



**CYPRUS AYDIN
UNIVERSITY**

TF-2024-2028 STRATEGIC PLAN



CYPRUS AYDIN UNIVERSITY

FACULTY OF TOURISM

STRATEGIC PLAN

2024 – 2028

Girne – TRNC

2024

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1. PRESENTATION

Message from the Vice Dean

Distinguished Stakeholders,

As the Faculty of Tourism, we are pleased to present our 2024–2028 Strategic Plan, which has been prepared in alignment with the strategic objectives of Cyprus Aydın University and in accordance with national higher education regulations and quality assurance standards. Since its establishment, the Faculty of Tourism has aimed to provide high-quality education, research, and sector-oriented training in the fields of tourism and gastronomy, which are among the most dynamic and globally integrated disciplines.

The Faculty currently continues its academic activities with two departments, Tourism (English) and Gastronomy and Culinary Arts (Turkish), offering undergraduate education in line with international academic standards. With its qualified academic staff, practice-oriented curriculum, and strong cooperation with the tourism and hospitality industry, the faculty aims to educate graduates who are competent, innovative, and capable of contributing to the development of the sector at both national and international levels.

This strategic plan has been prepared in order to strengthen the faculty's existing academic structure, improve areas open to development, and define clear and measurable objectives for the 2024–2028 period. In the preparation process, the regulations of YÖK and YÖDAK, the strategic plan of the University, and international quality assurance and accreditation criteria have been taken as the main references.

Our primary strategic priorities for the new planning period include improving the quality of education, increasing research productivity, strengthening cooperation with the tourism and gastronomy sector, enhancing internationalization capacity, and ensuring the sustainability of the institutional quality assurance system. In particular, expanding applied education opportunities, increasing student satisfaction, and developing international collaborations will be among the key focus areas of the faculty.

I would like to express my sincere thanks to all members of the strategic planning team, our academic and administrative staff, our students, and our external stakeholders who contributed to the preparation of this plan. I strongly believe that through cooperation and shared commitment, the Faculty of Tourism will continue to develop as a respected and internationally recognized academic unit.

Assoc. Prof. Dr. Soolmaz Azarmi

Vice Dean, Faculty of Tourism
Cyprus Aydın University



2. INSTITUTIONAL HISTORY

Cyprus Aydın University was established in 2013 by the ÖZOK Group in the Turkish Republic of Northern Cyprus (TRNC). Following its establishment, the University experienced a rapid growth process and began admitting students in 2014. In a short period of time, the University became a recognized and preferred higher education institution in the TRNC, Türkiye, and internationally.

On 11 June 2013, the ÖZOK Group applied to the TRNC Ministry of National Education and Culture for permission to establish a university, and on 23 October 2013 the institution received the official pre-authorization for establishment. With the decision of the Council of Higher Education Planning, Evaluation, Accreditation and Coordination (YÖDAK) dated 14 March 2014, it was approved to start education in the 2014–2015 academic year under the name British University of Nicosia, and the University began its educational activities with 342 students.

In the following years, several name changes occurred. The institution was first renamed Cyprus Science University, and later, in 2025, the name Cyprus Aydın University was adopted in order to emphasize the strong academic and institutional ties with Istanbul Aydın University, one of the well-established higher education institutions in Türkiye.

Today, the University continues its educational and research activities with 7 faculties, 5 schools, a Continuing Education Center, and a Distance Education Center. The University operates with 189 academic staff members and approximately 3,000 students at its main campus located in Girne, TRNC, on the Bellapais road within the borders of Ozanköy.

History of the Tourism Faculty

The Tourism Faculty was established as one of the academic units of Cyprus Aydın University in accordance with the institutional development strategy of the University and in response to the growing need for qualified professionals in the fields of tourism and gastronomy. Since its establishment, the faculty has aimed to provide high-quality higher education based on international academic standards, practical training, and close cooperation with the tourism and hospitality industry. In this context, the faculty has positioned itself as a dynamic academic unit contributing to the University's internationalization policy and sector-oriented education approach.

The faculty currently carries out its academic activities through the following departments:

- Department of Tourism (Medium of Instruction: English)
- Department of Gastronomy and Culinary Arts (Medium of Instruction: Turkish)

The academic programs offered by the Faculty are conducted in accordance with the higher education legislation applicable in the Turkish Republic of Northern Cyprus and the relevant quality assurance regulations.

The Department of Tourism (English Medium) is accredited by YÖDAK (Higher Education Planning, Evaluation, Accreditation and Coordination Council of the TRNC), while the Department of Gastronomy and Culinary Arts (Turkish Medium) operates in compliance with the

requirements of the Council of Higher Education of the Republic of Türkiye (YÖK). These accreditation and regulatory compliance processes demonstrate the Faculty’s commitment to maintaining national and international academic standards and ensuring continuous improvement in education, research, and practical training.

The Department of Tourism was established with the aim of educating qualified professionals for the international tourism sector by providing English-medium instruction and integrating theoretical knowledge with practical applications. The Department of Gastronomy and Culinary Arts was founded to train individuals who are competent in culinary arts, food culture, and kitchen management, and who are capable of contributing to the development of the gastronomy sector at both national and international levels.

As of the current strategic planning period, the Faculty of Tourism at Cyprus Aydın University continues its academic activities with 15 academic staff members and 159 enrolled students, while maintaining active collaborations with various partner hotels, tourism enterprises, travel agencies, restaurants, public institutions, and industry stakeholders.

This institutional background and academic experience constitute the foundation of the 2024–2028 Strategic Plan of the Tourism Faculty. The knowledge and experience gained since the establishment of the Faculty provide a strong basis for determining strategic objectives, improving educational quality, strengthening sectoral cooperation, and enhancing international visibility in the new planning period.

Milestones in the Development of the Tourism Faculty

Year	Development
2014	Establishment of Cyprus Aydın University and initiation of academic structuring in the field of tourism and applied sciences
2014	Establishment of the Tourism Faculty and admission of the first students
2014	Expansion of academic programs and opening of the Department of Tourism (English Medium)
2016	Establishment of the Department of Gastronomy and Culinary Arts (Turkish Medium)
2019–2023	Completion of accreditation processes: Department of Tourism accredited by YÖDAK and Department of Gastronomy and Culinary Arts aligned with YÖK requirements; strengthening of academic and practical training infrastructure
2024	Initiation of the 2024–2028 Strategic Plan preparation process
2025 or Year	Institutional restructuring and development of the Tourism Faculty in line with the University’s new academic vision



3. OVERVIEW OF THE 2019–2023 STRATEGIC PLAN

3.1 Mission, Vision and Core Values (2019–2023)

Mission (2019–2023)

To educate dynamic and competent individuals who are self-confident, able to think independently, capable of following scientific and technological developments at the global level, possessing research and problem-solving skills, entrepreneurial spirit, and multilingual communication ability, and who adopt universal values while contributing to society through professional knowledge and service in the fields of tourism, hospitality, and gastronomy.

