



**T.R.
AYDIN ADNAN MENDERES
UNIVERSITY**

FACULTY OF VETERINARY MEDICINE

**2024-2028
Strategic Plan**

EXECUTIVE PRESENTATION

"It is not enough for a passenger walking on his path to see only the horizon.

He must see and know beyond the horizon. "

Mustafa Kemal ATATÜRK

Universities are institutions that carry out education, research and community service tasks in order to meet the rapidly increasing information quest of the information society. Our faculty has to determine its priorities carefully due to the increasing demand for its services and limited resources. Our faculty's efforts to improve the quality of education, research and social contribution activities and to eliminate the deficiencies in the most effective way continue in order to fulfill all their duties in accordance with the era. For this purpose, it is necessary to determine the current situation and to prepare a rational strategic plan for the future and to carry out its operation within the framework of this plan. Our Faculty, which has this culture, first prepared and implemented its own strategic plan in 2007, but for a while it operated according to the general strategic plans of the University. From now on, in the light of the standards of accreditation organizations and rapidly changing internal and external dynamics, our own strategic plan has started to be implemented again since 2021 in order to manage the future correctly and effectively. Efforts have been made to ensure that the 2024-2028 strategic plan we have presented is compatible with both the strategic plan of the University and the dynamics of our Faculty, which carries out accreditation studies.

We see this planning as a tool that we need to prepare the manpower needed by the modern society in line with the universal education and training principles, as well as to carry out research and social contribution activities in line with the requirements of the age, and for our Faculty to be at the forefront in the international arena. The fact that our faculty management staff and all our stakeholders follow this strategic plan and update processes depending on changing conditions will make us a much stronger institution.

Regards.

Prof. Dr. Cavit KUM

Dean

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1. SITUATION ANALYSIS

1.1. Institutional Background

Aydın Adnan Menderes University Faculty of Veterinary Medicine was first established in 1987 as affiliated to Dokuz Eylül University, and with a change made in 1992, it was founded within the structure of Adnan Menderes University. Prof. Dr. Necdet Güzel has been appointed as founding dean of the faculty. Our faculty actually started education as of 07.09.1993. In the first two years since 1993, our students started education in Ankara University Faculty of Veterinary Medicine within the framework of a protocol signed and graduated from there. Education activities in Aydın first started in 1995-1996 academic year in the temporary building of Aydın Provincial Directorate of Agriculture. The Animal Hospital, which was established for Research, Application and Education under the Faculty of Veterinary Medicine, was put into service on 04.10.1999, and all units of the Faculty of Veterinary Medicine and Adnan Menderes University moved to the campus located within the borders of the Aydın province, Merkez-Efeler district, Işıklı district. Prof. Dr. Necdet GÜZEL who started as the Dean of the Faculty as the Founding Dean, continued until 2002. Prof. Dr. Hasan EREN, between 2003-2007; Prof. Dr. Ahmet Gökhan ÖNOL, between 2007-2011; Prof. Dr. Hasan EREN, between 2011-2014; Prof. Dr. Ergün Ömer GÖKSOY, between 2014-2019, has conducted this position. Prof. Dr. Cavit KUM is still the Dean. Our faculty continued to work as the only faculty of Aydın Adnan Menderes University to have TS EN ISO 9001 Quality Management System Certificate obtained from TSE between 2009-2013.

Our faculty is currently a member of the European Association of Veterinary Education Institutions (EAEVE) and the Association for Evaluation and Accreditation of Veterinary Education Institutions and Programs (VEDEK). In December 2016, it was approved for national accreditation by VEDEK. It is expected that a revisit for national accreditation by VEDEK will take place in 2024. AVCF received EAEVE approval in May 2016. According to the visit carried out by EAEVE in October 2021, its international accreditation was not deemed appropriate again, a re-visit was carried out in October 2023 and it was approved by EAEVE for the second time in December 2023 for full international accreditation.

1.2 Legislation Analysis

Aydın Adnan Menderes University was established in 1992 in accordance with the Law No. 3837 dated 03.07.1992, Law No. 2809 on the Amendment of the Decree Law No. 41 on the Organization of Higher Education Institutions and the Law on the Amendment of the Decree Laws No. 78 and 190. ADÜVF was established in 1987 as an affiliate of Dokuz Eylül University, and actively took place within Adnan Menderes University in 1992.

Table 1. Legislation Analysis

LEGAL OBLIGATION	BASIS	FINDINGS	NEEDS
<ul style="list-style-type: none">To continue education, training, research and social contribution activities at various levels based on the needs of society within an organization based on contemporary education and training principles.	<ul style="list-style-type: none">Article 130 of the Constitution of the Republic of TurkeyLaw No. 2547 on Higher Education and related legislationBudget LawPublic Procurement Law No. 4734Public Finance Law No. 5018	<ul style="list-style-type: none">Increase in quotasClassroom, office and laboratory facilities do not meet the needsThe current and investment budget appropriations allocated by the Budget Law are insufficient to carry out the education and R&D activities required by the increasing number of students and academic staff, and the number	<ul style="list-style-type: none">Determining the quota by taking into account the applied education features of the Faculty, the number of classrooms and faculty membersProviding sufficient investment budget to ensure that education facilities meet the needsProviding sufficient current budget for

