-A; 2209-B, 2247-C)	10	11	30	40	40	45	60
PG2.1.5 Ratio of the number of articles and reviews in journals indexed in SCI and SSCI indexes in WoS database to the number of faculty members	10	0,49	0,6	0,7	1	1	1
PG2.1.6 Ratio of the number of citations to the publications in journals indexed in SCI and SSCI in WoS database in the last year to the number of faculty members	10	23,45	26	28	30	35	40
PG2.1.7 Number of Turkish Academy of Sciences (TÜBA) and TÜBİTAK awards	5	-	1	1	1	1	1
PG2.1.8 Carrying out projects with relevant institutions abroad	5	-	10 (%)	30	50	80	100
PG2.1.9 Organizing training programs to increase the number of international projects of academic staff	5	-	10 (%)	30	50	80	100
PG2.1.10 Carrying out the necessary studies to include Firat University Health Sciences Veterinary Journal in the scope of SCI index	5	-	10 (%)	20	60	80	100
Responsible Unit	Deanery						
Collaborating Unit(s)	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Deanery</li> <li>• Departments</li> <li>• Journal Editors and Boards</li> </ul>						
Risks	<ul style="list-style-type: none"> <li>• Budget shortfalls</li> <li>• Failure to provide the necessary infrastructure laboratory needs</li> </ul>						
Strategies	<ul style="list-style-type: none"> <li>• Meeting the infrastructure needs of the units such as technical personnel, tools and equipment</li> <li>• Increasing R&amp;D budgets</li> <li>• Organizing information meetings on project opportunities</li> <li>• Increasing the understanding of collaborative work between departments</li> <li>• Encouraging an increase in the quantity and quality of publications</li> <li>• Organizing various trainings on the preparation of projects and carrying out</li> </ul>						

	the necessary work
<b>Cost Estimate</b>	<b>15.000.000 TL.</b>
<b>Findings</b>	<ul style="list-style-type: none"> <li>• Lack of laboratory infrastructure and capacities for the realization of projects</li> <li>• Lack of a culture of applying for external project support</li> <li>• Insufficient personnel to take part in the execution and realization of projects</li> <li>• Insufficient budget of the organizations receiving support</li> </ul>
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Increasing laboratory facilities</li> <li>• Increasing the number of trainings for researchers who will take part in projects</li> <li>• Increasing project support budgets</li> <li>• Employing qualified personnel in research laboratories</li> </ul>

<b>OBJECTIVE (A2)</b>	<b>INCREASING QUALIFIED and PRODUCT-oriented SCIENTIFIC RESEARCH ACTIVITIES</b>						
<b>Target (H2.2)</b>	Developing Research Capacity and Increasing Added Value						
<b>Process to which the objective relates</b>	Research Activities						
<b>Performance Indicators</b>	<b>Impact on Target (%)</b>	<b>Beginning of the Plan Period (2023)</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>PG2.2.1</b> Number of products commercialized as a result of R&D in projects in which faculty members participate	40	-	2	4	5	5	5
<b>PG2.2.2</b> Number of R&D projects conducted in collaboration with universities and industry during the year	40	16	20	22	25	28	35
<b>PG2.2.3</b> Number of academicians participating in Technopolis or Technology Transfer Office (TTO) projects	20	3	3	3	4	5	5
<b>Responsible Unit</b>	<b>Rectorate</b>						
<b>Collaborating Unit(s)</b>	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Departments</li> <li>• Firat Technopolis</li> </ul>						
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Budget shortfalls</li> <li>• Loss of motivation in the evaluation of R&amp;D outputs</li> <li>• Lack of information and consultancy on patents, utility models and industrial designs</li> </ul>						
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Increasing R&amp;D studies with different institutions</li> <li>• Increasing the number of patent applications</li> <li>• Increasing regional, national and international collaborations</li> </ul>						
<b>Cost Estimate</b>	<b>20.000.000 TL.</b>						
<b>Findings</b>	<ul style="list-style-type: none"> <li>• Insufficient number of project and patent applications</li> <li>• Insufficient number of interdisciplinary projects carried out in cooperation with other sectors</li> </ul>						
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Encouraging academics to apply for projects and patents</li> <li>• Cooperation with Firat Technopolis</li> <li>• Providing information to increase motivation</li> </ul>						

