

Quality of Life in Bilkent University

White Paper



January 2013

Table of Contents

1. Introduction.....	3
a. Importance of the subject to university.....	3
b. Relation with the mission of the university	3
2. Potential of the University	4
a. Assessment of situation	4
i. Descriptive profile of the university.....	4
ii. A pilot study of Bilkent University campus quality of life.	5
iii. Views and suggestions of stakeholders	6
b. SWOT analysis	8
3. Goals and Strategies.....	9
Appendix I: Descriptive Information for The Bilkent University.	17
Appendix II: Figures for pilot study.	21
Appendix III: Points raised in each of the focus group study.....	31

Quality of Life in Bilkent University

White Paper

1. Introduction

a. Importance of the subject the university

Studies across the world have suggested that the overall quality of college life affects people's satisfaction with their lives in general. In other words, with respect to students, quality of their college life contributes greatly to their overall sense of well-being. In addition, satisfaction with college life is affected by both satisfaction with academic life and satisfaction with social life students experience while they study in a university. Furthermore, the satisfaction received from both academic and social lives is linked to students' satisfaction with facilities and services offered by the university. Therefore, based on the existing knowledge, it is possible to argue that improving quality of college life (and therefore, improving one's overall life satisfaction) can be achieved by regular monitoring of student satisfaction with academic and social life in the university and facilities, services, and procedures offered by the university¹.

Quality of the services provided by academic and administrative personnel of a university (including teaching, providing services to students, advising various stakeholders, and conducting research) can also be a function of overall quality of their lives in university campus. For example, when faculty members are satisfied with their work life, social life, financial life, and etc., this satisfaction, in turn, may result in greater motivation to provide quality teaching, research, and service activities.

Similarly, constant monitoring and improvements in the quality of life of other stakeholders (such as administrative and support personnel) may, in turn, improve overall satisfaction of all other stakeholders, students, academic personnel, and alumni. Overall, it is crucial, in a quality of life and well-being sense, that the needs and concerns of students, and academic and administrative personnel to be identified, relationships between their needs/concerns and their quality of life to be assessed, and necessary adjustments and quality of life improvements to be made.

b. Relation with the mission of the university

Bilkent University's mission emphasizes the importance of providing "an environment for learning and intellectual growth" and serving "human welfare." The university does not view education simply as a mean of obtaining a job or a career. More importantly, it aims to develop a life-long learning philosophy among its students and other stakeholders. The university recognizes that well-being of societies and quality

¹ Sirgy et al. (2010), "Quality of College Life (of Students): Further Validation of a Measure of Well-Being," Social Indicators Research, v. 99, 375-390.

of life of the people in general can be advanced by bringing about “competent, creative, broad-minded, ethical and socially responsible leaders of tomorrow, who will contribute to the advancement of humanity.” The university further recognizes the systemic nature of education and believes that such leaders can be produced when a high quality of college life is provided for all stakeholders including students, alumni, and past and present academic and administrative personnel.

2. Potential of the University

a. Assessment of situation

i. Descriptive profile of the university

Bilkent University currently has 12.500 students in nine faculties and three schools, employing 867 full time faculty members and 775 administrative and support staff. The University is built on a 300 hectare campus located approximately 15 kms from downtown Ankara. The campus is geographically separated into two segments: main campus and east campus. Total building space is 460.000 sq. meters. The campus buildings include educational buildings, laboratories, student residences, faculty housing, library, sports facilities, cafeterias, health centers, parking lots and roads. There exist three schools in campus that provide pre-K to K-12 education. One of them is an international school that caters to the needs of expatriates in the community. The campus area is surrounded by a residential district, a shopping and entertainment center that includes restaurants, movie theatres, a sports center, a hotel and conference center. In addition there is a techno park, an office complex as well as manufacturing facilities near the campus. Some residential area apartments are utilized as off campus housing by Bilkent students. Overall, Bilkent community is the main target of nearby shopping and entertainment facilities.

The outdoor area of Bilkent campus consists of a forest of mostly pine trees and grass areas near the buildings. A water reservoir between main and east campuses offer a nice but underutilized segment of the campus.

Residents of Bilkent campus include students, faculty members and their families, administrative staff, employees of service providers, short term visitors, vendors etc. Approximately 4000 students live in on campus residences, whereas faculty housing is home to almost 2000 people in 700 apartment units. Although most residents commute, there is a sizable overnight population in the campus.