Vision (2019–2023)

To become an internationally recognized faculty that is sensitive to global needs, creates international awareness, promotes innovation and research, is based on universal academic standards, and contributes to the development of the tourism and gastronomy sectors through high-quality education and scientific production.

Core Values (2019–2023)

- Quality and Excellence
- Transparency
- Accountability
- Equality and Justice
- Universality
- Commitment to Ethical Values
- Human-Centered Approach
- Respect for Tradition and the Future
- Sectoral Cooperation
- Innovation and Continuous Improvement

3.2 Comparative Evaluation

When the 2024–2028 Strategic Plan of the Tourism Faculty of Cyprus Aydin University is compared with the previous 2019–2023 Strategic Plan, it is observed that the Faculty has demonstrated a consistent development in institutional capacity, academic quality, accreditation processes, and educational infrastructure.



The previous strategic plan emphasized quality assurance, accreditation, and strengthening institutional cooperation. During this period, the Department of Tourism completed the YÖDAK accreditation process, and the Department of Gastronomy and Culinary Arts operated in accordance with YÖK requirements, ensuring the academic recognition of the programs. These achievements constituted the foundation of the Faculty's quality assurance system.

In the new strategic planning period, it is aimed to build upon these achievements by improving international visibility, strengthening sectoral collaborations, increasing academic productivity, and initiating new international accreditation and quality assurance processes. The Faculty plans to develop cooperation with national and international tourism institutions, hospitality enterprises, and gastronomy organizations in order to enhance practical training opportunities.

In terms of performance evaluation, the quality-oriented approach of the previous plan has been improved through the establishment of more systematic internal monitoring and evaluation mechanisms. The experience gained during the pandemic period accelerated the transition to digital education and strengthened the effectiveness of quality control processes. These experiences are taken into consideration in the new strategic plan.

Regarding research performance, the Faculty showed steady progress during the 2019–2023 period. The number of academic publications, conference participations, and applied projects increased, contributing to the academic visibility of the Faculty within the University. In the new period, increasing the number of publications indexed in WoS / Scopus, encouraging applied research in tourism and gastronomy, and supporting academic staff development are among the main objectives.

In terms of infrastructure development, the previous plan focused on improving educational facilities, practice environments, and digital learning systems. During this period, important steps were taken such as strengthening kitchen laboratories, tourism practice courses, and smart classroom applications. In the new planning period, further development of digital education infrastructure, establishment of simulation-based learning environments, and expansion of sector-integrated training models are planned.

3.3 Risk Assessment

During the 2019–2023 strategic planning period, the Tourism Faculty encountered several key risks. The following table summarizes these risk areas, the measures implemented to mitigate them, and the assessed impact levels.



Risk Area	Assessment	Impact Level
Pandemic Effects	The COVID-19 pandemic significantly affected teaching and learning processes. The Faculty implemented a rapid transition to online education, strengthened digital infrastructure, and ensured continuity in both theoretical and practical courses.	Medium
Student Enrollment Fluctuations	Economic fluctuations and the pandemic led to a reduction in student enrollment. Scholarship opportunities, student support programs, and communication channels were strengthened to retain students.	High
Academic Staff Retention	Due to competitive conditions in the TRNC higher education sector, retaining qualified academic staff was challenging. Incentive mechanisms, research support, and professional development programs were introduced to enhance retention.	Medium
Financial Sustainability	Dependence on tuition fees created potential financial risk. Alternative income sources, partnerships with industry stakeholders, and fundraising initiatives were developed to diversify revenue streams.	Medium

4. PREPARATION PROCESS OF THE 2024–2028 STRATEGIC PLAN

Strategic plans are institutional documents that define medium- and long-term objectives, fundamental principles and policies, priorities, performance indicators, methods for achieving targets, and resource allocation. In this context, the 2024–2028 Strategic Plan of the Tourism Faculty was initiated in alignment with the overall Strategic Plan of Cyprus Aydin University, ensuring consistency with the University’s mission, vision, and institutional development goals.

To guide the strategic planning team from the initiation to the completion of the plan, a preparation program was developed. This program serves as a roadmap for identifying needs, collecting data, and organizing planning activities systematically. The program was designed based on the Strategic Planning Guide for Universities and adapted to the institutional structure and operational realities of Cyprus Aydin University.

4.1 Support of Senior Management

Successful strategic planning requires careful design of the preparation process and effective time management. The support and guidance of the University’s senior management played a decisive role in the development of the Tourism Faculty’s Strategic Plan.

The Rectorate of Cyprus Aydin University encouraged faculty-level strategic planning and provided necessary institutional support throughout the process. The Board of Trustees and the Rectorate ensured that the planning process was participatory, transparent, and aligned with the University’s strategic objectives.



At the faculty level, the Dean’s Office of the Tourism Faculty coordinated the strategic planning process, ensuring the active participation of all Department Chairs and academic staff. This strong support from senior management enhanced the sense of institutional ownership of the plan and strengthened its feasibility and implementation potential.

4.2 Committees, Boards, and Working Teams

Strategy Development Committee

The Strategic Plan of Cyprus Aydın University was prepared by taking into consideration the development potential of all existing academic and administrative units as well as the units planned for the future. The Strategic Plan of the Faculty of Tourism was developed in coordination with the University Strategy Development Committee and under the supervision of the Faculty Strategic Planning Team, ensuring full alignment with the University’s strategic objectives and institutional priorities.

Faculty Strategic Planning Team

Name	Title / Position	Role in Committee
Prof. Dr. Hasan Tunç	Dean	Chair
Assoc. Prof. Dr. Soolmaz Azarmi Lafmajani	Vice Dean	Member
Assoc. Prof. Dr. Tuğrul Günay	Vice Dean	Member
Dr. Emine Erkanlı	Head of Department of Gastronomy and Culinary Arts	Member
Dr. Derya Timuçin Hayat	Faculty Member	Member
Prof. Dr. Rukiye Kilili	Faculty Member	Member

This committee was responsible for guiding the strategic planning process, conducting situation analyses, evaluating stakeholder expectations, identifying priorities, and drafting the strategic goals of the Faculty for the 2024–2028 period.

