

# Koç University

## Strategic Internationalization Plan (KUSIP)

### 2017 - 2020

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## About Koç University

Koç University is a center of global excellence in research and education as an:

- English-medium
- Comprehensive
- Liberal-arts
- Research intensive university

### Our Mission

Koç University was founded in 1993 as a non-profit private university in Istanbul, Turkey, and is supported by the resources of the internationally renowned Vehbi Koç Foundation .

In 2009, 22 Carnegie organizations -including the esteemed foreign-policy think tank, Carnegie Endowment for International Peace- collectively awarded the Koç Family the “Carnegie Medal of Philanthropy.” Universally acknowledged as the most prestigious recognition of philanthropic excellence in the world, the Medal is considered equivalent to the Nobel Prize for Philanthropy.

*Koç University strives to be a center of excellence, one that succeeds in providing a world-class education to its students, creating new knowledge via the research of its faculty, applying the acquired knowledge for the benefit of society, and equipping its students with the highest sense of ethics, social responsibility and good citizenship.*

In its 24th year, with seven Colleges, four Graduate Schools and over a hundred research laboratories, centers and forums it is uniquely placed to explore the overlaps of Medicine and Engineering, Science, Social and Administrative Sciences.

Koç University now attracts the best students in Turkey to its undergraduate programs, excellent faculty and highly qualified staff to its administrative units.

They are coming from Turkey and abroad to join a community where academic freedom, excellence in all endeavors and the highest sense of ethics are the guiding principles.

### Our students

Koç University aims to educate the brilliant minds of the country and also offer scholarship packages to around 73% of its students. All Master’s with thesis and all PhD programs are offered with full tuition waiver and students also have access to generous scholarship offerings.

Some facts about our students:

- 92% of Koç University students come from the top 3% in the country
- There are currently 6,875 students enrolled at Koç University including 1,468 graduate students.
- In 2011 Koç University launched the “Anatolian Scholarship Program” that has provided scholarships to more than 300 under-privileged students in Turkey through funds provided by corporate donors.
- 40% of undergraduate students complete at least two internships during their studies.
- We now have a Community of 11744 alumni. In 2015-16, 81% of alumni received job offers before graduation or within three months of graduation in national and international organizations in Turkey or abroad.

### Our faculty

Koç University has more than 600 faculty members (full professors, instructors and research fellows), almost all of which have trained and taught at world ranked universities such as Stanford University, Universitat Zu Köln, Yale University and others.

The fact that Koç University ranks among the top research universities in Turkey in terms of number of published articles per faculty member is an indicator of the importance attached to research, as well as the success of faculty and research programs.

Our faculty members recognize the value of interdisciplinary collaboration and work as a team while also sustaining their independent research.

Koç University has established a variety of 18 research centers for the purpose of conducting scientific and application studies in specific fields, to propose policies, and to convey academic knowledge to society in social, economic and legal fields. Apart from these, Koç University has 112 laboratories at the Rumelifeneri Campus and its other campuses.

The university offers small class sizes and dedicated faculty time to support students (12:1 student-faculty ratio at undergraduate level). In 2015-2016, the average number of PhD students per advising faculty member was 2,5.

Some facts about our faculty members:

- 95% of faculty members have earned their PhD from the top universities of Europe and US. Most have worked as faculty members at leading American and European universities before joining Koç University.
- The number of publications per faculty member at Koç University is one of the highest amongst other Turkish universities.
- Eleven faculty members are principal, one faculty member is emeriti and four faculty members are associate members of The Turkish Academy of Sciences.
- As of 2016, fourteen faculty members received a TÜBİTAK (The Scientific and Technological Research Council of Turkey) Science Award, one received TÜBİTAK Special Award, thirty four have received TÜBİTAK Encouragement Award, three received TÜBA Encouragement Award and fifty four received TÜBA GEBİP Award.

### Our campus

Koç University's main campus located in Rumelifeneri, Sarıyer, offers a full residential campus experience and consists of sixty buildings: academic colleges, administrative offices, laboratories, library, social and sports facilities, health center, student dormitories and faculty residences. The classrooms and laboratories are equipped with the latest technological infrastructure and support systems.

Koç University has four other campus locations in İstanbul: the İstinye Campus located near the financial center of the city, the state-of-the-art Koç University Research Hospital (in operation since 2014), the Research Center for Anatolian Civilizations (ANAMED) in downtown Taksim, and the KWORKS Entrepreneurship Research Center in the busy commercial district of Şişli.

## Why a Strategic Internationalization Plan now?

Since its foundation, Koç University has given strong emphasis to the internationalization of the University. As one of the leading research universities in Turkey, integrating internationalization in its education, research, students and staff has always been a key component of the internationalization efforts.

Internationalization efforts are led by the Office of International Programs (OIP). OIP also works to develop international partnerships, strengthening Koç University's international presence and enhancing the internationalization of services.

In 2016, this strategic plan for internationalization was discussed within the university with the participation of all colleges and administrative units through one-to-one meetings, questionnaires and other activities.

There was a consensus amongst senior management, directors and Deans about what has been achieved over the past 24 years, in a way that allows us to critically evaluate which internationalization initiatives have been effective in supporting our mission.

At the same time, we have great expectations ahead for the next period of the institution. We are on our way to reach our 25th anniversary in 2018, we will be reaching our planned student enrollment and faculty hiring capacity and there is a drive to increase the number and impact of our activities in teaching, research and public engagement.

Having a clear, shared and flexible strategic document to coordinate all efforts amongst academic and administrative units and other stakeholders (students, alumni, donors, government) is the main purpose of this plan being launched in 2017. This coordinated effort will focus on the following five strategic initiatives;

- 1) **Internationally experienced students:** support and increase all activities that allow our undergraduate students to have a meaningful international experience by the time they graduate.
- 2) **International students integrated into campus life:** improve services and programs that support international undergraduate and graduate students on campus and after graduation.
- 3) **An internationally diverse and talented student body:** attract a diverse body of highly qualified international students to our Bachelor, Master and Doctoral programs.
- 4) **High impact research funded by international sources:** increase in the number and scope of competitive grants awarded to individual faculty members and research groups or in consortia with leading groups abroad and the visibility of our university's research internationally

- 5) **Better reporting, monitoring and governance of internationalization:** improve our collection of data and indicators to measure performance

These initiatives will be achieved through agreed action items as well as measurement and monitoring tools.