OBJECTIVE (A3)	INCREASING SOCIAL CONTRIBUTION ACTIVITIES						
Target (H3.1)	Increasing the Quality of Services for the Community and Stakeholders						
Process to which the objective relates	Social Contribution Activities						
Performance Indicators	Impact on Target (%)	Beginning of the Plan Period (2023)	2024	2025	2026	2027	2028
PG3.1.1 Infrastructure of classrooms and application units within the Faculty and Animal Hospital	30	30 (%)	40	50	60	80	100
PG3.1.2 Renovation of the Small Animal Clinic with insufficient capacity	25	-	-	60 (%)	70	80	100
PG3.1.3 Elimination of deficiencies in equipment and devices at the Small and Large Animal Clinic	25	20 (%)	20	30	50	70	100
PG3.1.4 Number of seminars, symposiums, courses and panels open to public participation on current animal health issues	5	40 (%)	45	50	70	80	100
PG3.1.5 Number of social activities for students who graduated from the faculty	5	1	1	1	2	2	2
PG3.1.6 Number of training and certificate programs organized at the Application Farm	5	20 (%)	30	40	60	70	100
PG3.1.7 Units licensed by the Ministry of Agriculture and Forestry and other institutions	5	7	7	7	7	7	7
Responsible Unit	Deanery						
Collaborating Unit(s)	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Animal Hospital Management</li> <li>• Departments</li> </ul>						
Risks	<ul style="list-style-type: none"> <li>• Budget shortfalls</li> <li>• The participation of stakeholders in the activities is not at the expected level</li> <li>• Problems that may occur in the announcements of the organized activity programs</li> <li>• Inadequate capacity and infrastructure of the Small Animal Clinic</li> </ul>						
Strategies	<ul style="list-style-type: none"> <li>• Construction of a New Small Animal Clinic</li> <li>• Improving the facilities of the Large Animal Clinic,</li> <li>• Construction of an administrative building</li> </ul>						

	<ul style="list-style-type: none"> <li>• Purchase of the devices needed in the hospital (X-ray, tomography, etc.)</li> </ul>
<b>Cost Estimate</b>	<b>50.000.000 TL</b>
<b>Findings</b>	<ul style="list-style-type: none"> <li>• Increasing the diversity of interaction with stakeholders</li> <li>• Insufficient capacity and equipment in Small and Large Animal Clinics</li> <li>• Insufficient budget</li> </ul>
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Construction of a new building to increase the capacity of the Small Animal Clinic.</li> <li>• Elimination of the deficiencies of the Large Animal Clinic</li> <li>• Procurement of devices and equipment needs in clinics</li> <li>• Construction of administrative building</li> <li>• Promoting trainings more effectively and increasing the visibility of training processes in the media</li> </ul>

<b>OBJECTIVE (A4)</b>	<b>EXPANDING THE IMPLEMENTATION AND SUSTAINABILITY OF QUALITY PROCESSES</b>						
<b>Target (H4.1)</b>	Increasing the Quality and Quantity of Human Resources						
<b>Process to which the objective relates</b>	Management process						
<b>Performance Indicators</b>	<b>Impact on Target (%)</b>	<b>Beginning of the Plan Period (2023)</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>PG4.1.1</b> Number of academic in-service and lifelong training, meetings, informational activities, etc. on quality assurance practices	15	3	4	5	5	5	5
<b>PG4.1.2</b> Number of in-service trainings for administrative staff	15	2	2	3	4	4	4
<b>PG4.1.3</b> Number of research assistants	35	24	32	38	44	48	52
<b>PG4.1.4</b> Number of technical, general administrative, auxiliary and permanent labor personnel working at the Faculty	15	23	25	26	27	29	30
<b>PG4.1.5</b> Number of technical, general administrative, auxiliary and permanent labor personnel working at the Animal Hospital	20	25	27	28	29	30	32
<b>Responsible Unit</b>	<b>Deanery</b>						
<b>Collaborating Unit(s)</b>	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Animal Hospital Management</li> <li>• Departments</li> </ul>						
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Insufficient budget</li> <li>• Failure to recruit personnel</li> <li>• Failure to receive sufficient support from other units for in-service training</li> </ul>						
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Ensuring the supply of personnel to the units in need in cooperation with the Rectorate</li> <li>• Increasing professional and personal development through training</li> </ul>						