4.3 Preparation Process and Action Plan (Preview)

The preparation process involved:

1. **Initial assessment of needs:** gathering information on internal and external conditions affecting tourism and gastronomy education.

2. **Stakeholder consultation:** including students, academic staff, industry partners, and alumni.
3. **Situation analysis:** reviewing academic performance, research outputs, infrastructure, and accreditation achievements.
4. **Drafting strategic objectives:** aligning with university-wide priorities and sectoral trends.
5. **Validation and approval:** review by the Faculty Board, University Rectorate, and Board of Trustees.

The Action Plan was developed to translate strategic objectives into concrete initiatives, with assigned responsibilities, timelines, and performance indicators to ensure effective monitoring and implementation.

4.3 Preparation Process and Action Plan

The preparation of the 2024–2028 Strategic Plan of the Tourism Faculty was conducted in alignment with the University’s overall strategic planning calendar. The preparation process followed the stages outlined below:

Period	Activity	Responsible Party
January – March 2024	Situation analysis and data collection	Strategic Planning Team
April – June 2024	Stakeholder consultations and surveys	All Department Representatives
July – September 2024	SWOT analysis and identification of findings	Strategic Planning Team
October – December 2024	Definition of strategic objectives and targets	Strategy Development Committee
January – March 2025	Drafting of the Strategic Plan and internal review	Strategic Planning Team
April – June 2025	Finalization and approval of the Strategic Plan	Dean’s Office and University Rectorate

5. SITUATION ANALYSIS

The evaluation of the 2019–2023 strategic plan was conducted through a comprehensive assessment of the internal and external environments in which the Tourism Faculty operates. The experiences of the Strategic Planning Team from the previous period, along with the data and outcomes obtained, played a decisive role in shaping the new strategic plan for 2024–2028.

5.1 Regulatory Analysis

The educational and academic activities of the Tourism Faculty are carried out in compliance with the legal frameworks and obligations of the Council of Higher Education of Turkey (YÖK), the Higher Education Planning, Evaluation, Accreditation and Coordination Council of the TRNC (YÖDAK), and other relevant national and international regulations. In accordance with the objectives and principles set forth in these regulations, the faculty operates within the following legal framework:

1. Constitution of the Turkish Republic of Northern Cyprus (TRNC)
2. YÖDAK Law (Higher Education Law No. 65/2005)
3. YÖK Law (Higher Education Law No. 2547)
4. Relevant TRNC legislation and regulations
5. Cyprus Aydın University Establishment Charter
6. Bologna Process and European Higher Education Area (EHEA) regulations

These regulations ensure that both the Department of Tourism (English Medium) and the Department of Gastronomy and Culinary Arts (Turkish Medium) comply with national accreditation requirements and maintain international quality standards.

Analysis of Higher-Level Policy Documents

The following policy documents were considered as upper-level references for the preparation of the Faculty's Strategic Plan. These documents guided the identification of strategic objectives and targets:

Document	Relevant Area
TRNC Development Plan	Goals for education, research, and human resource development
YÖK Strategic Plan	Quality assurance, internationalization, and research objectives in higher education
YÖDAK Quality Assurance Framework	Accreditation standards and quality indicators
Cyprus Aydın University 2024–2028 Strategic Plan	University-level strategic objectives and institutional priorities
Bologna Process Documents	Standards and compliance requirements of the European Higher Education Area
UN Sustainable Development Goals (SDGs)	SDG 4 – Quality Education and related targets

5.2 Activity Fields

Identification of Activity Areas and Outputs/Services

The Tourism Faculty provides a range of educational, research, and societal contribution activities, which are summarized in the table below:

Activity Area	Service / Output	Description
Education & Teaching	Undergraduate Programs (2programs)	Programs include Department of Tourism (English) and Department of Gastronomy and Culinary Arts (Turkish), covering tourism management, hospitality, gastronomy, and related fields.
Education & Teaching	Instruction in Foreign Languages	English-medium instruction in tourism Turkish-medium instruction in Gastronomy.
Education & Teaching	Internship and Practical Training	Internship programs and applied training developed in collaboration with the tourism, hospitality, and gastronomy sectors (several partner hotels, restaurants, agencies).
Education & Teaching	Academic Advising	Student-centered guidance and mentorship services, including career and professional development support.
Research	Scholarly Publications	Publications indexed in WoS, Scopus, ULAKBİM, focusing on tourism, gastronomy, hospitality, and related interdisciplinary fields.
Research	Research Projects	National and international funded projects in tourism management, gastronomy, and culinary innovation.
Research	Conferences and Symposia	Participation and organization of national and international academic events in tourism, hospitality, and gastronomy.
Societal Contribution	Community Engagement Projects	Projects and activities that benefit society, including local tourism development, sustainability initiatives, and gastronomy outreach programs.
Societal Contribution	Certificate Programs	Short-term professional development and lifelong learning programs in tourism, hospitality, and culinary arts.

5.3 Stakeholder Analysis

The Tourism Faculty defines its stakeholders as public institutions, private sector organizations, non-governmental organizations, professional associations, and other relevant bodies that are directly or indirectly related to its fields of activity. The Faculty aims to strengthen cooperation

with these stakeholders in order to improve the quality of education, research, and societal contribution.

Within this framework, the stakeholder list includes the parties with which the Faculty has the most interaction, those most affected by its activities, and those that have the greatest influence on its academic and administrative processes.

Contribution of External Stakeholders to the Strategic Plan

Some external stakeholders were invited to participate in strategic planning meetings and working groups. Their opinions and recommendations were collected within the scope of education, research, sectoral cooperation, and societal contribution activities. For stakeholders who could not attend the meetings, the Strategic Planning Team contacted them individually and obtained their feedback.

Stakeholder	Type	Level of Influence	Area of Contribution
YÖK	Regulatory Authority	High	Higher education standards, recognition, program compliance
YÖDAK	Regulatory Authority	High	Accreditation, quality assurance, program approval
TRNC Ministries	Cooperation Partner	Medium	Policy alignment, tourism development projects, societal contribution
Istanbul Aydın University	Strategic Partner	High	Academic cooperation, joint programs, research projects
Tourism and Hospitality Sector Organizations	Cooperation Partner	Medium	Internships, employment opportunities, curriculum advisory
Hotels / Restaurants / Travel Agencies	Cooperation Partner	Medium	Practical training, internships, and sectoral collaboration are carried out in cooperation with leading industry partners such as Elexus Hotel, Merit Hotel, Concorde Hotel, and MC Palace.)
Alumni	Beneficiary	Medium	Feedback, employment data, program improvement
Non-Governmental Organizations	Cooperation Partner	Low–Medium	Social responsibility projects, community engagement
Professional Tourism Associations	Cooperation Partner	Medium	Sectoral standards, training support

Contribution of Internal Stakeholders to the Strategic Plan

Internal stakeholders played an active role in the preparation of the strategic plan. In line with their responsibilities, internal stakeholders participated in working groups related to strategic objectives. Their opinions were collected through surveys, focus group meetings, and structured face-to-face interviews.