The campus is connected to downtown Ankara with an extensive shuttle system, which is free of charge to members of Bilkent community. Many students, staff and visitors drive to and from the campus. On a typical day, 10000 cars/vehicles enter the campus, 5000 of them use campus parking lots. Others leave the campus after dropping off their passengers or loads. The campus roads between the main gate and south west entrance are increasingly used by transit traffic.

Details of student population, staff members and physical facilities are provided in the Appendix I.

ii. A pilot study of Bilkent University campus quality of life.

In April 2008, a survey measuring Bilkent University students' quality of campus life was conducted by Assist. Prof. Ahmet Ekici, from the Faculty of Business Administration.

The core of the survey instrument included several items measuring satisfaction with college life overall, satisfaction with the academic aspects of college life, satisfaction with the social aspects of college life, and satisfaction with the college facilities and services. Responses to all satisfaction measures were captured on 5-point rating scales with anchor points ranging from "1- very dissatisfied" to "5- very satisfied." Students were also given the opportunity to choose "0- no opinion" option, where appropriate.

The sample of this study (n= 203) mainly included (sophomore, junior, and senior) students from the management and engineering departments of the university. Approximately 55 percent of the sample was female, 75 percent lived off-campus, and 80 percent was non-scholarship students.

The results revealed that the students were generally satisfied with overall quality of campus life as well as with academic and social lives (See figures 1, 2, and 3 in Appendix II). Furthermore, overall satisfaction with quality of teaching, perceived reputation of the university and perceived reputation of the professors were found to be high (See figures 4, 5, and 6 in Appendix II).

With respect to specific services and facilities offered by the university, students appeared satisfied with library, sports center, health center, the bookstore, campus safety, transportation services, and availability of technological systems (See figures 7-13 in Appendix II).

In addition, students appeared relatively less satisfied with university-wide sports activities, experiences related to club activities, concerts and theaters (See figures 14-17 in Appendix II). It was also observed that approximately 25 percent of the sample had not been in a theater play on campus.

Finally, the results revealed that, at the time of the data collection, students were generally dissatisfied with food services (including quality of food, quality and variability of facilities, Figures 18-22 in Appendix II), parking (Figure 23 in Appendix I), on-campus entertainment facilities (Figure 24) and student housing. The students were particularly dissatisfied with the overall quality and the maintenance of dormitories (Figures 25-26 in Appendix II).

Overall, the results of the 2008 study are in line with the focus group study conducted, and the feedback received from the students as a part of the on-going strategic plan development activities.

iii. Views and suggestions of stakeholders

Various means of feedback mechanisms have been employed to get the opinions of the university stakeholders. Individual feedback has been obtained through email and social forums. There has been a Rector's forum at the Bilkent Information Systems. Students, academic and administrative personnel and all others in the forum have been contributing to this platform. The messages have been categorized according to the topic. Our committee has focused on the topics that are related to the quality of life at Bilkent.

In addition, we conducted focus group studies with the three main stakeholders of our university. These focus group studies were carried out on the dates given below:

- Student focus group on May 7th 2012.
- Administrative personnel focus group on May 14th 2012.
- Academic personnel focus group on May 18th 2012.

All focus group studies were moderated by the members of our Committee. Participants were asked to focus on the institutional strengths initially and areas to be improved afterwards. Below is a summary of the points raised in each of the focus group study:

Academic Personnel Focus Group Study:

Academic personnel express that they find many areas quite satisfactory in terms of the quality of life in the campus. Mainly they are happy with the library facilities, sports facilities, green landscape, housing, transportation, security and health services.

However, they feel that there needs to be some improvement mainly in food services, dormitories (especially for graduate students), classrooms, and offices. They also feel that campus needs more artistic and aesthetic works, more improvement in land space, roads and pavements around the faculty housing, more sports facilities such as swimming pool, more outdoor activities areas and improvement of social life in the campus especially in the east campus. They suggest that a facility having restaurants, shops, pharmacy, banks etc under one building is needed. They feel such a facility will bring faculty and students together resulting stronger social bonding.

Administrative Personnel Focus Group Study:

Administrative personnel find the campus green and clean. They are also happy with the benefits supplied to them by the university such as savings fund, lunch tickets, and English language courses. They expressed appreciation for the information meetings by the university administration.