	<ul style="list-style-type: none"> <li>• Cooperation in in-service trainings organized by the Rectorate or other units</li> </ul>
<b>Cost Estimate</b>	<b>10.000.000 TL</b>
<b>Findings</b>	<ul style="list-style-type: none"> <li>• Lack of technical and academic staff in Animal Hospital and Departments</li> <li>• In-service trainings are not carried out within the framework of a program</li> </ul>
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Meeting the technical and academic staff needs by the rectorate</li> <li>• Organizing in-service training and development programs</li> </ul>

<b>OBJECTIVE (A4)</b>	<b>EXPANDING THE IMPLEMENTATION AND SUSTAINABILITY OF QUALITY PROCESSES</b>						
<b>Target (H4.2)</b>	Dissemination and Sustainability of Quality Assurance Practices						
<b>Process to which the objective relates</b>	Management process						
<b>Performance Indicators</b>	<b>Impact on Target (%)</b>	<b>Beginning of the Plan Period (2023)</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>PG4.2.1</b> Regular monitoring of data to be used in quality and accreditation studies	35		30 (%)	50	75	80	100
<b>PG4.2.2</b> Ensuring the continuity of national (VEDEK) and international (EAEVE) accreditations	35	2	2	2	2	2	2
<b>PG4.2.3</b> Selection of personnel to organize the faculty's website and to share various announcements on social media	30	6	30 (%)	50	75	80	100
<b>PG4.2.3</b> Internal control (Surveys,..)			30 (%)	50	75	80	100
<b>Responsible Unit</b>	<b>Deanery</b>						
Collaborating Unit(s)	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Quality and Accreditation Commission</li> <li>• Departments</li> </ul>						
Risks	<ul style="list-style-type: none"> <li>• The participation of stakeholders in the activities is not at the expected level</li> <li>• Failure to see the expected effect of the applications to be made</li> </ul>						
Strategies	<ul style="list-style-type: none"> <li>• Establishing corporate culture and belonging</li> <li>• Providing information and trainings on quality assurance system</li> <li>• Establishing a system that can produce quick solutions in line with the suggestions of stakeholders</li> <li>• Making monitoring and evaluation mechanisms work more effectively</li> <li>• To determine and implement solutions by taking into account the suggestions of the personnel who will take part in the announcements to be made electronically</li> </ul>						
<b>Cost Estimate</b>	<b>2.000.000 TL</b>						
<b>Findings</b>	<ul style="list-style-type: none"> <li>• Need to improve feedback and follow-up mechanisms</li> <li>• The importance of developing a monitoring and evaluation system</li> </ul>						
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Budget requirement for the activities to be realized</li> <li>• Increasing the effectiveness of the commissions established to ensure the continuity of accreditation</li> <li>• Creating unit quality culture</li> </ul>						

OBJECTIVE (A4)	EXPANDING THE IMPLEMENTATION AND SUSTAINABILITY OF QUALITY PROCESSES						
Target (H4.3)	Conditions to be met during the Accreditation Process						
Process to which the objective relates	Management process						
Performance Indicators	Impact on Target (%)	Beginning of the Plan Period (2023)	2024	2025	2026	2027	2028
PG4.3.1 Number of cat-dog patients examined -	10	5706	6270	6650	7400	8150	8540
PG4.3.2 Number of ruminant and swine patients examined	10	2953	3100	3500	3700	3900	4200
PG4.3.3 Number of single-hoofed patients examined	10	270	300	340	360	390	400
PG4.3.4 Number of other patients examined (rabbits, rodents, exotics, etc.)	5	684	710	720	750	760	780
PG4.3.5 Number of ruminant and pig facility visits	10	308	315	325	330	340	340
PG4.3.6 Number of poultry and rabbit management visits	10	292	300	300	300	310	310
PG4.3.7 Number of cat-dog necropsies	10	50	125	185	210	230	280
PG4.3.8 Number of ruminant and pig necropsies	10	203	220	250	260	275	280
PG4.3.9 Number of single claw necropsies	10	7	20	20	25	25	30
PG4.3.10 Number of other necropsies (rabbits, rodents, etc.)	10	94	200	250	275	300	350
PG4.3.11 Number of PhD graduates	5	26	27	28	28	29	30
Responsible Unit	Deanery						
Collaborating Unit(s)	<ul style="list-style-type: none"> <li>• Rectorate</li> <li>• Institute of Health Sciences</li> <li>• Animal Hospital</li> <li>• Accreditation Commission</li> <li>• Departments</li> </ul>						
Risks	<ul style="list-style-type: none"> <li>• Budget shortfalls</li> <li>• Lack of motivation</li> <li>• Lack of qualified personnel support by the Rectorate</li> </ul>						
Strategies	<ul style="list-style-type: none"> <li>• Meeting budget needs</li> <li>• Improvement of farming infrastructure</li> </ul>						
Cost Estimate	15.000.000 TL						
Findings	<ul style="list-style-type: none"> <li>• Keeping records in an organized manner</li> </ul>						
Needs	<ul style="list-style-type: none"> <li>• Meeting budget needs</li> <li>• Establishment of a regular follow-up system</li> <li>• Regular information meetings</li> <li>• Ensuring qualified personnel support</li> </ul>						