Stakeholder	Type	Level of Influence	Area of Contribution
Academic Staff	Implementer	High	Education, research, curriculum development
Administrative Staff	Support	Medium	Administrative processes, student services
Students	Beneficiary	High	Education quality, campus life, practical training
Department Chairs	Manager	High	Academic planning, program development
Dean's Office	Manager	High	Strategic direction, resource allocation
Internship Coordinator	Implementer	Medium	Internship and sector cooperation
Quality / Accreditation Committee	Implementer	High	Quality assurance, YÖDAK / YÖK compliance

Analysis of Stakeholder Impact on the Strategic Plan

As seen in the stakeholder analysis above, the opinions of both internal and external stakeholders were collected through surveys, focus group meetings, structured interviews, and online consultations. These opinions were carefully evaluated and considered at every stage of the strategic planning process.

The strategic objective of developing an output-oriented academic and research ecosystem was shaped with the contributions of both internal and external stakeholders. In particular, cooperation with tourism enterprises, hospitality organizations, and gastronomy professionals played an important role in determining the Faculty's future priorities.

In order to establish a student- and graduate-oriented education system, feedback from students and alumni was analyzed and incorporated into the planning process. Their evaluations contributed to the improvement of curriculum design, internship opportunities, and career support services.

Within the framework of societal contribution, communication was established with TRNC ministries, tourism authorities, and sector representatives, and the potential contributions of the Faculty to the development of tourism, hospitality, and gastronomy sectors were discussed.



Stakeholder opinions were taken into account in determining the current situation and in developing strategies, ensuring that the 2024–2028 Strategic Plan of the Tourism Faculty reflects both academic priorities and sectoral needs.

5.4 Internal Analysis

Academic Organizational Structure

The Faculty of Tourism is one of the academic faculties within the organizational structure of Cyprus Aydın University. The faculty carries out its educational activities through two undergraduate programs, namely Tourism (English) and Gastronomy and Culinary Arts (Turkish).

Table 2. Student Distribution by Department (2024–2025)

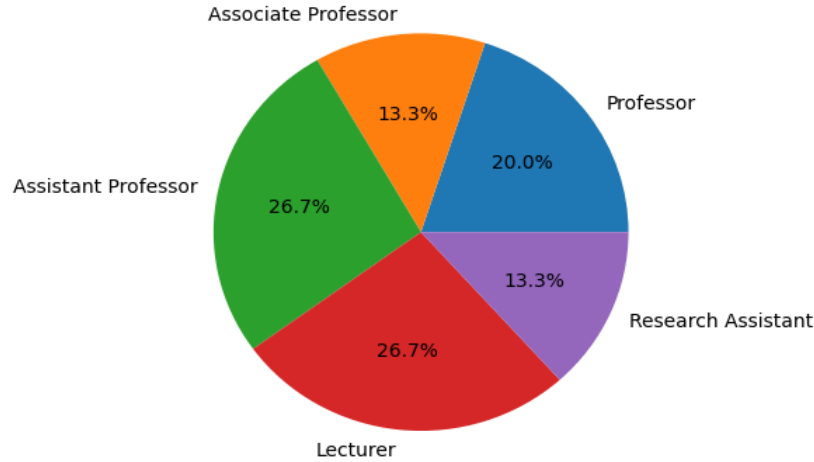
The total number of students enrolled in the faculty is 159, and the distribution between the two departments reflects the current enrollment structure of the faculty. During the 2024–2028 strategic planning period, increasing student enrollment, particularly in the Gastronomy and Culinary Arts Department, has been identified as one of the priority objectives of the faculty in order to strengthen academic capacity, support program sustainability, and enhance the overall institutional development of the faculty.

Both programs are conducted in accordance with the regulations of YÖK and YÖDAK, and curriculum development is carried out in line with sectoral needs, international standards, and quality assurance requirements.

The Tourism program is designed to meet the needs of the international tourism industry, while the Gastronomy and Culinary Arts program focuses on professional culinary education, food culture, and applied training.

Human Resources Analysis

Academic staff in the faculty are employed in accordance with the regulations of YÖK and YÖDAK, based on academic needs and program requirements. All academic personnel serve under full-time or part-time contracts.

Table 3. Distribution of Academic Staff (2024–2025)

A total of 15 academic staff members are employed in the faculty.

Title	Number	Ratio
Professor	3	20%
Associate Professor	2	13.3%
Assistant Professor	4	26.7%
Lecturer	4	26.7%
Research Assistant	2	13.3%
TOTAL	15	100%

The proportion of faculty members holding academic titles (Professor, Associate Professor, Assistant Professor) is approximately 60%, which supports the faculty’s goal of maintaining high academic quality and student-centered education.

The student-to-faculty ratio is approximately 11:1, which is considered suitable for applied education, especially in tourism and gastronomy programs where practical training is essential.

The faculty has a relatively young and dynamic academic staff, with a higher proportion of assistant professors and lecturers. Increasing the number of senior academic staff is among the medium-term strategic objectives of the faculty.

Institutional Culture Analysis

The Faculty of Tourism adopts a participatory and transparent management approach in order to strengthen institutional identity and academic culture.

The fundamental values forming the basis of the faculty’s institutional culture include:



1. Quality and excellence in education
2. Transparency and accountability
3. Respect for ethical and universal academic values
4. Student-centered education
5. Innovation and continuous improvement
6. Respect for tradition and future development
7. Equality and diversity
8. Internationalization

The faculty has a multicultural academic environment, with students from different countries and academic staff with international experience.

The Tourism program, conducted in English, supports internationalization, while the Gastronomy and Culinary Arts program contributes to cultural heritage, culinary traditions, and applied professional education.

Practical training, internships, and sectoral collaboration with tourism enterprises, hotels, restaurants, and culinary institutions play a significant role in strengthening the faculty's academic culture and professional orientation.

The faculty aims to further develop its institutional culture by increasing international cooperation, improving sector partnerships, and strengthening quality assurance processes during the 2024–2028 strategic plan period.

Physical Resources Analysis

Cyprus Aydın University operates on its campus located in the Girne district of the TRNC, on the Bellapais road within the borders of Ozanköy. The total physical area of the University consists of approximately 20,338.8 m² open area and 4,476.3 m² closed area, with a total campus size of 24,815.1 m².