## Our past and current internationalization activities and dimensions

This section describes what Koç University has been doing in terms of internationalization, especially since the establishment of the Office of International Programs five years ago.

### Internationalization of Education

Koç University puts a strong emphasis on training graduates with the strong international skills necessary to serve as global leaders, who have the ability to understand different cultures, to conduct discussions and negotiations in English, and have practically applicable expertise.

Below are some of the ways in which we help to achieve this for our students:

- 96% of courses at Koç University are taught in English.
- Koç University's Office of Teaching and Learning (KOLT) equips Koç University faculty members with the training and skills necessary to teach diverse international students with different learning styles and traditions.
- A global context, wherever pedagogically feasible, is integrated into the curriculum.
- Several international double/joint degree programs have been developed at the graduate level with institutions such as Tilburg University, University of South Carolina, and University of Amsterdam.
- Development of online degree programs is now a strategic priority for Koç University. The Office of the Vice President for Research and Development is tasked with the creation of online master's programs that would serve domestic and international students.
- Koç University offers internationally accredited programs. Programs offered by the College of Administrative Sciences and Economics (CASE) as well as the Graduate School of Business (GSB) are both EQUIS accredited. GSB's MBA programs are also AMBA accredited. All our Engineering programs are MUDEK accredited.

### Internationalization of Students

Koç University strongly believes that students should be exposed to an international education and benefit from extracurricular activities and work opportunities that will help them:

- prepare for an international career whether in Turkey or abroad
- to understand and make sense of an interconnected world and its benefits and challenges.



Programs for the Mobility of students are the backbone of internationalization of students at Koç University.

Below is a summary of our experience over the past 5 years in international mobility programs and projects:

- 129 Erasmus+ KA103 and 6 KA107 active Erasmus exchange agreements and 106 bilateral agreements
- Over 1232 students participated in the Erasmus+ exchange program for one semester or academic year.
- 695 students participated in the Global Exchange Program through bilateral agreements.
- We received over 1600 students from our Erasmus+ partners, and over 800 students from our Global Exchange partners.

While incoming exchange students experience the Turkish culture and the education standards offered by Koç University, outgoing exchange students have the opportunity to experience new cultures and expand their network in various countries.

#### Short term international students at Koç University

In addition to Exchange Programs, there are a number of programs offered by Koç University to attract international students. Students are presented with programs where they can either work as mentors, or do research or develop specialist skills and knowledge at Koç University. Some of these include:

- ELC for Kids is a winter and summer program where international students mentor toddlers children and teach them English through various activities.
- Koç University Summer Research Program (KUSRP) is an undergraduate research program in which accepted students do not pay for tuition or accommodation with no tuition and free accommodation that has welcomed . 1,450 international students have attended the program since 2010

In addition to these programs, various departments at Koç University organize numerous summer and short-term programs such as:

- a short-term summer program on International Migration and the Crisis, offered by OIP;
- a short-term summer program on Urban Political Ecology offered by OIP;
- a 3-day workshop on conflict resolution called Peacemakers offered by OIP;
- a graduate level summer program on Migration Studies offered by the MiReKoc Research Center;
- a high-school summer program offered by the Office of the Vice President for Academic Affairs;

- a summer course on Research Methodology and Ethics offered by the School of Medicine;
- a set of short-term summer programs offered by the Research Center for Anatolian Civilizations (ANAMED), and many more.
- OIP has also worked in the past with university partners from around the world on the organization of short-term summer programs. These include the “Conflict Resolution Joint-Summer” programs with Queen’s University at Kingston, and “Doing Business in the Middle East and Turkey” program with Santa Clara Law School. Through these programs, students from partner institutions and Koç University students were given the opportunity to study together and network.
- custom-made programs for partner universities such as Nanyang Technological University, Stanford University and the University of Nebraska-Lincoln

In a similar fashion, the Koç University Research Center for Anatolian Civilizations (RCAC) hosts approximately 30 pre and post-doctoral fellows each year at its premises.

These fellowships are offered with full tuition waiver and free accommodation to conduct leading research in the topics of history, art history, archeology and others and the opportunity to stay at RCAC dormitories free of charge.

#### [Full time international students at Koç University](#)

International student recruitment is another important component of the internationalization of Koç University. In 2013 Koç University began a new effort to diversify the student body by increasing recruitment of international Master and PhD students.

This has seen a steady increase in the number of international students both at undergraduate and graduate programs and currently, 7% of Koç University’s students are international and 25% of this group are students who are studying graduate level programs.

The most important driver of knowledge creation in a research university are its PhD students. Koç University’s PhD programs started relatively late in its lifetime and initially developed slowly. However, two doublings in the number of enrolled PhD students occurred in 2010 and 2013 driven by our emphasis in investment in R&D and strategic partnerships with national and international scholarship funding agencies.

We are expecting the full impact of these growing numbers of PhD students to be fully visible in 2018-2020 as Koç University becomes one of the top or the largest institution in Turkey in the number of graduating PhD students.

There has also been a slower but important growth in the number of applications received from international students to our undergraduate programs. Most of these students have some type of formal or informal cultural link to Turkey but there is also a group of them who are choosing to study their bachelor degrees at Koç University with no prior or identity based links to the country.

The Asia-Pacific region is one of the priority areas for Koç University for graduate student recruitment in recognition of the high quality of education offered at institutions in the region and the desire in its graduates to gain international exposure and bring innovative ideas back home.

In this mould, Koç University established in 2015 the “Fung Scholars Program”, a partnership with the Victor and William Fung Foundation to attract brilliant minds from China to its PhD programs through a generous scholarship package. The expectation is that these scholars will become positive ambassadors for Turkey-China commercial, academic and scientific relations in the future

Similarly, in 2016 another scholarship partnership was established with the Al-Ghurair Foundation for Education to provide Access to higher education programs in STEM disciplines to talented and financially needy students from Arab countries. A specific focus of the partnership is the recruitment of Syrian students living in Turkey who have been affected by the war at home.