## 7.2. COSTING

AIMS AND OBJECTIVES	2024	2025	2026	2027	2028	TOTAL
<b>OBJECTIVE 1</b>	62.000.000	59.000.000	66.000.000	69.000.000	64.000.000	<b>320.000.000</b>
Target 1.1	57.000.000	58.000.000	60.000.000	62.000.000	63.000.000	300.000.000
Target 1.2	5.000.000	1.000.000	6.000.000	7.000.000	1.000.000	20.000.000
<b>OBJECTIVE 2</b>	5.500.000	5.500.000	7.500.000	8.500.000	8.000.000	<b>35.000.000</b>
Target 2.1	2.000.000	2.000.000	3.500.000	3.500.000	4.000.000	15.000.000
Target 2.2	3.500.000	3.500.000	4.000.000	5.000.000	4.000.000	20.000.000
<b>GOAL 3</b>	8.000.000	9.000.000	10.000.000	11.000.000	12.000.000	<b>50.000.000</b>
Target 3.1	8.000.000	9.000.000	10.000.000	11.000.000	12.000.000	50.000.000
<b>GOAL 4</b>	4.000.000	5.000.000	5.000.000	5.000.000	8.000.000	<b>27.000.000</b>
Target 4.1	1.500.000	1.500.000	2.000.000	2.500.000	2.500.000	10.000.000
Target 4.2	200.000	300.000	400.000	500.000	600.000	2.000.000
Target 4.3	2.300.000	3.200.000	2.600.000	2.000.000	4.900.000	15.000.000
<b>TOTAL</b>	<b>79.500.000</b>	<b>78.500.000</b>	<b>88.500.000</b>	<b>93.500.000</b>	<b>92.000.000</b>	<b>432.000.000</b>

## 8. MONITORING AND EVALUATION

Within the scope of the 2024-2028 strategic plan of Firat University Faculty of Veterinary Medicine, end-of-term monitoring and evaluation processes will play an important role. These processes will ensure the effective management of the faculty's efforts to achieve its goals and improve quality. First of all, in the process of monitoring the strategic plan, feedback tools such as student satisfaction surveys, administrative staff satisfaction surveys and patient satisfaction surveys will be used regularly between 2024-2028. These surveys will be important tools to evaluate the faculty's performance in areas such as education, administrative services and patient care. The feedback obtained will play a critical role in determining how close the strategic goals are and identifying opportunities for improvement. In the evaluation process, end-of-term evaluations will be carried out by the boards or commissions established at the end of 2024-2028. These evaluations will focus on important indicators such as student satisfaction, administrative staff satisfaction and patient owner satisfaction, and the results obtained will be analyzed in detail. Problems encountered will be identified, successful practices will be emphasized and suggestions for improvement will be developed. In line with the

recommendations, the improvements required to achieve the faculty's strategic goals will be planned and agreed upon. This process will provide an important opportunity to ensure the continuous development of the faculty and improve quality. Evaluating and revising the strategic plan as appropriate will ensure the future success of the faculty.