The Faculty of Tourism uses classrooms, practice areas, kitchens, laboratories, and office spaces located in A and B and C Blocks of the university campus. All classrooms are equipped with smart boards, projection systems, and modern seating arrangements suitable for contemporary higher education standards.

In addition to standard classrooms, the faculty requires applied training environments, especially for tourism and gastronomy education.

Table 4. Faculty Physical Facilities

Area Type	Number	Description
Classroom	10	Equipped with smart board and projection
Application Kitchen	1	Gastronomy practical training
Practice / Training Restaurant	1	Applied education for gastronomy students
Computer Laboratory (Practice Lab)	2	Shared use (Reservation / simulation / tourism software)
Academic Office	10	Individual / shared offices
Dean's Office	1	Administrative management
Meeting Room	1	Academic meetings
Student Study Area	1	Individual / group study

The new campus project planned on of Cyprus Aydin University is expected to significantly expand the physical infrastructure of the University. With the completion of the new campus, additional classrooms, laboratories, kitchens, and applied training areas will be available for the Faculty of Tourism.

The expansion of practice kitchens, training restaurants, and tourism simulation laboratories is considered essential for improving the quality of applied education in tourism and gastronomy programs.

Financial Structure Analysis

The financial structure of the faculty is managed within the general budget system of Cyprus Aydin University.

In order to maintain financial sustainability, the faculty aims to reduce dependence on tuition income and increase income diversity through research funding, sector cooperation, and certificate programs.

Strategic priorities include obtaining funds from national and international sources such as:

1. TÜBİTAK
2. TÜBA
3. BAGEP
4. Other funding bodies (if any)

The faculty also aims to contribute to financial sustainability through:



1. Certificate and professional training programs in tourism and gastronomy
2. Lifelong learning and short-term courses
3. Sector consultancy services
4. Cooperation with hotels, restaurants, and tourism enterprises
5. International student recruitment

These activities are expected to strengthen the Faculty's financial structure during the 2024–2028 strategic plan period.

5.5 Academic Activities Analysis

The Faculty of Tourism aims to improve its academic performance in education, research, and sectoral cooperation, in line with the strategic goals of Cyprus Aydin University.

Although the Faculty is relatively small, it aims to increase its contribution to the University's research output through scientific publications, conference participation, and applied projects related to tourism, hospitality, and gastronomy.

Publication Performance

Table 5. Faculty Publication Performance (2019–2025)

Year	Total Publications	SSCI / SCI / Scopus	Notes
2019	4	4	Initial stage
2020	8	4	Development period
2021	10	5	Increase in indexed publications
2022	12	6	Continued growth
2023	14	7	Increased academic output
2024	16	8	Ongoing
2025	18	9	Target

The Faculty aims to increase the number of publications indexed in WoS, Scopus, and TR Index, particularly in the fields of:

1. Sustainability
2. Tourism Management
3. Hospitality Management
4. Gastronomy and Culinary Arts

5. Food Culture and Sustainability
6. Destination Management
7. Tourism Economics
8. Service Quality and Customer Satisfaction

Increasing the number of international publications, research projects, and conference presentations is one of the main priorities for the 2024–2028 strategic plan period.

The Faculty of Tourism aims to increase its contribution to the overall research performance of Cyprus Aydin University by encouraging academic staff to participate in funded projects, publish in indexed journals, and collaborate with international researchers.

During the 2024–2028 strategic plan period, the faculty plans to strengthen its research culture through academic incentives, project support, and international cooperation.

Program and Sub-Program Analysis

The Faculty of Tourism offers two undergraduate programs, each providing specialized education and distinct academic profiles in their respective fields:

Program	Number of Students	Academic Staff	Core Areas
Tourism (EN)	105	8	Tourism management, hospitality, service quality, destination marketing
Gastronomy and Culinary Arts (TR)	54	7	Culinary techniques, food culture, kitchen management, gastronomy innovation

These programs are designed to provide both theoretical knowledge and practical skills, preparing graduates for national and international careers in tourism, hospitality, and gastronomy.

5.6 Higher Education Sector Analysis

The early 21st century has been marked by intense competition in higher education. Within the TRNC, the higher education sector occupies a significant position due to its ability to attract international students. However, the rapid increase in the number of universities has intensified competition.

For universities, attracting qualified students, producing high-impact scientific output, commercializing knowledge, and ensuring financial sustainability have become critical priorities.

For the Faculty of Tourism, these sectoral dynamics are assessed as follows:



1. There is significant competition among faculties offering social sciences and tourism-related programs in the TRNC. The faculty must differentiate itself through education quality, research performance, international accreditation, and graduate employability.
2. The growing international student market, TRNC's increasing migration patterns, and the rising importance of quality assurance and accreditation represent major opportunities for the faculty.
3. Conversely, the uncontrolled growth of universities, potential declines in quality standards, and economic fluctuations pose threats to institutional development.

Key Trends and Strategic Implications

Trend	Implications for the Faculty	Priority
Digital Transformation	Integration of AI, data science, and digital skills into the curriculum	High
Sustainability	Program and research development aligned with UN SDGs	Medium
Internationalization	Academic collaboration is strengthened through international partnerships with institutions such as Woosong University (South Korea), particularly in the fields of Gastronomy and Culinary Arts, as well as Tourism and Hotel Management, and UNIIT University in the field of Tourism and Hotel Management. These collaborations support student and staff mobility, joint academic activities, and the development of internationally aligned curricula, thereby contributing to the internationalization objectives of the institution. In addition, an official agreement is in place between Cyprus Aydın University, Faculty of Applied Sciences, and these institutions, further enhancing academic cooperation and institutional partnerships.	High
Lifelong Learning	Increased demand for certificate programs and continuing education	Medium
Accreditation	Expectations for YÖDAK, YÖK, and international accreditation (ACQUIN, etc.)	High
Interdisciplinary Approach	Emphasis on crossing traditional disciplinary boundaries	Medium

6. SWOT Analysis

The Faculty's Strengths, Weaknesses, Opportunities, and Threats (SWOT) have been identified based on internal and external stakeholder feedback, comprehensive situation analysis, and the findings from the University's strategic plan.