Once at Koç University the Office of International Programs is equipped with the best resources and personnel to take care of the needs of international students via activities and programs such as orientation week, host family program and Local Friends program. These specialized programs are designed to allow international students to feel more welcomed and integrated into campus life and in Turkey.

#### [National/Local students at Koç University](#)

Another important area of focus is the internationalizing of domestic students through various programming opportunities. Out-bound exchange and short-term study abroad programs are continuously promoted by Koç University to its undergraduate and graduate students, either through exchange or full-time program recruitment.

For the last four years, Koç University has encouraged its students to participate in exchange programs in various countries in the Asia-Pacific region, and provided scholarships and travel grants to support students who are interested in exchange programs to enable them to do so.

In addition to exchange programs, various out-bound short term study abroad programs have been organized for Koç University students with:

- Peking University HSBC Business School
- Queen’s University at Kingston and,
- Central European University
- Stanford University for Koç University students to study at Stanford during the summer semester with scholarships
- Fiat Company, through a program called Fiat Italia every summer to provide financial support for students to attend Italian language courses in Italy.
- CEMS and GNAM Member organizations as short study abroad visits with top ranked business schools across the world thanks to our Graduate School of Business membership in these networks.

Internationalization at Home (IaH) is also an important initiative for Koç University. There are various programs to internationalize students while they are at Koç University. One of the most successful of these is the Global Engagement Certificate program (GEC).

GEC is a co-curricular program of seminars, speaker series, and experiential learning activities designed for undergraduates who seek to develop, personally and professionally, into tomorrow’s global leaders. The GEC is meant to complement the academic course of study with its “hands-on” approach to building global competence and awareness.

Koç University Office of Learning and Teaching (KOLT) offers Koç University students the opportunity to practice languages other than English with native speakers, who are either incoming exchange students or international full-time students.

As a Regional Partner for the Global Social Venture Competition, Koç University fosters social entrepreneurship among Koç University students and encourages them to join this international competition.

Similarly, Koç University has a partnership with the Dalai Lama Fellows program and select students are able to attend this program and receive financial support.

International service learning is another major area that Koç University supports. A student group called KU GlobalAid that is mentored by the Office of International Programs has run volunteering projects in countries such as Bosnia-Herzegovina, Tunisia, India and Zimbabwe for the last five years.

The office of extra-curricular activities supports 85 active student clubs and organizations on campus. These clubs organize events that involve international speakers, visits or host international participants on campus every year.

## Internationalization of Faculty & Staff

As key parts members of the university community, internationalization of faculty and staff members plays a crucial role in the internationalization of the whole university.

95% of Koç University faculty members have received their PhD degrees from the top universities of Europe and the US. Most of our faculty have worked in leading American and European universities before coming to Koç University.

Koç University is one of the leading universities in Turkey in terms of attracting global talents and currently 9% of faculty and staff are international.

Koç University also hosts international pre and post-doctoral fellows for research visits at one of the research centers of Koç University and extensive funding opportunities are available. A good example is the Research Center for Anatolian Civilizations' Fellowship program.

Faculty members are internationally mobile either through their personal research projects or exchange programs offered by the Office of International Programs. Faculty and staff members are encouraged to attend exchange programs supported with grants by the EU Erasmus+ program.

The Office of the Vice President for Research & Development and the Office of the Vice President for Academic Affairs both offer funding opportunities for incoming and outgoing faculty members to work on joint academic and research projects.

- 59 KU faculty and administrative staff participated in Erasmus+ Staff Exchange Program.
- 3 Erasmus+ KA203 Projects amongst the first selected in Turkey in 2014, 2015 and 2016
- European Joint Master Program “Global Minds” is the first Erasmus+ EMJD Programme in which a Turkish university participates as a joint coordinator

## International Partnerships

Koç University has more than 230 partnerships with prestigious universities in 50 different countries either through Erasmus+ or Global Exchange programs.

The content of these partnerships varies from student exchange to faculty exchange, from research collaboration to development of joint programs (degree, short-term, conferences, workshops, etc.), and from capacity building to articulation. The OIP website provides detailed information about our partner institutions.

OIP focuses its efforts in identifying and securing various grants to strengthen the relationships with partner institutions. OIP was granted funding in 2016 under the Erasmus+ International Credit Mobility scheme, allowing Koç University to fund incoming and outgoing students, faculty and staff with universities from various countries such as Hong Kong, Uruguay, Azerbaijan, Lebanon and South Africa. Koç University aims to increase the number of countries and funding available under the Erasmus+ International Credit Mobility scheme in the coming years.

### Strategic Partnerships

We have built partnerships with a wide range of international organizations through our work in business, higher education and research. Many of these have been active for a number of years and have achieved excellence in their fields. These are some examples of partnerships that we have developed over a number of years, and new collaborations that we continue to establish:

- The Center for Gender Studies at Koç University (KOÇ-KAM) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) have signed a cooperation agreement in 2013 to jointly develop a gender equality training program in Turkey. UNESCO Division for Gender Equality Director Gülser Çorat and faculty members of KOÇ-KAM jointly prepare the curriculum for the certificate program, which will first be implemented as pilot in Koç University at the level of senior administration. The program is also carried out in various private sector firms to create awareness about gender equality at work, provide a conceptual framework to explain the reasons that prevent women from reaching senior positions at work, and conceptual and practical mechanisms to challenge traditional structures that promote gender inequality at work for a more equal and non-discriminative work environment. The interactive, conceptual program that has immense practical value is a first in Turkey.
- Koç University Arçelik Research Center for Creative Industries (KUAR), founded jointly by Koç University and Arçelik A.Ş. in 2015, aims to add value, via research, that increases the efficiency and competitiveness of the creative industries, mainly in Turkey.
- Koç University Tüpraş Energy Center (KUTEM) is the first energy research center to be funded by a private energy company in Turkey. KUTEM was established at Koç University in 2012 by funds from Tüpraş. The center constitutes around 30 faculty members in Engineering, Sciences and Administrative Science & Economics. Research projects are carried out in a newly constructed state-of-the-art laboratory as well as the research laboratories of the affiliated faculty. The research activities of the center are focused on development of new energy technologies in areas that include fossil fuels, biofuels and solar fuels. The activities of the center are planned by the Executive Council consisting of representatives from Koç University and Tüpraş.