They feel that there needs to be more cultural and social activities to increase the interaction among the staff. They also ask more support from the university to facilitate solidarity among the stakeholders in the campus by giving a friendly atmosphere. In addition, they need more outdoor social activities, a social building, more variety of cafeteria and food facilities. They are particularly keen on the improvement of their financial conditions, such as salaries, overtime payments, and kid's schooling costs. They want to see improvement in the work conditions. For example, having a fair performance evaluation system, clear career paths, and equal pay for equal work, and fair overnight shifts.

They prefer to have after school study facility for their elementary school kids during the office hours, orientation program for the new staff, more professional training. Finally, they emphasize the importance of having better communication with their directors and university administration.

Student Focus Group Study:

Students are happy with the location and environment in the dormitories. However, the sound isolation between the rooms is poor. They complain about the common bathroom system, difficulty in keeping them clean, and bunked bed system. They feel that better dorm facilities will attract more students to Bilkent. They think that cafeterias and other food services need to be less expensive and services could be improved in terms of selection of food, lunch time queuing, and location across the campus. They also need to see improvement in the academic buildings in terms of facilities and furniture. They want to see more air ventilation inside the sports and library facilities. They ask for more study areas in the library. They are happy with having so many student clubs, however, they want to see more financial support from the university for club activities. Finally, they want to have more outdoor living areas and social activities.

The detailed outcome of focus groups is provided in Appendix III.

b. SWOT analysis

SWOT analysis aims at finding out strengths, weaknesses, opportunities and threats faced by the university related to quality of life at Bilkent. The process for this analysis started with an initial brainstorming session within the committee members, followed by extracting key points from stakeholders using the postings in the Moodle forums, e-mail feedback and focus groups. After going over the extensive list of items, the Committee finalized the list, which is presented below.

Strengths

- Library facilities
- IT infrastructure
- Sports facilities
- Student clubs
- Transportation services
- Health services
- Overall infrastructure (housing, student residences, land, location of the campus, classroom buildings, labs etc.)
- Secure and quiet campus
- Sound financial structure
- Secure and civilized work environment

Weaknesses

- Segmented social environment
- Parking
- Food / Cafeteria Services
- Lack of indoor and outdoor common living areas
- Conference center
- Lack of swimming pool
- Inadequate graduate residences
- Quality of student residences
- Low employee morale (particularly among the administrative personnel) due to lack of career opportunities and perceived low pay
- Insufficient municipality services
- Presence of industrial (manufacturing) companies near the campus

Opportunities

- Bilkent as a trademark
- Further development possibilities in the campus
- Ongoing subway development system near the campus
- Presence of international faculty and students

Threats

- Superior physical facilities of other universities
- Deterioration of buildings and physical facilities on campus
- Increase in traffic and urbanization of nearby neighborhoods

3. Goals and Strategies

After deliberating the present situation, various feedbacks received from the stakeholders and the resulting SWOT analysis, the Committee has identified two main goals towards improving the quality of life at Bilkent. Each goal is followed by major strategies with several action items. Finally, basic performance indicators for each strategy are discussed briefly.

Goal 1: Improving the quality of campus living space.

Strategy 1: Expand physical facilities in order to provide effective and responsive support and services.

Actions:

1. Expansion and/or revision of physical facilities of the campus are a critical element for improvement of quality life in the campus. However, expansion/revision in the campus has to be based on a master plan, rather than an ad hoc approach. "A campus master plan is a physical manifestation of a university's strategic plan. At its best, it is a road map for the future of a campus, and becomes a crucial tool in confirming that short-term projects are working in conjunction with long-term plans and goals. Without it, each decision made about a campus' facilities --from new buildings to renovations to infrastructure improvements --is made in isolation, without a bigger vision in mind. And a good campus plan builds in flexibility, so that it can accommodate shifting academic priorities and economic conditions."1

According to this master plan, old and non-functional buildings will be classified as "demolish and reconstruct" or "renovation". Similarly, there might be some functional re-allocations, re-planning and re-distribution of facilities over the campus. The success of this master plan depends on a reasonably well estimation of the needs, preferences, goals and budgeting. The definitions of these are time varying, thus dynamic. During a period of planned development activities, careful measures of satisfaction and success should be applied before going to the next step. Depending on the developments that are not controllable by the university, or as a natural evolution process, change in needs and/or goals are bound to occur, a dynamic readjustment process should be active, which not only requires a measure of the current success level, but a re-adjustable path to follow if necessary.