	<ul style="list-style-type: none"> Public Procurement Law No. 2886 	<p>of academic staff does not increase in parallel with the increasing number of students</p> <ul style="list-style-type: none"> Constraints on available budget resources Failure to provide the necessary financial and technical infrastructure and facilities to produce education, research and service Technologies Lack of specialized staff with the qualifications required by the task 	<p>education, training and research activities to meet the needs.</p> <ul style="list-style-type: none"> Providing the necessary trainings together with the necessary academic studies for the effective and efficient use of the main livelihood resources of the region in the field of agriculture and animal husbandry Organizing training programs to ensure the specialization of staff within the institution Ensuring the employment of specialized staff
<ul style="list-style-type: none"> Licensed Animal hospital legislation 	<ul style="list-style-type: none"> T.R. Ministry of Food, Agriculture and Livestock, Regulation on Animal Hospitals dated December 21, 2011 and numbered 28149, Implementation Instruction on Animal Hospital Regulation dated 05.07.2012 and numbered 23777 	<ul style="list-style-type: none"> There are implementation difficulties in University Animal Hospitals working for education and research purposes. 	<ul style="list-style-type: none"> Regulations should be made within the scope of the legislation in order to provide more patient care for education and research purposes.
<ul style="list-style-type: none"> Licensed Veterinary Diagnostic and Analysis Laboratories 	<ul style="list-style-type: none"> Ministry of Food, Agriculture and Livestock, Regulation on Veterinary Diagnosis and Analysis Laboratories dated December 11, 2011 and numbered 28139 	<ul style="list-style-type: none"> Technological developments and staff shortages make it difficult to conduct more analysis for training and research purposes. 	<ul style="list-style-type: none"> There should be more budget and technical staff support. fazla bütçe ve teknik eleman desteği olmalıdır.
<ul style="list-style-type: none"> Legislation on Licensed Experimental Animal Units 	<ul style="list-style-type: none"> Ministry of Food, Agriculture and Livestock, Regulation on the Welfare and Protection of Animals Used for Experimental and Other Scientific Purposes dated December 13, 2011 and numbered 28141 	<ul style="list-style-type: none"> Technological developments and staff shortages threaten the continuity of the regular operation of these units. 	<ul style="list-style-type: none"> There should be more budget and support for technical staff and animal keepers.

1.3. Identification of Areas of Activity and Products and Services

The products/services related to the Faculty's fields of activity are presented below.

Table 2. Table of Areas of Activity, Products and Services

Field of Activity	Product/Services
A-Education	1- Veterinary Medicine Undergraduate Program
	2- Graduate Programs

	3- Lifelong Education Services
	4- National and International Exchange Programs
B-Research and Development	1- Research Projects
	2- Scientific Publications
	3- Scientific Meetings
C-Social Contribution	1. Animal hospital services
	2. Laboratory services
	3. Consulting services
	4. Scientific and Social Organizations

1.4. Stakeholder Analysis

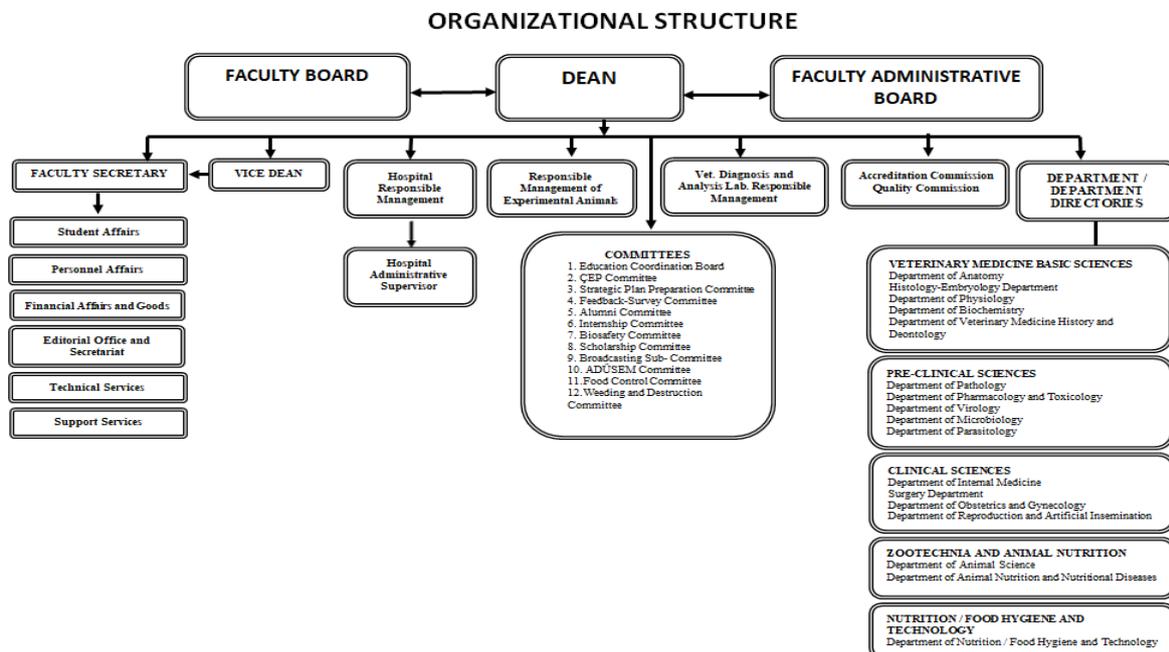
The classification of our internal and external stakeholders who are active in the functioning of the faculty and our relationships are presented in the table below.

Table 3. Stakeholder Analysis

Stakeholders	Employees	Service Areas	Key Partners	Strategic Partners	Rule Makers
Staff	•	•	•		
Students		•	•		
Rectorate			•		•
CoHE			•		•
Graduate School of Health Sciences		•	•		•
Scientific Research Projects Commission			•		•
Ethics Committees			•		•
T.R.Ministry of Agriculture and Forestry		•		•	•
Other public institutions and organizations		•		•	•
Municipalities				•	
TUBITAK				•	
Other Universities				•	
Experimental Animals Res. App. Centers		•	•	•	
Quality and accreditation institutions			•		•
Trade associations			•		•
Veterinarians		•		•	
Animal Food Production Enterprises		•		•	
Commercial Companies (medical, pharmaceutical and feed etc.)		•		•	
Farm-Breeders and Animal Owners		•		•	
Graduates				•	

1.5. Internal Analysis

1.5.1. Organization Chart



1.5.2. Human Resources and Competency Analysis

As of December 2023, there are 176 staff in our faculty. Of the total staff, 111 are Academic Staff and 65 are Administrative Staff (Civil Servants, 4/B Contracted Staff and Permanent Workers). In addition to various academic, social and cultural activities organized by the Rectorate to improve the competence of academic and administrative staff, various activities are also carried out by our Faculty.

Academic Staff: As of December 2023, there are 111 academic staff in our faculty, including 57 Professors, 16 Associate Professors, 29 Assistant Professors, 5 Lecturers and 4 Research Assistants. The table below shows the distribution of the number of academic staff by titles according to years.