Strengths

1. Leading research publication performance within Cyprus Aydın University



2. International and multicultural academic staff composition
3. English-medium education
4. Accredited programs: Tourism (YÖDAK) and Gastronomy (YÖK)
5. Strong student demand and infrastructure in Gastronomy and Tourism programs
6. Young, dynamic, and highly motivated academic staff
7. Strong organizational ties and collaboration opportunities with İstanbul Aydın University
8. Robust internal communication and participatory governance
9. High potential for multidisciplinary collaboration
10. University leadership committed to enhancing research outputs
11. Policies in place for recruiting and retaining qualified researchers

Areas for Improvement

1. Risk of insufficient retention of academic staff
2. Low student enrollment in certain programs (Tourism, Gastronomy)
3. Need to increase publications indexed in SSCI/SCI
4. Necessity to strengthen administrative and managerial competencies of academic staff
5. Insufficient foreign language proficiency among students
6. Absence of graduate-level programs
7. Limited utilization of research funding
8. Alumni tracking system not yet established
9. Insufficient industry collaboration
10. Low student enrollment in some English-medium programs



Opportunities

1. The university's strategic location in Girne, a key attraction center in the TRNC
2. Growing international student market
3. High migration rate to the TRNC expanding local student potential
4. Increasing importance of quality assurance and accreditation
5. Expansion potential of the current campus
6. University leadership is open to collaboration and partnerships
7. Increasing societal demand for tourism and gastronomy expertise
8. Opportunities to integrate digital transformation and AI developments into the curriculum
9. Opportunities for joint graduate programs with İstanbul Aydın University

Threats

1. Uncontrolled growth in the number of universities in the TRNC
2. High inter-university competition in the region
3. Economic and social challenges faced by students
4. High accommodation costs for students
5. Global economic uncertainties affecting international student mobility

7. Findings and Needs Assessment

Based on the SWOT analysis, stakeholder feedback, and current situation review, the following findings and needs have been identified for the Faculty of Tourism:

No	Area	Finding	Needs
1.	Education Quality	While the Faculty's education quality has been confirmed through accreditation, practical training capacity needs strengthening	Expansion of internship programs, development of simulation-based learning environments
2.	Research Performance	Total publications have increased, but SSCI/SCI-	Strengthening research incentive mechanisms,



		indexed publications remain low	increasing international collaborations
3.	Student Diversity	Enrollment in certain programs (excluding) is low	Enhancing promotional activities, expanding scholarship opportunities, increasing program attractiveness
4.	Human Resources	Faculty has a young and dynamic staff, but professor/associate professor ratio is low	Support for academic promotion processes, recruitment of qualified faculty
5.	Internationalization	English-medium programs exist, but international partnerships are insufficient ★	Several international agreements, develop dual-degree programs
6.	Graduate Education	Faculty currently lacks graduate programs	Initiate applications to YÖK/YÖDAK for master's and doctoral programs
7.	Societal Contribution	Community engagement activities are limited	Increase social responsibility projects, open psychological counseling and consultancy services to the public

8. 2024–2028 STRATEGIC PLAN

8.1 Mission, Vision, and Core Values

Mission

The mission of the Faculty of Tourism at Cyprus Aydin University is to provide education in tourism and gastronomy at international standards, adopting an integrated perspective across relevant disciplines. The Faculty aims to cultivate graduates who are critical thinkers, research-competent, socially responsible, multilingual, and culturally competent. Through knowledge creation, applied research, and community engagement, the faculty is committed to understanding, explaining, and transforming the tourism and gastronomy sectors.

Vision

The vision of the Faculty of Tourism is to become a recognized, preferred, and exemplary academic unit regionally and internationally, distinguished by its interdisciplinary approach, research-oriented education, and societal responsiveness.

Core Values

1. **Pursuit of Quality and Excellence:** Strive for the highest standards in education, research, and administration.



2. **Integration of Knowledge and Society:** Align academic activities with sectoral and societal needs.
3. **Innovation and Awareness:** Promote innovative approaches and disseminate best practices.
4. **Equity and Diversity:** Foster an inclusive and multicultural academic environment.
5. **Commitment to Ethical Standards:** Uphold academic integrity and professional ethics.
6. **Student- and Human-Centered Approach:** Prioritize students and stakeholders in all activities.

Key Performance Indicators (KPIs)

1. Increase the number of international-indexed publications per faculty member
2. Enhance student satisfaction levels
3. Improve graduate employment rates
4. Expand international student and staff mobility
5. Increase the number of accredited programs
6. Grow income generated from research funding
7. Expand the number and quality of community engagement initiatives
8. Establish and operate graduate programs in tourism and gastronomy

Quality Policy

The Faculty of Tourism embraces quality as a core value and a continuously evolving process integrated into all educational, research, and administrative activities. The faculty aims to train competent professionals in tourism and gastronomy while contributing to society at large. To achieve this, the Plan-Do-Check-Act (PDCA) cycle is systematically applied across all processes, ensuring continuous improvement and compliance with national and international standards.

8.2 Differentiation Strategy

Location Preference

The Faculty of Tourism at Cyprus Aydin University has adopted a positioning strategy focused on applied tourism and gastronomy education and research. The faculty offers an integrated



academic approach at the intersection of hospitality, tourism management, and culinary sciences, emphasizing both sectoral relevance and societal impact.

The long-standing status of Northern Cyprus (TRNC) as a hub for tourism, culture, and education, combined with the attractive location of Girne and the regional demand for qualified professionals, supports the faculty's strategic positioning. The faculty positions itself as a unit committed not only to high-quality education and research but also to providing societal services through tourism and gastronomy initiatives.

Area of Excellence Preference

The Faculty's priority areas for excellence have been defined as societal impact, technological advancement, and innovation. Efforts are underway to establish centers of excellence in these domains. For example:

1. Establishing a Tourism Research and Innovation Center to enhance applied research and industry collaboration
2. Developing Culinary and Gastronomy Labs for practical training and experimental research
3. Promoting entrepreneurship and innovation projects within tourism and gastronomy disciplines

Competency and Skills Model

Aligned with the 2024 UNESCO trends on digital transformation and sustainable education, the strategic plan emphasizes the development of the following competencies among students:

1. Critical and analytical thinking
2. Intercultural communication competence
3. Research and data analysis skills
4. Entrepreneurship and innovation aptitude
5. Ethical decision-making and social responsibility
6. Leadership and teamwork abilities
7. Lifelong learning motivation

Core Competency Preference

The Faculty has defined its core institutional competencies as follows:

1. A highly qualified, young, and dynamic academic staff



2. Strong research infrastructure and laboratory facilities in gastronomy and tourism
3. Capacity for English-language programs to attract international students
4. Opportunities for collaborative projects with Cyprus Aydin University and other affiliated institutions
5. Potential for interdisciplinary research and teaching
6. Experience in self-assessment and external evaluation processes
7. Transparent and accountable administrative and governance systems

8.3 Goals and Objectives

The strategic goals of the Faculty of Tourism and Gastronomy at Cyprus Aydin University for the 2024–2028 period have been determined in alignment with the university’s overarching strategic plan. Each strategic goal is supported by concrete objectives, activities, and performance indicators.

