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DIGITALIZATION STRATEGY DOCUMENT

1. DIGITALIZATION VISION AND FRAMEWORK

Istinye University envisions a comprehensive digital ecosystem that aligns with the objectives outlined in the Third Five-Year Action Plan, focusing on education, research and development, internationalization, societal contributions, and institutional transformation. This vision emphasizes principles such as data-driven governance in higher education, process traceability on digital platforms, sustainable quality assurance, and enhanced institutional performance.

Our digitalization strategy is guided by the goals of increasing digital maturity, strengthening data governance, developing robust digital quality assurance infrastructures, and ensuring digital compatibility in higher education, as articulated in the YÖK 2030 vision. The university views digitalization as a foundational structure that bolsters all academic and administrative processes, facilitates the achievement of strategic goals, and fosters sustainable institutional capacity from 2025 to 2030.

2. INSTITUTIONAL APPROACH TO DIGITALIZATION

Digitalization is regarded as a strategic institutional approach that encompasses the university's governance framework, process design, data flow, and decision-making mechanisms. Performance indicators, quality assurance cycles, process standards, and integrated data structures required by the Third Five-Year Action Plan will be implemented through digital infrastructures. This approach regulates information flow between units, enhances process integration, and manages operations conducted within digital systems, adhering to established institutional standards.

The digitalization framework aligns with the principles outlined in the CoHE 2030 vision, which include strengthening institutional digital capacity, developing accessible digital learning environments, expanding data-driven management models, and enhancing quality assurance through digital systems. Consequently, the university's administrative, academic, and social processes become traceable, measurable, and integrated.

3. STRATEGIC PRIORITIES (2025–2030)

3.1. Healthy and Systematic Data Management

Healthy and systematic data management is the cornerstone of digital transformation. It involves the collection of data generated by all institutional processes according to established standards, its storage in a centralized structure, and its effective application in decision-making. Key objectives include defining master data structures, clearly determining data ownership, implementing data quality processes, and standardizing the data production cycle across all

units. A reliable data infrastructure supports institutional performance measurement, quality evaluation processes, indicators for academic monitoring, and analyses of administrative processes.

- Establish a master data governance framework
- Define and implement data quality processes
- Determine data ownership and responsibility structures
- Standardize data flows between units
- Create an integrated data structure to support decision-making
- Ensure full compliance of the institutional data repository with Law No. 6698 on the Protection of - -- Personal Data, including mandatory anonymization of personal data and adherence to the principles   of purpose limitation and data minimization
- Conduct regular penetration testing for data security and cyber resilience, and update data backup policies

3.2. Strengthening Digital Transformation and Quality Coordination

The sustainability of digital transformation relies on the integrated structuring of the quality assurance system with digital components. Digital tools are employed to enhance process visibility, support evaluation mechanisms, and provide regular data to inform improvement cycles. Monitoring the digitalization performance of units, conducting quality processes on digital platforms, and mainstreaming institutional standards across all processes are essential elements of this coordination structure.

- Institutionalize the integration of digitalization and quality
- Support internal quality assurance with digital systems
- Periodically monitor units' digitalization practices
- Strengthen a data-driven approach to process improvement
- Establish digital process standards and guidelines
- Foster a culture of documentation within the institution
- Conduct regular reviews of documentation
- Compile standard documentation of digital processes in a centralized "Digital Processes and Standards Library"

3.3. Development of a Comprehensive Digital Transformation Strategy

To ensure that digitalization is implemented consistently across all units within a unified framework, the goal is to develop a comprehensive strategy that includes technological infrastructure, process integration, data governance, user experience, information security, performance monitoring, and resource planning. This strategy will serve as a structured roadmap aligned with the University's institutional priorities, action plan indicators, and the Council of Higher Education's vision for higher education.

- Preparation of the institutional "Digital Transformation Strategy and Roadmap" document,
- Conducting a SWOT analysis with relevant stakeholders during the strategy development,
- Defining the priority project portfolio within the strategy,
- Developing a digital resource management model,

- Establishing design principles focused on user experience

3.4. Digital Transformation Maturity Analysis and IT Maturity Level

To enhance institutional digital capacity, a systematic assessment of the current state is essential. This analysis will evaluate the University's digital maturity in terms of process integration, technological infrastructure, data management, user experience, information security, and governance capacity, with the findings incorporated into strategic planning processes.

- Implementing a digital maturity analysis across the institution,
- Preparing separate maturity scorecards for each unit and initiating an "Accelerated Digital Transformation Program" for units with low scores,
- Establishing a "Digital Maturity Dashboard" to visualize analysis results,
- Evaluating the structural capacity of IT resources and processes,
- Analyzing digital competency levels,
- Linking development areas to the annual schedule, budget planning, and project prioritization,

3.5. Strengthening Data-Driven Management Processes

Building strategic decision-making processes based on data is a core component of the University's governance approach. Key elements of this priority include the development of data analytics mechanisms, regular processing of performance indicators, provision of analytical feedback to academic and administrative units, and the digitalization of decision support systems.

- Strengthening the institutional reporting and analytics infrastructure,
- Establishing a Data Warehouse architecture,
- Digitalizing performance management indicators,
- Developing decision support systems,
- Creating predictive analytics models,
- Institutionalizing a data-driven governance culture,
- Mandating "Data Literacy and Analytical Thinking" training for all mid- and senior-level managers.