Table 4. Distribution of Academic Staff by Title

Title	2019	2020	2021	2022	2023
Prof	51	52	55	57	57
Assoc. Prof.	13	15	17	15	16
Asst. Prof.	18	15	17	28	29
Lecturer	1	4	4	6	5
Research Asst.	20	20	16	4	4
Total	103	106	109	110	111

Although the number of faculty academic staff, their distribution among the departments and their qualifications are our strengths, the fact that the number of research assistants is almost non-existent causes the quality of education to be adversely affected, with the general academic functioning and practical education becoming extremely difficult, and great difficulties in the conduct of research and hospital, laboratory, etc. services.

Administrative Staff: As of December 2023, there are 65 administrative staff in our faculty. The number of staff does not change significantly over the years. This situation causes many problems in the context of management. The table below shows the number of administrative staff by years.

Table 5. Distribution of Administrative Staff by Title

Title	2019	2020	2021	2022	2023
Administrative Staff (657;4/A)	32	34	35	38	47
Contracted Staff (657;4/B)	0	0	2	3	1
Permanent Workers (657;4/D)	14	15	17	18	17
TOTAL	46	49	54	59	65

1.5.3. Institutional Culture and Analysis

Academic staff participate in the organization of the administration through the faculty board, faculty executive board, academic general assembly, department and division boards. In addition, 18 commissions, which include academic and administrative staff of the Faculty as well as student representatives, contribute to the functioning

(<https://akademik.adu.edu.tr/fakulte/veteriner/default.asp?idx=343636>). In addition, within the scope of quality assurance system studies, Management Review Meeting is held once a year with the participation of Faculty Management, Quality and Accreditation Commissions (<https://akademik.adu.edu.tr/fakulte/veteriner/default.asp?idx=33353636>).

Since the beginning of the Bologna process, the Faculty has been carrying out various studies that prioritize the quality assurance system. For three years between 2009 and 2013, the Faculty functioned as the only faculty of the University with TS EN ISO 9001 Quality Management System Certificate. Since then, although there have been some setbacks in the work of the quality commission, the Faculty has worked in accordance with the functioning of the Rectorate Quality Committee. Following the changes in international (EAEVE) and national (VEDEK) accreditation standards, the Faculty Quality Commission resumed its work in 2018. Although the documentation work could not progress quickly due to uncertainties related to the COVID-19 pandemic and the difficulty of working with insufficient staff, all documentation on the functioning was updated in 2021. In this context, the Faculty has organized the quality management system through four processes. These processes are the Management Process, Education and Training Activity Process, Research Activity Process, and Social Contribution Activity Process. The definition, inputs, resources, outputs, performance criteria, responsible person, team, starting, ending, purpose, scope, objectives of these processes are documented in the process information. For the execution of these processes, the functioning of the units working in the organizational chart of the Faculty has been documented with procedures, annual work plans, job descriptions, instructions, work flow charts and forms used.

Within the scope of quality management system studies, feedback is received through feedback boxes located in various areas of the Faculty, e-mail (veteriner@adu.edu.tr), CIMER, etc. Written feedback is evaluated by the Quality Commission and/or managers and necessary improvements are made to the extent possible. Other feedbacks are evaluated and responded to by the deanery units. At the end of each academic semester, our students evaluate the “Instructor and Course Evaluation Questionnaires” and “Course Learning Outcomes Assessment” questionnaires through the OBIS system. In line with the recommendation of the quality commission, “Instructor and Course Evaluation Surveys” and “Course Learning Outcomes Assessment Surveys” are evaluated in the Faculty Department Boards, and solutions and suggestions are submitted to the dean's office as a report. These reports are evaluated at the annual Management Review Meetings and Academic General Assemblies chaired by the Dean and decisions can be taken for implementation. In addition, a “new enrollment student questionnaire” is administered as a Faculty entrance survey for students. As a faculty exit survey, feedback is received from our graduates through the “Graduate Satisfaction Survey and Competency/First Day Qualifications” Surveys.

In addition to the official ways of communication between the units of the Faculty based on the legislation, online communication methods are also used to ensure rapid communication between the

administration, staff and student groups and to provide faster solutions to problems. In the past, the Faculty announced all its social and academic activities to its staff, students and other stakeholders through a magazine called “sharing”. Today, with technological change, the Faculty has decided to make such sharing through its social media accounts, which are becoming more and more powerful.

Since the communication with the graduates of the Faculty was not deemed sufficient, it was felt necessary to establish a new communication environment other than the rectorate's alumni tracking system, and for this purpose, the alumni commission of the Faculty created a web page under the name of “alumni platform” (<https://mezunvet.adu.edu.tr/main>). With this system, a link was created on the Faculty of Veterinary Medicine website and our graduated students were registered. In this way, we are able to be in constant interaction with our graduates. In addition, lifelong learning trainings are organized regularly with the participation of our graduates.

The Faculty is also in constant interaction with other stakeholders. Currently, services that can be beneficial to both our Faculty and our stakeholders are carried out with ongoing protocols. The number and quality of these protocols may change according to current conditions.

1.5.4. Physical Resources Analysis

Faculty of Veterinary Medicine serves in 11 blocks with a total closed area of 19.097 m² in the West Campus in Aydın's Central Işıklı Village.

Education and Training Areas

Table 6. Physical Education and Training Areas

Education Area	Capacity 0-50 people	Capacity 51-75	Capacity 76-100	Capacity 151-250	TOTAL
Lecture Hall			6		6
Class	1		3		4
Computer Lab.	1				1
Microscope Lab.	2				2
Chemistry Lab.	2				2
Anatomy Lab.		1			1
Necropsy Hall	1				1
Clinical Skills Lab.	1				1
Conference Hall				1	1
TOTAL	8	1	9	1	19

The animal hospital of our Faculty has been operating since 1998. The Faculty of Veterinary Medicine Research and Application Hospital, which was licensed by the Ministry of Food, Agriculture and Livestock on 21.12.2011, provides health services to patients from Aydın and surrounding provinces. Together with the Clinical Sciences Faculty Member Block, the Animal Hospital has a total indoor area of 5200 m².