8.3.1 Strategic Goal 1: Education and Teaching

Goal (G1): EDUCATION AND TEACHING

To continuously enhance educational quality and academic success through a student-centered approach.

Objectives for Education and Teaching

Objective No	Objective	Description	Annual Increase Target
A.1	Strengthen educational infrastructure	Expand smart classrooms and integrate digital educational technologies	5% per year
A.2	Increase student satisfaction	Implement an effective student feedback system and enhance academic advising services	5% per year
A.3	Strengthen academic staff	Recruit qualified faculty members and support the promotion processes of current staff	5% per year
A.4	Increase applied learning capacity	Expand internship programs and strengthen industry partnerships	5% per year
A.5	Establish graduate tracking system	Create an alumni database and maintain alumni-faculty engagement	5% per year
A.6	Increase graduate employment	Career counseling, industry connections, and entrepreneurship support programs	5% per year

Activities to Achieve Education and Teaching Objectives



Activity No	Activity
A.1.1	Develop laboratories, smart classrooms, and digital educational infrastructure, integrating modern educational technologies
A.2.1	Conduct student satisfaction surveys and establish feedback mechanisms to address student needs
A.3.1	Recruit qualified faculty members to enhance the faculty's educational and research capacity
A.4.1	Increase opportunities for extracurricular learning, internships, practical training, and workplace experience
A.5.1	Establish an alumni database and organize alumni-focused events
A.6.1	Develop programs in collaboration with the Career Center to increase graduate employment rates

Performance Indicators for Education and Teaching

Indicator No	Indicator Name	YÖK Monitoring	Data Source
A.7	Number of smart classrooms / technology-supported classrooms	Yes	Dean's Office
A.8	Student satisfaction rate	Yes	Academic Evaluation Committee
A.9	Number of students per academic advisor	Yes	Student Affairs Office
A.10	Number of new programs launched	–	Academic Evaluation Committee
A.11	Number of programs taught in English	–	Dean's Office
A.12	Student-to-faculty ratio	Yes	Student Affairs Office
A.13	Number of full-time faculty members	–	Human Resources
A.14	Number / percentage of students participating in internships	–	Department Chairs
A.15	Alumni database coverage rate	Yes	Strategic Development Office
A.16	Graduate employment rate	–	Career Center

8.3.2 STRATEGIC GOAL 2: RESEARCH**Goal (G2): RESEARCH**

To establish an output-oriented research ecosystem and sustainably increase the research performance of the Faculty of Tourism.

Objectives for Research

Objective No	Objective	Description	Annual Target
B.1	Increase research output quality and quantity	Increase the number of WoS / Scopus indexed publications and improve Q1–Q2 publication ratio in tourism and gastronomy fields	5% per year
B.2	Increase participation in national and international funding programs	Increase applications to TÜBİTAK, TÜBA, BAGEP, Horizon	5% per year
B.3	Develop interdisciplinary research projects	Encourage joint projects within the faculty and with other faculties, especially in tourism, hospitality, and culinary sciences	5% per year

Activities

Activity No	Activity
B.1.1	Strengthen research support mechanisms encouraging indexed publications, projects, and sector-based studies
B.2.1	Encourage academic staff to apply for national and international research funding programs
B.2.2	Establish research groups in tourism, hospitality management, and gastronomy
B.3.1	Improve kitchen laboratories, tourism practice labs, and applied training facilities for research purposes
B.3.2	Increase participation in international research networks and joint publications

Performance Indicators

Indicator	Indicator Name	YÖK Monitoring	Data Source
B.4	International publications per faculty member	Yes	Academic Evaluation
B.5	Number of WoS / Scopus publications	Yes	Strategy Office
B.6	Q1–Q2 publication ratio		Strategy Office
B.7	Number of research funding applications		Strategy Office



B.8	Number of funded projects	Yes	Strategy Office
B.9	Number of interdisciplinary projects		Dean's Office

8.3.3 STRATEGIC GOAL 3: SOCIETAL CONTRIBUTION

Goal (G3): SOCIETAL CONTRIBUTION

To increase collaborations and activities within the framework of social responsibility, especially in tourism and gastronomy sectors.

Objectives

Objective	Description	Target
C.1	Increase social responsibility projects	Develop projects addressing tourism, culture, sustainability, and community development
C.2	Develop certificate programs	Offer professional, culinary, tourism, language, and lifelong learning programs
C.3	Strengthen public cooperation	Conduct joint projects with ministries, tourism organizations
C.4	Provide sector-oriented training services	Establish training / practice units open to society in tourism and gastronomy

Activities

Activity	Description
C.1.1	Develop social projects with participation of students and academic staff
C.2.1	Organize certificate programs with Continuing Education Center
C.3.1	Conduct joint projects with tourism sector institutions
C.4.1	Provide applied training, workshops, and culinary events open to society

Indicators

Indicator	Name	YÖK	Source
C.5	Number of social projects	Yes	Dean
C.6	Student participation in projects		Dean
C.7	Number of certificate programs	Yes	SEM



C.8	Number of sector collaborations		Strategy
C.9	Number of participants in training programs		Departments

8.3.4 STRATEGIC GOAL 4: INTERNATIONALIZATION

Goal (G4): INTERNATIONALIZATION

To increase internationalization capacity and strengthen the global visibility of the Faculty of Tourism.

Objectives

Objective	Description	Target
D.1	Increase international students	Strengthen promotion in target countries
D.2	Increase international visibility	Participate in rankings, accreditation, and evaluation systems
D.3	Increase international academic staff	Encourage employment of foreign faculty
D.4	Strengthen international cooperation	joint programs, and research partnerships

Activities

Activity	Description
D.1.1	Develop international student recruitment strategy
D.2.1	Establish data reporting for ranking systems
D.3.1	Support international academic experience
D4.1	Develop joint programs with

Indicators

Indicator	Name	YÖK	Source
D.5	Number of international students	Yes	Student Affairs
D.6	Foreign faculty ratio		HR
D.7	International agreements	Yes	Int. Office
D.8	International publications		Strategy

8.3.5 STRATEGIC GOAL 5: MANAGEMENT AND QUALITY ASSURANCE**Goal (G5): MANAGEMENT AND QUALITY ASSURANCE**

To sustainably improve institutional capacity and quality assurance processes.