- Koç University Stavros Niarchos Foundation Center for Late Antique and Byzantine Studies (GABAM) was established in January 2015 through generous grant by the Stavros Niarchos Foundation. The aim of the center is to support international MA and PhD programs, provide a certificate program for undergraduates in Byzantine Studies, act as a hub for researchers located in different institutions and countries, and pursue archaeological field projects.
- Harvard University and Koç University's summer school hosts local and foreign students for Ottoman Turkish classes every year on Turkey's Cunda Island, off the Aegean coast. The Intensive Ottoman and Turkish Summer School hosts students from countries such as the US, UK, Norway and Greece every year between 1 July and 15 August. Harvard University-Koç University Visiting Scholar Program also plays an important role in increasing collaborative efforts between the two universities. Since 2004, more than 25 Koç University faculty members have participated in this program.
- Koç University has been collaborating very closely with the most prestigious universities in Turkey in the areas of research and internationalization, and this has led to the formation of the Internationalization of Turkish Research Universities (ITRU) Group in 2015. ITRU is a new initiative of the International Offices of five of Turkey's top public and not-for-profit research intensive universities that aim to bring together their expertise to create new synergies and strengths and in the long term contribute to further improve the quality of The Turkish Higher Education System in the area of internationalization. At present the group is comprised of representatives from the International Offices of: Bilkent University, Boğaziçi University, Koç University, Middle East Technical University and Sabancı University.

#### International Presence and International Alliances & Networks

For a number of years, Koç University has ranked among the top higher education institutions internationally. According to the Times Higher Education (THE) Rankings in 2016, Koç University has ranked among the top 251-300 universities worldwide, and first in Turkey. Koç University has also ranked 36th among the top 150 universities under 50 years old.

Koç University Graduate School of Business is a member of prestigious networks such as the Global Network of Advanced Management (GNAM), Partnership in International Management (PIM) and CEMS, the Global Alliance in Management Education.

In 2016, Financial Times once again ranked the Koç University Executive MBA program first in Turkey, and within the world's best programs for working senior executives. The QS Global Full Time MBA Rankings, which takes into account surveys of both actively hiring MBA employers and academics in the field of business and management, is published annually by region. Koç University Graduate School of Business was the only business school from Turkey to feature in the Europe region, a list dominated by UK

business schools, and helped cement the position of Koç University Graduate School of Business as the most influential business school in the region.

The Koç University College of Administrative Sciences and Economics (CASE) and Graduate School of Business are accredited by both EQUIS and the Association of MBAs (AMBA). The accreditation covers the Koç University MBA and Koç University Executive MBA programs and has been awarded for a full five years.

The AMBA accreditation represents the highest standard of achievement in postgraduate business education and is earned only by the best post graduate management programs. As the 239th AMBA-accredited institution worldwide and the first in Turkey, Koç University Graduate School of Business joins an elite family of the top 2% of the world's business schools.

Koç University School of Law is a member of Law Schools Global League (LSGL), and the Dean of the School of Law has been elected as the new President of the LSGL.

Koç University College of Engineering has MUDEK (EUR-ACE, European Accreditation of Engineering Programs).

Koç University is represented every year at international conferences, fairs, and workshops by faculty members and staff members. More specifically, Koç University has been represented by the Office of International Programs (OIP) in international conferences such as NAFSA, APAIE, EAIE, AIEA and Forum on Education for the last five years. Koç University was the main sponsor of the EAIE Conference in 2012 in Istanbul and had a major role in the organization of the conference. Koç University also hosted a Partner Day and a Campus Tour during the EAIE Conference.

Koç University is a member of the Foreign Relations Council of Turkey (DEİK) Higher Education Business Council. This Council aims to promote higher education services in Turkey to other countries and increase the international demand for higher education to Turkey.

### Internationalization of Services

In order to provide better support services to international students, faculty members and staff, a new unit was founded under OIP in 2014 called the International Community Office (ICO). ICO's main responsibilities are to provide better and improved services to the international community (i.e. orientation, intercultural communication training, etc.) and work towards integration of international community and local community.

ICO has served as a catalyst to create new procedures to better serve the international community at Koç University across all relevant departments of the university (eg HR,



housing, facilities, Library, IT, Career Development Center, Alumni Office, Extracurricular Activities, etc).

It has also been supporting the revision of existing procedures based on feedback provided through surveys and other consultation activities to meet the needs of the international community. ICO is responsible for communicating with the international community before their arrival to Koç University. Upon their arrival, ICO takes care of bureaucratic issues such as residence and work permits.

In order to help the integration of international community and also maximize their wellbeing, ICO organizes social activities, trips, gatherings and other integration activities.

One aspect of integration also comes from understanding the local language, therefore ICO offers a program called “Local Friends” which facilitates one-to-one peer interaction for teaching international community members more about the Turkish language and thus Turkish culture.

#### Internationalization of research

In international research participation and collaboration the quantity and quality in projects, citations and impact has also grown considerably over the past five years.

Under the European Commission’s Seventh Framework Programme (FP7), between 2007 and 2013, KU was the third most active higher education institution in Turkey:

- coordinated 37 Marie Curie projects
- participated in 20 Cooperative and 4 Capacities projects
- under FP7 and Horizon 2020, we currently coordinate 9 of the 16 European Research Council projects being run in Turkey.
- we host 4 cooperative Horizon 2020 projects and 4 Marie Curie Slowdoska Action Individual Fellowships projects.

At the end of 2016, KU is the leading organization in Turkey in terms of number of Horizon 2020 contracts and total budget received.

Koç University faculty works in collaboration with national and international public and private institutions (universities, European Commission, public agencies, research and development agencies, business world, and industrial corporations) in over 100 research projects each year.

The total number of externally funded research projects, starting from January 2004 to July 2016 was 671, with a present value of 69 million Euro. As of July 2016, the total number of ongoing projects is 190, with a present value of 42,4 million Euro.

To provide pre- and post-approval support for this project portfolio and help expand it, Koç University has established in 2009 the “Research, Project Development and Technology Transfer Directorate” (RPDTTD). In 2013, this unit was co-financed by TUBITAK in order to restructure its operations. This is the unit, with 18 full-time staff, that services KU academics and their external stakeholders in the field of research collaborations.