The equestrian community, which continues to work actively on the faculty campus, has 155 m² closed area as well as open areas within the scope of its activities. There are five pans, four manege areas (three soil, one grass) and two feed stores. Kanat-Ger community has a small number of various domestic poultry species (chickens, ducks, geese, pheasants, etc.) in its 75 m² closed area and open areas, as well as the treatment and rehabilitation of nature birds, especially within the framework of the protocol between our Faculty and the Ministry of Forestry and Water Affairs, Nature Conservation and National Parks Aydın Branch Directorate. IVSA (International Veterinary Students' Association) Aydın community has a 75 m² closed area office. By making exchange agreements with other national and international IVSA societies, it shares educational, cultural and social activities with veterinary medicine students visiting our faculty. IVSA Aydın also organizes activities in various fields such as veterinary medicine education and social responsibility projects. INOVET and Exovarium student societies, which were established by the students of our faculty and which operate within the Faculty areas, started their activities in the last months of 2022.

Our faculty has approximately 10000m² of actively used farm area. Farm areas are used for education, research and sale of surplus animal and animal products. There are 1200 m² semi-open sheep and cattle breeding unit, 200 m² pig breeding unit and 660 m² Poultry Research and Application Unit.

It is certified by the Ministry of Food, Agriculture and Livestock as a producer/user/supplier for mice, rats, gerbils, pigs, sheep and goats. The sheep and pig units are used together with the farm areas, and there is a 324 m² experimental animal unit with other laboratory animals and research areas.

There are teaching and research laboratories located within the Department. Among these, the laboratories of eight (8) Departments (Microbiology, Virology, Pathology, Parasitology, Pharmacology-Toxicology, Biochemistry, Histology, Physiology) have been certified as Veterinary Diagnostic and Analysis Laboratories by the General Directorate of Food and Control of the Ministry of Food, Agriculture and Livestock. Apart from these, each department has its own laboratories.

Social activity areas are presented in the table below.

Table 7. Social Activity Areas

	Number of (Number)	Total Closed Area (m²)	Total Capacity (Person)
Student-Staff cafeteria	2	550m ²	320
Student-Staff Dining Hall	1	158 m ²	90

Apart from these, there are basketball, volleyball, tennis courts (800m²) and other sports fields, an outdoor chess area and picnic areas in the Faculty campus.

Information on Other Service Areas is presented below.

Table 8. Other Service Areas

Service Ara	Number of (Number)	Total Closed Area (m²)
Library	1	150
Computer-internet lounge	1	90
Student Affairs Office	1	100
Study Room (Academic)	85	2125
Study Room (Administrative)	40	5100
Infirmary	1	21
Foreign Relations Office	1	21
Book Sales Office	1	12
Workstation	1	100
Warehouse	1	50
Archive	1	20
Workshop	1	200

1.5.5. Technology and Informatics Infrastructure Analysis

Student affairs in our Faculty is carried out with the help of the Student Information System (OBİS) program, which is used throughout the university. Academic Information System (AKBİS) is used for the activities of Academic Staff. Purchasing Process and Material input and output are carried out with the help of programs provided by the Strategy Development Department. In our faculty, paperwork and document registration works are carried out with the help of the EBYS (Electronic Document Management System) program, which is used throughout the University. University common courses and electronic resource sharing are carried out through software supported by ADÜZEM.

Computers and most of the computer-aided educational materials are partially sufficient in terms of quantity, but they are outdated in terms of quality. In addition, due to the inadequacy of the internet

infrastructure in the faculty campus area, disruptions are frequently experienced and negative feedback is received.

1.5.6. Financial Resource Analysis

In 2023, 63,436,012.67 TRY was allocated for Staff Expenses, 233,046.70 TRY for Goods and Service Purchase Expenses, and 9,428,261.88 TRY for State Premium Expenses to Social Security Institutions. Total Revolving Fund income of our Faculty and Hospital is 5,088,751.28 TRY. The estimated resources for the following years are shown in Table 11.

Table 9: Estimated Resources

RESOURCES	Year 2024	Year 2025	Year 2026	Year 2027 Yth	Year 2028	Total Resource
Special Budget (TRY)*	33.000.000	32.000.000	25.000.000	25.000.000	14.000.000	129.000.000
Revolving Funds (TRY)	6.000.000	8.000.000	10.000.000	13.000.000	17.000.000	54.000.000
External Resources (TRY)**	5.000.000	7.000.000	11.000.000	14.000.000	18.000.000	55.000.000
TOTAL	44.000.000	47.000.000	46.000.000	52.000.000,0	49.000.000	238.000.000

* Budget given by the Rectorate
** Research projects budgets, etc.

1.6 Academic Activities Analysis

The current status of the Faculty within the scope of education, training and research activities is presented in the tables below.

Table10 : Student Information (Undergraduate Education and Number of Graduates)

Years	Female Student	Mle Student	Total	Graduates
2019-2020	297	460	757	76
2020-2021	317	444	761	94
2021-2022	343	410	753	137
2022-2023	299	306	605	132
2023-2024	368	353	721	

Table 11: Number of Students Enrolled Other than Higher Education Institutions Exam (YKS)

3. Number of Students Enrolled Other Than YKS					
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Transfer	11	9	11	17	14
Transfer (Appendix1)	16	8	15	9	5
Vertical Transfer	10	9	10	10	10
International	1	2	4	3	2
Other*	-	3	5	4	3

*Students with Blue Card or Turkish citizens who completed their secondary education in a foreign country

Table 12: Number of Students Leaving the Faculty

Rationale	2020-2021	2021-2022	2022-2023	2023-2024
Graduation	137	131	124	-
Voluntarily	9	9	4	5
With Transfer	7	8	5	5
Other *	9	16	5	3
TOTAL	162	164	138	13

*Failure to renew registration, exceeding the maximum period, death

Table 13: Ongoing Research Projects

Source		2021	2022	2023
ADU-BAP	Number	102	114	130
	Budget (TRY)	6371638,86	9054208,12	10.786.878,75
TUBITAK (National)	Number	7	4	7
	Budget (TRY)	2380380	2443361,67	2.655.005,00
TUBITAK (International)	Number	2	1	0
	Budget (TRY)	17558914,68	794.600,00	0
TAGEM	Number	1	1	
	Budget (TRY)	1.570.000	1.570.000	
Teknokent etc.	Number			
	Budget (TRY)			
Other (EU.)	Number	1	1	
	Budget (TRY)	700.000	700.000	
TOTAL	Number			137
	Budget (TRY)			13.441.883,75

Table 14. Number of articles, papers and books etc.