Objectives

Objective	Description	Target
E.1	Increase digitalization	Use digital systems in education & management
E.2	Strengthen internal quality system	Apply PDCA cycle in all processes
E.3	Clarify job descriptions	Update task definitions
E.4	Improve human resources quality	Support academic & administrative development
E.5	Advance accreditation	Prepare YÖK (Tourism) accreditation processes

Activities

Activity	Description
E.1.1	Implement digital transformation projects
E.2.1	Strengthen internal quality assurance
E.3.1	Update job descriptions
E.4.1	Organize staff training
E.5.1	Prepare accreditation applications

Indicators

Indicator	Name	YÖK	Source
E6	Digitalization rate		IT
E7	Quality reports	Yes	Strategy
E8	Updated job descriptions		HR
E9	Staff training participation		HR
E10	Accredited programs	Yes	Dean

SECTION 9: MONITORING AND EVALUATION**9.1 Monitoring and Evaluation System**

The successful implementation of the strategic plan depends on the effective operation of a systematic monitoring and evaluation mechanism. As the **Faculty of Tourism at Cyprus Aydin University**, the monitoring and evaluation processes of this strategic plan will be conducted in accordance with the quality assurance principles defined by YÖDAK and the **Plan–Do–Check–Act (PDCA)** cycle.



The primary purpose of the monitoring and evaluation process is to periodically measure the level of achievement of strategic goals, identify deviations at an early stage, and take corrective actions in a timely manner. This process reflects the Faculty's commitment to accountability and contributes to strengthening the culture of institutional learning.

9.1.1 Monitoring Mechanism

The monitoring of the strategic plan will be carried out at three levels:

First-level monitoring will be conducted at the department level.

Each Department Chair will prepare quarterly reports on the progress of strategic objectives related to their department (Tourism / Gastronomy).

These reports will include key indicators such as:

1. Student numbers
2. Publication performance
3. Project applications
4. Industry collaboration activities
5. Internationalization indicators

Second-level monitoring will be carried out by the Strategic Plan Monitoring Committee established within the Dean's Office.

The committee will consolidate departmental reports and prepare comprehensive evaluation reports every six months, including:

1. Achievement levels
2. Difficulties encountered
3. Corrective actions

Third-level monitoring will be conducted at the University level by the Senate and Administrative Board on an annual basis.

This evaluation will be aligned with external evaluation processes carried out by YÖDAK.

9.1.2 Performance Indicators and Target Values

Strategic Goal	Indicator	2024	2025	2026	2027	2028
A1 Education	Student satisfaction (%)	75	80	85	90	95



A2 Education	Graduate employment (%)	40	42	43	45	47
B1 Research	WoS / Scopus publications	2	3	3	4	5
B2 Research	Publications per faculty	0.2	0.3	0.3	0.4	0.5
C1 Societal Contribution	Number of projects	1	1	2	2	3
C2 Societal Contribution	Event participants	40	42	45	48	50
D1 Internationalization	Cooperation agreements	1	2	2	3	3
D2 Internationalization	Exchange students	1	2	2	3	4
E1 Institutional Development	Accredited programs	0	0	1	1	1
E2 Institutional Development	Digitalization (%)	30	35	40	45	50

9.1.3 Evaluation Schedule

Period	Activity	Responsible Unit	Output
Monthly	Data collection	Departments	Monthly data form
Every 3 months	Department report	Department Chairs	Quarterly report
Every 6 months	Faculty evaluation	Monitoring Committee	Semi-annual report
Annually	Performance evaluation	Dean's Office	Annual report
Annually	Strategic review meeting	Faculty Board	Revision decisions
End of 2028	Final evaluation	Monitoring Committee	Final report

9.1.4 Reporting and Feedback

Findings obtained during monitoring and evaluation will be shared with stakeholders in accordance with the principle of transparency.

Annual evaluation reports will be published on the faculty website.

Regular feedback meetings will be held with:

1. Students
2. Graduates
3. Industry representatives
4. External stakeholders



Student satisfaction surveys, alumni tracking studies, employer feedback, and academic self-evaluation reports will be systematically collected and analyzed.

These data will be used as input for strategic plan revisions.

9.2 Risk Management and Early Warning System

An early warning system will be established to manage risks that may arise during the implementation of the strategic plan.

If performance indicators fall more than 20% below target values, the system will generate an automatic warning.

Risk management steps:

1. Identification of risks
2. Risk classification (strategic / operational / financial / external)
3. Impact analysis
4. Determination of mitigation strategies
5. Periodic review

Main risks for the faculty:

1. Increasing competition in the higher education sector
2. Fluctuations in student numbers
3. Difficulty in recruiting academic staff
4. Uncertainty in external funding
5. Changes in tourism sector demand

These risks will be monitored and updated regularly.

SECTION 10: APPENDICES

Appendix 1 – Strategic Plan Preparation Schedule

Date	Activity	Participants
Jan 2024	Planning team formed	Dean, Dept Chairs



Feb 2024	Situation analysis	All departments
Mar 2024	Stakeholder analysis	External stakeholders
Apr 2024	SWOT workshop	Academic staff
May 2024	Mission & vision	Faculty Board
Jun 2024	Goals defined	SP Team
Jul 2024	Indicators defined	Dept Chairs
Aug 2024	Budget planning	Finance
Sep 2024	Draft prepared	SP Team
Oct 2024	Feedback collected	Stakeholders
Nov 2024	Revision	SP Team
Dec 2024	Approval	Faculty Board

Appendix 2 – Publication Performance Table

Year	Article	Book	Paper	Scopus	WoS	Total
2019	2	2	3	1	0	8
2020	3	2	10	2	1	18
2021	6	3	13	3	1	26
2022	1	0	3	1	0	5
2024	2	0	2	0	1	5
2025	2	0	3	1	1	7

Appendix 3 – Stakeholders

Group	Stakeholders
Internal	Academic staff, students
Public	YÖDAK, Ministries
Sector	Hotels, tourism agencies, restaurants
Academic	Universities
Alumni	Graduates
Society	Local community

Appendix 4 – Abbreviations

Abbreviation	Meaning
TRNC	Turkish Republic of Northern Cyprus
CAU	Cyprus Aydın University
FT	Faculty of Tourism
YÖDAK	Higher Education Accreditation Board
YÖK	Council of Higher Education
PDCA	Plan-Do-Check-Act
WoS	Web of Science
SP	Strategic Plan



FINAL STATEMENT

This strategic plan includes the institutional objectives, strategies, and action plans of the Faculty of Tourism, Cyprus Aydın University for the period 2024–2028.

The plan has been prepared with the contribution of all stakeholders and approved by the Faculty Board.