RPDTTD provides matchmaking support between available national and international calls and research interests, informs academics about the procedures for applying to individual and cooperative grants, facilitates university-industry collaboration (national and international), aids faculty about patenting, licensing and other technology transfer issues, and provides support for researchers planning to establish start-up companies.

RPDTTD have developed streamlined procedures for the hiring of staff, purchasing of equipment and general budget implementation for active funded projects that comply with national and international project management guidelines. Staff from these units are sent to various trainings and seminars in Turkey and abroad about project implementation.

## Who advances internationalization at Koç University?

### Administrative Units

<b>Research Project Development and Technology Transfer Directorate</b> <ul style="list-style-type: none"> <li>• EU and International Grants Management Team</li> <li>• KU WORKS</li> </ul>	<b>Office of Vice-President for Research and Development</b> <ul style="list-style-type: none"> <li>• Global Recruitment Team</li> <li>• Koç University Undergraduate Summer Research Program (KUSRSP)</li> <li>• IT Directorate</li> <li>• International Research Collaboration Funding</li> </ul>	<b>Office of Vice-President for Academic Affairs</b> <ul style="list-style-type: none"> <li>• KU Office of Learning and Teaching (KOLT)</li> <li>• Registrar's Office</li> <li>• Suna Kiraç Library</li> <li>• ELC</li> <li>• Summer Programs for High School Students</li> <li>• Data Analysis and Reporting (Rankings, Benchmarking)</li> </ul>	
<b>Dean of Students</b> <ul style="list-style-type: none"> <li>• Erasmus Institutional Coordinator</li> <li>• Strategic guidance</li> </ul>	<b>Assistant Dean of Students</b> <ul style="list-style-type: none"> <li>• Student Clubs and Activities</li> <li>• Counselling Service</li> <li>• Academic Life Skills Team</li> <li>• Career Development Center</li> </ul>	<b>Office of International Programs</b> <ul style="list-style-type: none"> <li>• Exchange Programs</li> <li>• Partnerships</li> <li>• Special Projects</li> <li>• Marketing</li> <li>• International Community Office</li> </ul>	
<b>Communications Office</b> <ul style="list-style-type: none"> <li>• Social media</li> <li>• Special projects and events</li> <li>• Frontier Magazine</li> </ul>	<b>Corporate Relations and Development Office</b> <ul style="list-style-type: none"> <li>• Alumni Office</li> <li>• Fundraising</li> </ul>	<b>Office of General Secretary</b> <ul style="list-style-type: none"> <li>• ELCforKids Mentorship Program</li> <li>• Campus Services</li> <li>• Events Team</li> </ul>	<b>Human Resources</b> <ul style="list-style-type: none"> <li>• International faculty and staff hiring, retention and development</li> </ul>

### Academic Units

<b>College of Engineering</b> <ul style="list-style-type: none"> <li>• Dean and Associate Deans</li> <li>• Erasmus/Exchange Coordinators</li> <li>• Academic Advisors</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Undergraduate Students</li> <li>• Alumni</li> </ul>	<b>College of Sciences</b> <ul style="list-style-type: none"> <li>• Dean and Associate Deans</li> <li>• Erasmus/Exchange Coordinators</li> <li>• Academic Advisors</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Undergraduate Students</li> <li>• Alumni</li> </ul>	<b>Graduate School of Sciences and Engineering</b> <ul style="list-style-type: none"> <li>• Director</li> <li>• Program Coordinators</li> <li>• Administrative Staff</li> <li>• Visiting Faculty</li> <li>• Master students</li> <li>• PhD students</li> <li>• Alumni</li> </ul>
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<p><b>College of Social Sciences and Humanities</b></p> <ul style="list-style-type: none"> <li>• Dean and Associate Deans</li> <li>• Erasmus/Exchange Coordinators</li> <li>• Academic Advisors</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Undergraduate Students</li> <li>• Alumni</li> </ul>	<p><b>Law School</b></p> <ul style="list-style-type: none"> <li>• Dean</li> <li>• Erasmus/Exchange Coordinator</li> <li>• Academic Advisors</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Undergraduate and Graduate Students</li> <li>• Alumni</li> </ul>	<p><b>Graduate School of Social Sciences and Humanities</b></p> <ul style="list-style-type: none"> <li>• Director and Associate Director</li> <li>• Program Coordinators</li> <li>• Administrative Staff</li> <li>• Visiting Faculty</li> <li>• Master students</li> <li>• PhD students</li> <li>• Alumni</li> </ul>
<p><b>College of Administrative Sciences and Economics</b></p> <ul style="list-style-type: none"> <li>• Dean and Associate Deans</li> <li>• Erasmus/Exchange Coordinators</li> <li>• Academic Advisors</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Undergraduate Students</li> <li>• Alumni</li> </ul>	<p><b>Graduate Business School</b></p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Graduate Students</li> <li>• Alumni</li> <li>• Corporate partners</li> <li>• Network and alliance partners (CEMS, GNAM, PIM)</li> </ul>	
<p><b>School of Medicine</b></p> <ul style="list-style-type: none"> <li>• Dean and Associate Deans</li> <li>• SOMCOSE</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Undergraduate Students</li> <li>• Alumni</li> </ul>	<p><b>School of Nursing</b></p> <ul style="list-style-type: none"> <li>• Dean</li> <li>• Internationalization Committee</li> <li>• Accreditation and Reporting Staff</li> <li>• Faculty Members</li> <li>• Visiting Faculty</li> <li>• Undergraduate and Graduate Students</li> <li>• Alumni</li> </ul>	<p><b>Graduate School of Health Sciences</b></p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Administrative Staff</li> <li>• Master students</li> <li>• PhD students</li> <li>• Alumni</li> </ul>

## Research Units

Research Laboratories	Research Centers	Research Forums
<ul style="list-style-type: none"><li>• Faculty</li><li>• Researchers: students, post-docs</li><li>• Visiting researchers or students</li><li>• Administrative staff</li><li>• Website/Social Media staff/responsible</li></ul>	<ul style="list-style-type: none"><li>• Director</li><li>• Faculty</li><li>• Researchers: students, post-docs, fellows</li><li>• Visiting researchers or students</li><li>• Administrative staff</li><li>• Website/Social Media staff/responsible</li><li>• Events team</li></ul>	<ul style="list-style-type: none"><li>• Director</li><li>• Staff</li><li>• Website/Social Media staff/responsible</li><li>• Events team</li></ul>

## How is Koç University performing in its internationalization process?

The following graphic helps to summarize in a visual way Koç University’s current status in the process of internationalization using a “traffic light” approach. This exercise has helped, along with the individual inputs received throughout the year long consultation process to determine those priorities and activities that have been included in this Strategic Internationalization Plan.