		2020	2021	2022	2023
Article	SCI	51	51	31	14
	Other international Indexes	20	35	28	6
	Turkish Index Only		15	8	4
Paper	International	11	53	22	6
	National	2	12	33	5
Book	National (Chapter)	2	23	13	3
	International (Chapter)	6	6	2	
	Translation (Chapter)			5	
Other	course, lecture notes, journal and newspaper articles, etc.	1	1		5
TOTAL		93	196	142	43

1.7. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Low number of students per faculty member, • Strong communication between faculty members and students, • Number of students per faculty member, • The Faculty's place among the preferred Veterinary Faculties, • Adequacy of the faculty library, • Easy access to national and international resources on the internet of the university library, • The equipment of existing classrooms and laboratories in terms of educational tools, • Postgraduate education programs being open to almost all departments, • The region's high animal husbandry potential, • Active operation of the restructured Animal hospital Existence and active use of officially licensed experimental research units, • Many of the laboratories being officially licensed, • Presence of academic staff participating in national and international projects 	<ul style="list-style-type: none"> • Budget shortfalls • Insufficient number of research assistants, • Being outside the central campus, • Insufficiency of janitorial and technical staff, • The amount of support given to University Research Projects, • Insufficiencies of Education Research and Application Farm, • Insufficiency of Food Hygiene and Technology Research, Application and Production Units, • COVID 19 and 2023 Disruption of education processes due to the earthquake disaster, • Some of the equipment and systems in the faculty areas are outdated • Insufficient budget and staff to ensure stronger relations with faculty stakeholders
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • To be a member of The European Association of Establishments for Veterinary Education (EAEVE), to have full accreditation approval, • To be a member of the national accreditation body VEDEK and to have received accreditation approval, • Increasing preferability of the veterinary medicine profession, • Having national and international recognition, • The location of Aydın and having a potential to serve the Aegean Region and other regions, • Conscious and modern animal husbandry in the region and the high number and diversity of cultural breed animals, • The high number of pets (cats, dogs, etc.) in the region, • Presence of the businesses and farms in the environment at the level of scientific research, • Students' willingness to participate in research and scientific meetings • Existence of national and international exchange programs, • Diversity of employment opportunities for graduates, • The region's high potential for domestic and foreign tourism, • Finding areas to develop a research and application farm, • Increasing both practical training and revolving fund income through animal hospital, laboratory studies, animal husbandry on the farm and Food Hygiene and Technology Research laboratory productions, • The increasing number of veterinary clinics and animal hospitals in the region reduces the demand for the Faculty animal hospital, • Increasing mobile clinical activities, • The Faculty's conduct of the Quality Management System with TSE certification in the previous years. 	<ul style="list-style-type: none"> • Limited budget possibilities and insufficient use of budget, • Bureaucratic problems in using budgets, • Our uncertainties in the continuity of accreditation to EAEVE, • Political and economic developments that may occur in the geography where our country is located, • Economic problems in our country, especially in large and small ruminant breeding, • Insufficiency of combat programs regarding animal diseases and insufficient operation of the animal insurance system, • VUS implementation has not started, • Opening of many Veterinary Faculties in recent years, • The rapid increase in the number of students over the years, resulting in insufficiency of physical facilities and a decrease in the quality of practical training, • The mobile clinic practice not being carried out regularly due to legislative and administrative problems, • The need to modernize a large number of equipment and systems in the Faculty's teaching, research and service areas, • Inadequacy of the infrastructure of information network hardware, • Geopolitical and economic uncertainties in our region, • As a result of differences in understanding in management processes, Quality Management System studies could not be implemented strongly enough, • In the education, training and management processes, senior administrators should continuously insist on exemplarity throughout the university.

2.A LOOK INTO THE FUTURE

Mission

To train graduates and researchers who have sufficient knowledge and skills in the field of veterinary medicine at national and international standards, who have sufficient knowledge and skills, who are committed to ethical values, who have a developed sense of social responsibility, who are rational, creative, productive and who can follow the developments in the world, who can identify national and universal problems and produce solutions, who are committed to Atatürk's principles.

To produce projects that can develop solutions to national and universal problems, contribute to the development of the country and universal science, and conduct original research.

To provide high quality, reliable and fast services at high standards, oriented to the needs of the society and sensitive to the environment.

Vision

To be the Faculty of Veterinary Medicine recognized for its education quality, research and service activities at national and international standards, to be a faculty that is fully equipped in Veterinary Medicine, to train qualified veterinarians who can keep up with the developments in science and technology, to conduct research of scientific and economic value, to be internationally recognized and honored to be a member.

Core Values

- Scientific
- Critical
- Liberal
- Merit-based
- Sharing
- Productive
- Innovative

3. STRATEGY DEVELOPMENT

3.1. Objective Cards

Objective Card (O1.1)

GOAL (G1)	IMPROVING EDUCATION AND TRAINING ACTIVITIES						
Objective (O1.1)	Improving the educational opportunities offered by our faculty						
Process to which the Goal Relates	Education and Training Activity Process						
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028
PI1.1.1 Maintaining national and international accreditation approvals (Not cumulative)	35	2	2	2	2	2	2