3.6. Digital Transformation Aligned with Sustainability Goals

Digitalization serves as a strategic tool for enhancing process efficiency, optimizing energy and resource utilization, and fostering a paperless operational culture in alignment with sustainability goals. The University's environmental and operational sustainability objectives are designed to integrate seamlessly with digital processes.

- Expansion of paperless process management
- Enhancement of resource efficiency through digitalization
- Digital monitoring of sustainability indicators

3.7. Integration of Artificial Intelligence and Next-Generation Technologies

Artificial intelligence, big data analytics, the Internet of Things, augmented reality, virtual reality, and other next-generation technologies are essential for transforming the University's

education and training, research and development, governance, and social contribution processes. From 2025 to 2030, the focus will be on the institutional-level integration of these technologies in an ethical, responsible, and sustainable manner. Key priority areas include personalized learning and adaptive platforms in education, AI-supported data analysis and literature tools in research, and predictive analytics and automation in administrative processes.

4. DIGITAL TRANSFORMATION APPROACH IN FUNDAMENTAL STRATEGIC AREAS

4.1. Education and Training

The digitalization of education and training processes from 2025 to 2030 aims to establish a comprehensive institutional framework for monitoring learning outcomes, measuring program competencies, and evaluating student development through data-driven methodologies. The University intends to create an educational infrastructure where teaching occurs entirely on digital platforms, course content is accessible in digital formats, learning analytics are used systematically, and student support mechanisms are enhanced through digital tools. Furthermore, the standardization of assessment and evaluation processes via digital systems, diversification of digital learning environments, and integration of educational processes with quality assurance mechanisms will drive the digital transformation in education and training.

4.2. Research and Development

The goal of digital transformation in Research and Development is to manage every stage of the research process—from planning to output evaluation—in a traceable, integrated, and data-driven manner. The University has set strategic objectives that include establishing standards for research data management, defining project and publication processes through digital workflows, monitoring academic performance with analytical indicators, and developing digital infrastructures to enhance the visibility of research outputs. Additionally, priorities for this period include strengthening digital platforms that facilitate international research collaborations, creating digital solutions to improve researchers' access to collaboration networks, and ensuring the secure management of research data.

4.3. Social Contribution

The aim of digitalization in social contribution is to transform the University's capacity to generate social impact into a visible, traceable, and sustainable framework. Key objectives include defining social contribution activities within digital systems, managing stakeholder relationships through digital platforms, and developing social impact indicators that are integrated into regular monitoring processes. From 2025 to 2030, the University plans to create analytical tools to demonstrate the impact of social contribution projects, standardize activity data, and develop digital solutions that enhance stakeholder interaction. This approach seeks to establish a more systematic and strategically directed institutional structure for managing the University's social impact.

4.4. Internationalization

The digital transformation strategy for internationalization aims to enhance and standardize existing digital processes at the institutional level while developing a comprehensive digital governance structure that supports international collaborations. Key initiatives include expanding digital processes related to international student and staff mobility, conducting application, evaluation, and admission stages within a unified digital framework, integrating information on international agreements and joint programs into centralized databases, and bolstering the analytical monitoring of internationalization indicators. Furthermore, the development of digital promotional tools to enhance the institution's global visibility, implementing digital communication mechanisms to facilitate interaction with international stakeholders, and supporting joint academic activities through digital workflows are strategic objectives for the 2025–2030 period.

4.5. Institutional Transformation

The digitalization strategy for institutional transformation focuses on creating administrative processes within a cohesive digital framework, enhancing data-driven decision-making, and standardizing institutional operations. Between 2025 and 2030, this transformation gained significant momentum with the introduction of a new Enterprise Resource Planning (ERP) system, launched in June 2024 and successfully implemented. This system consolidates financial affairs, human resources, procurement, and budgeting under a unified platform, establishing a foundation for data consistency and process integration throughout the University. In the upcoming period, the existing ERP infrastructure will be further enhanced with the planned transition to a new Student Information System, ensuring that all academic and administrative information systems are interconnected within a shared integration framework. This integrated approach will facilitate paperless operations, enable real-time data-driven decision-making, and enhance the University's governance quality, resulting in transparent, measurable, and digitally manageable processes.

5. DIGITALIZATION COORDINATION STRUCTURE AND MONITORING ACTIVITIES

To ensure comprehensive execution, monitoring, and sustainability of digital transformation across the University, a "Digitalization Coordination Board" has been established. This Board serves as a governance body that aligns digital initiatives with strategic goals, ensures process coherence across various units, and oversees institutional-level digital transformation. It convenes monthly to assess emerging needs, risks, and development opportunities in digital processes, review the Digital Transformation Progress Dashboard, and support the ongoing advancement of digitalization efforts. This regular evaluation fosters visibility into the impact of digitalization on academic, administrative, and strategic processes, reinforcing alignment with institutional priorities.

The Board's monitoring activities facilitate the systematic identification of development needs in digital transformation, the integration of findings into institutional decision-making, and the sustainable enhancement of digitalization capabilities. Thus, digitalization is managed as a transformation area aligned with the University's strategic objectives, regularly monitored, and embedded within the institutional development cyc