### Doing well

International Faculty	Opportunities for Students	International Research Funding	International Rankings	International Memberships and Accreditations
<ul style="list-style-type: none"> <li>95% of faculty has international educational background/training and professional experience</li> <li>KU welcomes each year at least 100 visiting international faculty members and researcher for short stays or longer periods</li> </ul>	<ul style="list-style-type: none"> <li>Exchange programs with over 200 high-quality universities in EU, North America, Asia</li> <li>Work/Research Programs at KU for international students (KUSRP, ELCforKids Mentorship Program, Erasmus Internships)</li> </ul>	<ul style="list-style-type: none"> <li>Top recipient in Turkey of competitive ERC grants</li> <li>Higher than average citation impact and publication rates</li> <li>Internationally engaged research centers (RCAC, GLODEM, MireKoç)</li> </ul>	<ul style="list-style-type: none"> <li>Times Higher Education top 150-under-50 ranking</li> <li>Times Higher Education BRICS Ranking</li> <li>Times Higher Education Asia Rankings</li> <li>QS World University Rankings</li> <li>QS Subject Rankings</li> </ul>	<ul style="list-style-type: none"> <li>CASE, GSB and SOL very active in international networks, alliances and accreditation processes</li> </ul>

### Progress is being made

International Full-Time Students	Opportunities for Students	International Programs	Summer Programs	Visibility in International events
<ul style="list-style-type: none"> <li>There has been a slow growth in the number of international undergraduate and most have a cultural link to Turkey or double citizenship</li> <li>Large growth in international graduate students but mostly concentrated at PhD level and from a small group of 2-3 countries</li> </ul>	<ul style="list-style-type: none"> <li>Number of international incoming exchange students has decreased in 2015-16 due to national context</li> <li>Number of outgoing exchange students each semester continues to grow but hasn't yet reached the available quota.</li> <li>GSB has been leading efforts in organizing short-term study abroad programs for its students.</li> </ul>	<ul style="list-style-type: none"> <li>Several Double-Degree or Co-Tutelle agreements have been achieved for students in GSSSH and GSB, however, changes in national regulation have made it a more difficult process</li> <li>Other colleges and graduate schools have not made use of this tool for internationalization of the curriculum and international student recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Various summer and short-term programs are in place that offer course or research based experiences for international high school, undergraduate and graduate students. However, there is no coordinated approach in the marketing of the summer opportunities nor consistency in the funding of these programs.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing international presence of KU in conferences, fairs, workshops from OIP, TTO, KWORKS, Research Centers and individual faculty members but no effective promotion of these visits pre- and post visit.</li> <li>Small engagement of faculty to disseminate its research activities and thought leadership in international non-academic outlets</li> </ul>

### Needs special efforts

International student integration	Intercultural skills of students and in teaching	Monitoring and Evaluation of Internationalization Performance
<ul style="list-style-type: none"> <li>KU created the International Community Office in late 2015 to provide services to international faculty, staff and students particularly to ease the administrative processes of immigration and settlement in Turkey</li> <li>There is still a significant amount of work to be done to better serve this community, particularly undergraduate students to integrate with the Turkish community</li> </ul>	<ul style="list-style-type: none"> <li>There is a lack of provision for students and faculty to develop their intercultural communication and working skills either through academic or extra-curricular courses or programs</li> </ul>	<ul style="list-style-type: none"> <li>There is no common set of shared indicators to measure progress in internationalization</li> <li>Each academic and administrative unit may or may not collect data and information relevant to its own internationalization activities and dimensions and systems (KUSIS, SAP, Alumni, Applications, Career Surveys, etc)</li> <li>There is no detail-rich picture or narrative about how KU is international both for internal or external audiences</li> </ul>

## Internationalization Goals

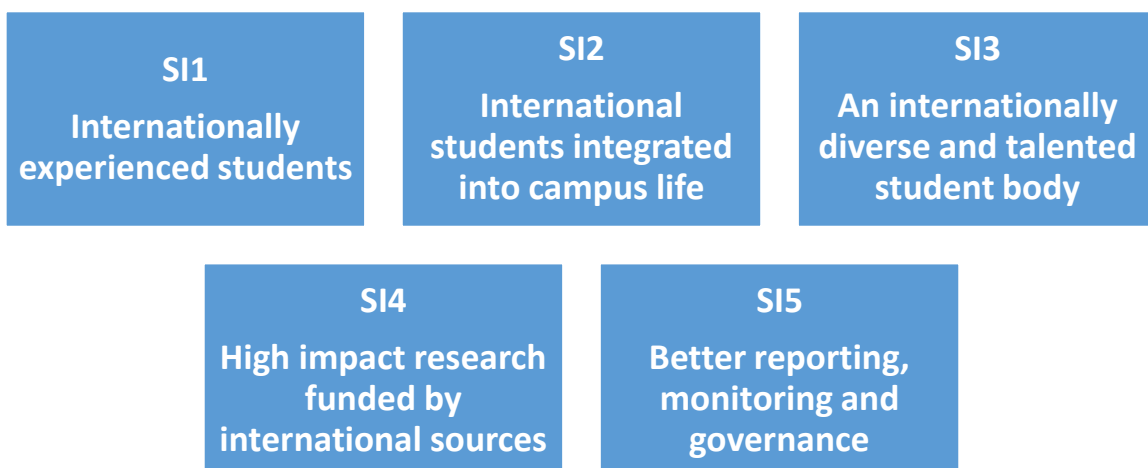
In line with Koç University's mission, this Strategic Internationalization Plan (SIP) aims to help guide all efforts and activities at the different academic, research and administrative units towards:

- providing a world-class education to its students
- cultivating competent, well-rounded graduates who are internationally qualified;
- creating new knowledge and applied knowledge that contributes to scientific development on an international scale
- serving humanity as a model of institutional excellence.