PI1.1.2 Increasing the capacity of VetDocs training portal	5	30(%)	45	60	80	100	-
PI1.1.3 Expanding the scope of mobile clinic practice	5	30(%)	50	60	75	100	-
PI1.1.4 Career development trainings for students (Not cumulative)	5	-	3	3	4	5	5
PI1.1.5 Identification and implementation of extramural training activities	5	-	-	1	1	1	1
PI1.1.6 Increasing intern education to one full year	5	-	-	-	1	1	1
PI1.1.7 Expanding the course content	5	50(%)	60	70	80	100	-
PI1.1.8 Development of clinical skills laboratory	5	60(%)	70	80	90	100	-
PI1.1.9 Elimination of deficiencies in farm areas	5	60(%)	70	80	90	100	-
PI1.1.10 Involving institutions and organizations (stakeholders) related to the profession in training activities.	5	-	-	1	1	1	1
PI1.1.11 Renewal of computers and projection devices in classrooms and laboratories according to current technological needs (Not cumulative)	5	2	8	10	10	15	20
PI1.1.12 Arrangements in anatomy student dissection laboratory	5	60(%)	70	80	90	100	-
PI1.1.13 Necropsy hall arrangements	5	50(%)	60	70	80	100	-
Responsible Unit	Relevant Vice-Dean						
Collaborating Unit(s)	<ol style="list-style-type: none"> 1. Rectorate 2. Animal hospital management 3. Clinical education coordination committee 4. Department of Animal Husbandry and Animal Nutrition 5. Lifelong learning platform 6. Alumni platform 7. Departments 						
Risks	1. Budget shortfalls						
Strategies	<ol style="list-style-type: none"> 1. Planning of existing farm lands according to current conditions 2. Reprogramming of mobile clinic practices every year 3. Receiving the necessary support from the Rectorate 						
Findings	<ol style="list-style-type: none"> 1. The need to organize the farm areas in accordance with the student capacity 2. Insufficient technical support for laboratories 3. Insufficient technical support for the VetDocs education portal 4. Existing units open for improvement 5. Insufficient budget and vehicle capacity for out-of-faculty applications 6. Inadequate number of lecturers and research assistants 7. Inadequate student workspaces in accordance with current technological conditions in clinics, laboratories and farms 						
Needs	<ol style="list-style-type: none"> 1. Ensuring Adequate Budget 2. Completion of the necessary infrastructure for VetDocs education portal etc. 3. Increasing the number of lecturers and research assistants 						

Objective Card (O1.2)

GOAL (G1)	IMPROVING EDUCATION AND TRAINING ACTIVITIES
Objective (O1.2)	Increasing the number and quality of scientific, social, cultural development and nutrition services for students
Process to which the Goal Relates	Education and Training Activity Process

Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028
PII.2.1 Increasing the capacity of student and staff cafeteria (Not cumulative)	30	90	-	300	-	450	-
PII.2.2 Number of social, cultural and sporting activities (not cumulative)	10	2	5	5	6	8	10
PII.2.3 Increasing free study areas for students to improve their knowledge and skills in veterinary medicine (Not cumulative)	20	2	3	3	4	4	5
PII.2.4 Location of food and beverage vending machines within the faculty (Not cumulative)	10	-	1	1	1	1	1
PII.2.5 Satisfaction rate of students with the administrative functioning of the faculty (5)	30	-	70	70	80	85	90
Relevant Unit	Dean						
Collaborating Unit(s)	1. Rectorate 2. Assistant dean responsible for student affairs 3. Hospital management 4. Faculty secretariat 5. Student affairs unit 6. Quality commission 7. Departments 8. Student societies						
Risks	1. Budget shortfalls 2. Insufficient funds allocated for student nutrition 3. Inadequate support for the activities of student organizations due to limited budget						
Strategies	1. Support provided by the Rectorate 2. Planning for free workspaces with our own resources 3. Ensuring that funds allocated for student nutrition are increased 4. Carrying out activities to increase social, cultural and sports activities						
Findings	1. Since the faculty is located outside the main campus, social facilities, especially cafeteria and canteen services are very inadequate 2. Inadequate number of social, cultural and sports activities, activity areas and facilities 3. Lack of sufficient feedback through faculty feedback boxes to make an overall evaluation						
Needs	1. Ensuring Adequate Budget						

Objective Card (O2.1)

GOAL (G2)	TO DEVELOP NATIONAL AND INTERNATIONAL HIGH QUALITY AND VALUE-ADDED SCIENTIFIC RESEARCH ACTIVITIES						
Objective (O2.1)	Developing research capacity						
Process to which the Goal Relates	Research Activities Process						
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028
PI2.1.1 Number of priority areas, infrastructure and guided projects supported during the year (not cumulative)	20	1	2	2	2	2	2
PI2.1.2 Number of BAP R&D projects per academic staff	10	1,17	1.20	1.20	1.30	1.30	1.50

PI2.1.3 Number of R&D projects per academic staff supported by non-university organizations during the year (TÜBİTAK, TAGEM, International partners, etc.)	20	0.06	0.07	0.08	0.08	0.1	0.1
PI2.1.4 Number of TÜBİTAK University Students Research Projects (2209-A, 2209-B, 2247-C) (not cumulative)	10	5	5	6	6	7	8
PI2.1.5 Number of articles and reviews in journals indexed in SCI, SSCI and AHCI in WoS database per academic staff	15	0,12	0,20	0,30	0,50	0.70	0.80
PI2.1.6 Average number of citations per academic staff to publications in journals indexed in SCI, SSCI and AHCI indexes in WoS database in the last six years	5	4,53	5	5	7	8	10
PI2.1.7 Number of science, incentive and art awards from the Council of Higher Education, Turkish Academy of Sciences and TÜBİTAK (not cumulative)	5	-	1	1	1	1	2
PI2.1.8 Number of Research Laboratories (not cumulative)	5	47	47	48	48	49	50
PI2.1.9 Realization of projects with foreign educational institutions	5	-	-	1	2	2	3
PI2.1.10 Making efforts for the faculty journal to be included in the SCI index	5	-	-	-	-	-	1
Responsible Unit	Dean						
Collaborating Unit(s)	1. Rectorate 2. Departments 3. Editor of the Animal Health Production and Hygiene Journal						
Risks	1. The university is not a research university 2. Budget shortfalls 3. Lack of research infrastructure and lack of sustainability 4. Budget shortfall 5. Inadequacy of high-scale analysis devices within the university						
Strategies	1. Meeting the infrastructure needs of research and development units such as technical staff, tools and equipment and increasing R&D budgets 2. Actively using the research laboratories within the units in a controlled manner and increasing the resources to ensure the sustainability of the devices 3. Organizing information meetings on project opportunities 4. Encouraging the establishment of multidisciplinary departments in the departments of the Faculty of Veterinary Medicine 5. Regularly increasing the quantity and quality of scientific research publications every year 6. Organizing awareness-raising training programs for academics on national and international project support and resources						
Findings	1. Lack of research infrastructure for new technologies and research areas, both in terms of technical staff and equipment 2. The small amount allocated to research and development activities in the total budget of the university and the lack of a culture of applying for external project support 3. Failure to bring domestic and foreign products with sufficient ease through direct procurement method in R&D expenditures						
Needs	1. Improving the physical research infrastructure to ensure efficiency and increasing research capacity 2. Employment of qualified staff in research laboratories. 3. Ensuring the sustainability and regular maintenance and repair of existing equipment and programs						

	<p>4. Informing especially young academics about research project supports and project preparation</p> <p>5. Informing students about research project supports and project preparation</p>
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Objective Card (O2.2)

GOAL (G2)	TO DEVELOP NATIONAL AND INTERNATIONAL HIGH QUALITY AND VALUE-ADDED SCIENTIFIC RESEARCH ACTIVITIES						
Objective (O2.2)	Increasing the added value of research						
Process to which the Goal Relates	Research Activities Process						
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028
PI2.2.1 Number of products commercialized as a result of R&D in projects in which faculty members participate (not cumulative)	20	-	1	1	2	2	3
PI2.2.2 Number of R&D projects conducted in collaboration with universities and industry during the year (not cumulative)	20	2	3	3	3	4	4
PI2.2.3 Number of agreements and protocols on R&D within the framework of sectoral cooperation (not cumulative)	30	-	1	2	2	2	3
PI2.2.4 Number of academicians participating in Teknokent or Technology Transfer Office (TTO) projects (not cumulative)	20	3	4	5	6	6	6
Responsible Unit	Dean						
Collaborating Unit(s)	<ol style="list-style-type: none"> 1. Rectorate 2. ADU Teknokent 3. Departments 						
Risks	<ol style="list-style-type: none"> 1. Budget shortfalls 2. Lack of a road map for the evaluation of R&D outputs 3. Lack of effective demonstration of the outputs of R&D activities and loss of motivation 4. Lack of information and consultancy on patent, utility model and industrial design issues 						
Strategies	<ol style="list-style-type: none"> 1. Monitoring the R&D studies carried out at the Faculty and increasing the number of applications made with different institutions 2. Increasing regional and national collaborations 						
Findings	<ol style="list-style-type: none"> 1. Insufficiency in the number of interdisciplinary projects carried out in cooperation with other sectors in priority areas 2. Lack of follow-up of patenting processes of outputs obtained from projects 						
Needs	<ol style="list-style-type: none"> 1. Cooperation with Teknokent 2. Information 3. Opening of the patent office 						

Objective Card (O3.1)

GOAL (G3)	STRENGTHENING SOCIAL CONTRIBUTION ACTIVITIES
Objective (O3.1)	Increasing the number and quality of services for the community and stakeholders
Process to which the Goal Relates	Social Contribution Activities Process

Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028
PI3.1.1 Improvement of animal hospital heating, cooling and ventilation system	20	%5	%20	%50	%100	-	-
PI3.1.2 Elimination of deficiencies in animal hospital devices and equipment	20	%20	%40	%50	%60	%70	%80
PI3.1.3 Number of education and research protocols and commercial contracts with stakeholders (not cumulative)	10	11	12	12	13	14	14
PI3.1.4 Number of training activities on social or environmental issues (not cumulative)	5	2	2	3	3	3	5
PI3.1.5 Number of cultural, artistic, sportive and social activities for the community (not cumulative)	5	15	17	19	20	21	22
PI3.1.6 Number of activities organized for graduates (other than Lifelong Learning activities)	10	1	2	2	2	2	2
PI3.1.7 Increasing lifelong learning activities	10	3	5	6	8	8	10
PI3.1.8 Number of consultancy services provided by academics through units (not cumulative)	5	4	5	5	6	6	6
PI3.1.9 Food Hygiene and Technology Application and Production areas arrangements	5	50(%)	60	70	80	100	-
PG3.1.10 Regulations in certified analysis laboratory	5	60(%)	70	80	90	100	-
PI3.1.11 Completion of license renewal works of units licensed by the Ministry of Agriculture and Forestry	5	1	1	-	-	-	-
PI3.1.12 Increasing hospital satisfaction rate		-	%65	%75	%85	%90	%100
Responsible Unit	Relevant Vice Dean, Faculty Secretary						
Collaborating Unit(s)	1. Rectorate 2. Departments 3. Lifelong Learning Platform						
Risks	1. Budget shortfalls 2. Activities are not sufficiently known by the community 3. The participation of stakeholders in the activities is not at the expected level						
Strategies	1. Increasing the diversity of interaction with stakeholders 2. Strengthening relations with alumni 3. Strengthening the Informatics Infrastructure						
Findings	1. Inadequacy of education curricula that respond to the needs of the region 2. Lack of interaction of academics with ADUSEM 3. The need to convert trainings into digital format 4. Expectation to expand counseling services						
Needs	1. Identifying the needs of public institutions and all segments of society, cooperating with relevant institutions and signing protocols 2. Promote trainings more effectively and increase the visibility of training processes in the media						

Objective Card (O4.1)