## Internationalization Strategy, Objectives and Targets

The long term goals of Koç University described above in the process of internationalization will be achieved by following an approach of **limited but high impact initiatives** that can be **set, implemented and evaluated in fixed periods of three years**.

These initiatives can be reviewed and maintained or changed according to the international, national and institutional context of the university. **Between 2017-2020 the institution will be developing five (5) strategic initiatives:**



The following steps will be taken to achieve the five strategic internationalization initiatives:

**SI1: Internationally experienced students:** support and increase all activities that allow our undergraduate students to have a meaningful international experience by the time they graduate

- **Objective 1:** Increase the number of undergraduate students who successfully complete an international work, research or service learning activity (abroad or in an international environment in Turkey) and are able to communicate the skills gained and value added
  - **Target:** 30% of undergraduate students completes an international work, research or service learning activity by the time they graduate
    - **Measurement:** First Destination Survey carried out by Career's Office

**Objective 2:** Increase the number of undergraduate students who successfully complete a formal academic exchange activity abroad

- **Target:** 30% of undergraduate students completes an academic exchange activity by the time they graduate
  - **Measurement:** First Destination Survey (Career's Office) and Office of International Programs KUEP system records

**Objective 3:** Increase the number of undergraduate students who successfully complete a foreign language course to a C1 proficiency level (other than English) through on or off-campus courses by the time of graduation

- **Target:** 10% of undergraduate students completes a foreign language course to C1 proficiency level by the time of graduation
  - **Measurement:** First Destination Survey (Career's Office)



SI2: International students integrated into campus life: improve services and programs that support international undergraduate and graduate students on campus and after graduation.

**Objective 1:** provide all existing student support services in a manner that meets the needs of international undergraduate and graduate students (Immigration and Legal Guidance, Careers Services, Counselling, Student Clubs and Activities, Exchange, Tutoring, Alumni Services, Library Services)

- **Target:** 50% or more of full-time international students (undergraduate and graduate) provide a “satisfactory” or “above satisfactory” rating to overall support services
  - **Measurement:** annual International Community questionnaire (Office of International Programs)
  - **Measurement:** number of international students supported annually by student support units measured in their records (visits, participation, other)

**Objective 2:** promote programs that support the integration of international undergraduate and graduate students in cultural, social, sports and other campus activities and that raise awareness of the diversity of cultures and nationalities of the student body

- **Target:** 50% or more of full-time international students (undergraduate and graduate) “strongly agree” or “agree” with the statement “I feel I am part of the campus community” and “I am aware of the different campus social, cultural, sports and other campus activities and opportunities available to students”
  - **Measurement:** annual International Community questionnaire (Office of International Programs)
  - **Measurement:** number of international students who participate in campus activities (student clubs, sports teams, cultural event participation)

**Objective 3:** expand the provision in a cost-efficient manner of Turkish language courses for international undergraduate and graduate students

- **Target:** Turkish language courses at beginner and intermediate level are offered every semester as part of the course offering
  - **Measurement:** annual course list
  - **Measurement:** number of international students who participate in Turkish language courses

SI3: An internationally diverse student body: attract a diverse body of highly qualified international students to our Bachelor, Master and Doctoral programs

**Objective 1:** increase the number of partnerships with scholarship funding organizations or donors that can help attract and fund highly qualified students across all disciplines and from key countries and regions (China, India, Brazil, Middle East, Central Asia)

- **Target:** increase the number of scholarship partnership agreements from 5 (2017) to 10 by 2020 in key countries
  - **Measurement:** list of scholarship agreements as reported in HEIDA tool and annual Overseers Report

**Objective 2:** build our engagement with a limited and carefully chosen group of *strategic partner universities in Europe and Asia* to develop attractive joint or double Master and Doctoral degrees

- **Target:** develop exchange, joint full or short term degrees and joint research activities with a group of 5 strategic partner universities by 2020
  - **Measurement:** reported activities in annual Overseers Report

**Objective 3:** enhance the international reputation and visibility of the university through a coordinated international marketing plan, participation in selected university networks and high profile international academic events.

- **Target:** participation in 1 selected international University network
  - **Measurement:** reported activities in annual Overseers Report
- **Target:** increased participation from senior management in selected international academic events to be agreed in key regions or countries
  - **Measurement:** reported activities in annual Overseers Report
- **Target:** 40% of international undergraduate and graduate full time applicants have become aware about Koç University through university led marketing channels or campaigns
  - **Measurement:** Gradapp and future online application question “where did you hear about Koç University” results

**Objective 4:** coordinate in a cost-effective way all short-term/summer international programs that contribute to the university’s national and international student recruitment goals

- **Target:** joint marketing and recruitment plan for all short-term and summer international programs
  - **Measurement:** reported activities in annual Overseers Report

**SI4: High impact research funded by international sources:** increase in the number and scope of competitive grants awarded to individual faculty members and research groups or in consortia with leading groups abroad

**Objective 1:** facilitate and incentivize Faculty to apply to international research grants across all disciplines

- **Target:** increased number of European research grant applications from 2016 baseline across all colleges
  - **Measurement:** reported activities in annual Overseers Report

**Objective 2:** raise visibility of previous and current research projects and impact of Faculty, PhD students and through international collaborations

- **Target:** research.ku.edu.tr and Faculty Database website features information of previous and current international collaboration research projects
  - **Measurement:** reported activities in annual Overseers Report

**SI5: Better reporting, monitoring and governance of internationalization:** improve our collection of data and indicators to measure performance, facilitate engagement of students, faculty and staff in internationalization and put in place the most effective governance structure for guiding its internationalization process.