GOAL (G4)	DEVELOPING QUALITY-ORIENTED AND SUSTAINABLE ORGANIZATIONAL CAPACITY						
Objective (O4.1)	Increasing the quality and quantity of human resources						
Process to which the Goal Relates	Management process						
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028
PI4.1.1 Number of trainings for professional development of academic staff (not cumulative)	10	2	3	4	5	5	5
PI4.1.2 Number of in-service trainings for administrative staff (not cumulative)	15	2	3	5	5	5	5
PI4.1.3 Increasing the number of research assistants	25	4	17	21	25	30	40
PI4.1.4 Increasing the number of janitorial staff	25	5	8	10	10	12	12
PI4.1.5 Increasing the number of technical (computer, laboratory, food, health, etc.) staff	25	9	12	15	20	25	25
PI4.1.6 Increasing the number of animal caretakers		1	2	2	3	3	-
Responsible Unit	Dean						
Collaborating Unit(s)	1. Rectorate 2. Hospital management 3. Departments						
Risks	1. Budget shortfalls 2. Lack of staff support by the Rectorate 3. Insufficient support from other units for in-service training						
Strategies	1. Regular execution of staff planning in cooperation with the Rectorate 2. Increasing professional and personal development through training 3. Cooperation in in-service trainings organized by the Rectorate or other units						
Findings	1. In-service trainings are not carried out within the framework of a program 2. The lack of systematization of vocational trainings						
Needs	1. Organizing in-service training and development programs for the professional and personal development of employees 2. Providing qualified staff support by the Rectorate in accordance with our needs						

Objective Card (O4.2)

GOAL (G4)	DEVELOPING QUALITY-ORIENTED AND SUSTAINABLE ORGANIZATIONAL CAPACITY						
Objective (O4.2)	Ensuring the dissemination and sustainability of quality assurance practices in the institution						
Process to which the Goal Relates	Management process						
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028

PI4.2.1 Number of activities (training, meetings, information, etc.) for quality assurance practices (not cumulative)	20	5	8	10	12	12	12
PI4.2.2 Establishment of an automation system for regular monitoring of data to be used in quality and accreditation studies	20	30%	%50	%100	-	-	-
PI4.2.3 Establishing an “Internal Audit Commission” for the continuity of accreditation studies	20	-	1	-	-	-	-
PI4.2.4 Preparing the infrastructure for the electronic monitoring of student practices carried out under the control of academic staff or authorized veterinarians via mobile phone or computer applications	30	-	-	-	1	-	-
PI4.2.5 Assigning staff to organize press-information, website, social media follow-up, etc. at the faculty (Not cumulative)	10	-	1	1	1	2	2
Responsible Unit	Dean						
Collaborating Unit(s)	1. Rectorate 2. Quality Commission 3. Accreditation Commission 4. Departments						
Risks	1. Economic (high costs of quality certification and accreditation) 2. The participation of stakeholders in the activities is not at the expected level 3. Failure to ensure the continuity of quality studies and to have the expected effect in practice						
Strategies	1. Building the institutional culture and belonging 2. Providing information and trainings on the quality assurance system (including all internal stakeholders in the system) 3. Receiving and evaluating suggestions and feedback from stakeholders and creating a system that can produce quick solutions in line with the feedback 4. Making monitoring and evaluation mechanisms work more effectively						
Findings	1. Acceleration of processes to increase quality and quantity at our university 2. The importance of developing a monitoring and evaluation system						
Needs	1. Need for financial resource transfer for program quality applications 2. Resource requirement for training and awareness activities 3. Software requirement for quality assurance processes 4. The need to create a unit quality culture and increase the effectiveness of quality commissions						

Objective Card (O4.3)

GOAL (G4)	DEVELOPING QUALITY-ORIENTED AND SUSTAINABLE ORGANIZATIONAL CAPACITY						
Objective (O4.3)	Compliance with indicators required for national and international accreditation						
Process to which the Goal Relates	Management process						
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value Plan(2023)	2024	2025	2026	2027	2028**
PI4.3.1 Number of cat-dog patients examined	10	5607	5850	8190	8200	8500	9000
PI4.3.2 Number of ruminant and swine patients examined	10	1732	1740	1750	1800	1900	2004
PI4.3.3 Number of single-hoofed patients examined	10	294	300	300	350	440	456

PI4.3.4 Number of other patients examined (rabbits, rodents, exotics, etc.)	5	281	281	281	285	285	285
PI4.3.5 Number of ruminant and pig facility visits	10	79	79	100	110	115	120
PI4.3.6 Number of poultry and rabbit management visits	10	9	16	16	22	22	24
PI4.3.7 Number of cat-dog necropsies	10	79	195	195	250	280	300
PI4.3.8 Number of ruminant and pig necropsies	10	39	133	135	190	195	204
PI4.3.9 Number of single claw necropsies	15	2	16	17	22	23	24
PI4.3.10 Number of other necropsies (rabbit, rodent, exotic, etc.)	5	277	280	280	280	280	280
PI4.3.11 Number of PhD graduates	5	12	12	13	14	15	16
Responsible Unit	Dean						
Collaborating Unit(s)	1. Rectorate 2. Graduate School of Health Sciences 3. Accreditation Commission 4. ADUVF Animal Hospital 5. Departments						
Risks	1. Budget shortfalls 2. Lack of motivation to participate 3. Limited allocations for human resources development 4. Lack of qualified staff support by the Rectorate						
Strategies	1. Ensuring financial resource support 2. Increasing motivational factors 3. Increasing professional and personal development through training 4. Cooperation in in-service trainings organized by the Rectorate or other units						
Findings	1. Continue to follow and increase the current conditions according to current developments						
Needs	1. Providing adequate financial support 2. Establishment of a regular follow-up system 3. Regular information meetings 4. Providing qualified staff support in accordance with our needs						

* Considering the current number of students (728) and the number of graduates (130), the average value of the last three years

**Annual value when the number of students (800) and graduates (200) are assumed

4. MONITORING AND EVALUATION

Monitoring the Faculty of Veterinary Medicine 2024-2028 strategic plan will be carried out by administrative activity reports, Performance Indicators, year-end student satisfaction surveys, academic and administrative staff satisfaction surveys, patient owner satisfaction surveys and other feedback methods applied within the quality management system.

Evaluation of the Faculty of Veterinary Medicine 2024-2028 strategic plan will be discussed based on Performance Indicators periodically at the Quality Board meetings (Improvement arrangements that can be realized immediately will be made by the administration). At the Management Review meeting, which will be held at least once a year, proposals can be created after extensive discussion, and finally, suggestions for development or improvement will be evaluated and decisions will be made in the Faculty's Governance Committees.