**Objective 1:** roll-out of Koç University online tool (HEIDA) to monitor internationalization indicators of each relevant academic, administrative or research unit

- **Target:** ensuring all existing and new data collection systems are able to capture internationalization dimensions in an appropriate manner that comply with data requests at national and international level
  - **Measurement:** reported activities in annual Overseers Report
- **Target:** HEIDA tool is used by all relevant academic and administrative units on an annual basis
  - **Measurement:** reported activities in annual Overseers Report

**Objective 2:** develop a coordinated approach to student surveys that includes monitoring of participation in internationalization activities and satisfaction with related services

- **Target:** a committee of all relevant academic and administrative units who use student surveys is organized under the leadership of the Koç University Survey Research Center and agreed survey structure, design, frequency and use are agreed by 2018
  - **Measurement:** reported activities in annual Overseers Report

**Objective 3:** integrate key internationalization indicators in our institutional messaging, orientation processes for students, faculty and staff and public-facing communications

- **Target:** all academic units include internationalization indicators and case studies, testimonials or examples on their websites
  - **Measurement:** reported activities in annual Overseers Report
- **Target:** HR includes internationalization information in academic and administrative staff orientation process (written format, presentations)
  - **Measurement:** reported activities in annual Overseers Report

## Activities and Tools for Internationalization

The following can be considered a “menu” of options for senior management, Deans, Directors and Administrative unit managers and directors to help advance the five strategic internationalization initiatives at unit level or on a university wide basis.

### Internationalization of the Curriculum

Students are better qualified for a global career through exposure to visiting faculty, high quality faculty who has trained abroad and visiting researchers on campus.

But there is a need to create more explicit opportunities for students to interact with these visitors. Equally, activities such as:

- International Courses
- Language Courses
- Scholarships and Awards
- Reference resources: Library, Blackboard, others

can widen the number and types of international knowledge and skills of our students

### International Students and Scholars

International student recruitment can be driven by a combination of:

- offering and growing enrollment and visibility of short term programs (undergraduate summer programs, high school programs, graduate summer or winter programs).
- Identifying appropriate scholarship agreements with reputable and mission-aligned foundations, government institutions or other donors in key regions where there is a growing interest in sending students to Turkey for full time degrees
- Growing and targeting online visibility of Koç University’s undergraduate and graduate programs through user-led platforms, online competitions and search based study abroad platforms.
- Masters without Thesis will be an area for development at Koç University and initial international student enrollment can be supported through the introduction of: track or Certificate Programs, Internship options, Online delivery / Blended learning, Scholarship funding from private or government funding and Educational Agency engagement.
- PhD international recruitment through: scholarship agreements with funding agencies (eg Fung Fellowship), presence at specialised fairs in key countries or regions (China, India, Brazil, Korea, Middle East), raising visibility of career paths

of PhD alumni across the graduate schools Working with national stakeholders to improve employability in industry and Academy of PhD degree holders in Turkey.

- Growing and becoming more savvy at social media led international recruitment: specialised online resources and activities (profiles, student videos, webinars)

International Student Support and Integration will continue to be a shared responsibility of the International Community Office, Colleges, Graduate Schools and the Dean of Students linked offices.

### Exchange and international opportunities for students

- Exchange Agreements and Academic Study Abroad
  - Increasing the number of outgoing students and targeting specific majors
  - Increasing the number of incoming students by offering special arrangements (housing, summer terms, language courses, other)
  - Improving data management and procedures (KUEPE)
  - Raising funds to support Exchange opportunities through European Credit Mobility projects (eg KA107 in 2016-2017)
- Work abroad
  - Widening portfolio of employers (industry, NGO, governmental agencies, networks) that offer opportunities to KU students
  - Support to students pre-departure and post-work experience from Career's Services
- Student Support
  - Incoming orientation and pre-arrival information and support procedures
  - Coordination with KU units for a smooth student experience (housing, residence permit, travel cards, others)
  - Outgoing orientation, pre-arrival, during and post-mobility period support
  - Peer-based approach to support with Exchange Team
  - Mandatory activities to ensure students benefit as much as possible from the experience

### Campus Extra-curricular programs

- Student Organizations
  - Support creation of culture/regional/language based international student clubs

- Support existing student clubs to better integrate full time and Exchange international students in relevant club activities and programs

#### Faculty Involvement in International Activities

- Faculty Support
  - Dedicated online resource (dedicated page on <https://research.ku.edu.tr/>) for faculty to find information about available funding, deadlines and requirements for international collaboration in international academic exchange, research collaboration, organization of events, other (from both KU and external sources)
  - Specific efforts will be made by OIP and Deans to identify “faculty champions” for key university partnership agreements to drive activities in a sustainable manner and make the most of our ties with leading universities abroad.
  - Development of International research collaboration funds to initiate or develop Project based/event based activities with international colleagues in specific universities that align with priority regions

## Monitoring the Process of Internationalization at Koç University

The following mechanisms have been agreed to monitor progress towards the achievement of the five strategic initiatives and to improve our internal and external awareness of internationalization activities and dimensions at Koç University.

- 1) Use in all Colleges, Graduate Schools, OIP and other relevant administrative units (VPAA, VPRD, RTTPD, Registrar's Office, Career's Office, Alumni Office, others) of the new HEIDA Monitoring and Reporting Tool available at <https://heida-tool.ku.edu.tr> (live in March 2017). The HEIDA tool will be used as a:
  - Annual data input and review (January each year)
  - University wide common indicators and Academic or Administrative Unit specific indicators
  - Integration of KUSIS, Gradapp, SAP, KUFIS, Alumni Database, First Destination Survey, Exchange Student Surveys, Course evaluations, HR Performance Evaluation System, Annual Reports to incorporate internationalization related data collection and reporting
  - Performance indicators can be included in:
    - Overseers Report
    - Individual Annual Reports / Annual Strategies of Units
    - External communications (websites, catalogues, brochures, presentations, orientation)
- 2) A detailed **internal communications plan** on internationalization will be developed in 2017 with support from the Communications Directorate for staff and student engagement around the five key internationalization initiatives as relevant.
- 3) Similarly, an **external communications plan** on internationalization will be developed by OIP with support from the Communications Directorate in 2017 that takes into account other major communication initiatives that will be taking place between 2017-2020 (eg 25th year anniversary and others). This would include resources and messages online (KU websites, social media) and at events (eg Commencement, Orientation, Donor Events, etc)
- 4) Ensuring new and existing systems comply with data requests at national and international level (eg Turkish Higher Education Council, International Rankings, Accreditation Organizations, Donors)