2. New food courts/services (main and east campus, preferably open for 24 hours). Marmara Restaurant should be rebuilt by considering current needs. Also instead of the existing Kıraç-Speed Restaurants, some new cafeterias and fixed menu restaurants might be built or rebuilt. This might be very effective considering the dense student population, central location, as well as its being a social gathering place for students. But, the planning, scale and the operational organization of such a new redevelopment should consider other factors such as the proximity to the dormitories (possibly a positive factor), and the proximity to the educational facilities (possibly a negative factor). The effectiveness of this decision is totally dependent on the careful planning of the facilities.

3. New scattered food services (such as mobile fast food services with salads and fruits). Some mobile van type fish, meat ball, etc. fast food facilities might be popular on the campus. This is a tradition in the European, and more significantly, in the American universities. Yet these vendors must have a unique specialization and serve for a specific taste, otherwise they shall be merely poor copies of the stationary food facilities that are scattered on the campus.
4. New buildings for common social facilities (including conference center, shopping, student clubs, faculty lounge etc.). The planning for a conference center might be an effective way to gather people on campus. If the conference center can be operated professionally, it will be an attraction center not only for campus, but the neighboring community, if not the city. Many facilities such as the faculty lounge, social gathering spaces, food facilities, and spaces for festivities, concerts, theatrical performances, art shows, and movies might be incorporated within this concept. Not to mention that the conference halls might serve as large and comfortable lecture halls for crowded classes, academic activities such as invited talks by well established scholars. The current center at the Faculty of Art, Design and Architecture is almost full-time occupied and started to fall short of the needs. Only the activities of the student clubs, company presentations and alike consume most of the service time that can be offered.
5. Student Center. For some of the items mentioned in items 2, 3, 4, and 5, some planning might be made for the current Kiraç-Speed location. If this building can be planned to serve some of these needs, a continuous daily activity within students' life on campus can be achieved due to the central location of the current Kiraç-Speed facilities. But for major and/or daytime festivities involving crowds, its central location is a disadvantage and thus a need for a slightly off center development needs serious consideration. Such activities might be scheduler for the conference section. Both of these facilities, if approved, need plenty parking space.
6. Swimming pool. In the medium term, a swimming pool near the dormitories' sport hall might become a very commonly used place by the campus residents.
7. New supermarket in east campus faculty and student housing areas (main and east campus). For the new motivations for market, housing and social gathering planning, a careful study of the correlation of these needs must be analyzed before proceeding with the physical planning. Sometimes duplications, thus redundancies are introduced by hasty developments. This topic will be further examined in the following sections.
8. Planning new hiking trails by the reservoir and the forest. The walking paths, and if trees and ground conditions permit, biking routes will be most likely very attractive. The planning of such paths can be enhanced by some extra facilities such as physical training stations, picnic grounds, and mobile food services, resting and possibly gathering spots.
9. A general purpose academic building can serve for providing classrooms and offices for service departments, transient faculty, and relocated faculty and staff during renovations. Such a facility could also be helpful for part-time faculty, special project groups, university centers as well as some administrative units.

10. Number of open space areas should be increased. Number of indoor tennis or other sports courts can be increased. Some smaller social gathering spaces might also be distributed over the campus.
11. Most of the administrative units can be collected within one building. The current situation is not very effective. This facility might also contain some halls, meeting rooms, and alike, for official guests, administrative meetings and small official ceremonies. Another issue that needs lots of space is the archiving functions that could be incorporated to this building.

Performance Indicators:

- Steps taken towards the preparation of a campus master plan.
- Projects for various expansion ideas discussed in action items.

Strategy 2: Provide facilities that foster student; academic and administrative staff interaction and relationships

Actions:

1. Improving student- academic staff relations with one-to-one meeting settings.

Performance Indicators:

1. Number of projects related with the action item

Strategy 3: Improving current physical and social facilities

Actions:

1. Installing proper signs throughout the campus for both indoor and outdoor spaces.
2. Make exterior heat insulation to old buildings (decided as renovation according to master plan) and use sustainable materials during the renovation.
3. Renewing old campus infrastructure. Domestic water pipelines and waste water collections systems should be renewed according to current standards and future needs. There is no storm water collection system in the campus. This system should be designed according to master plan (MP) findings and suggestions. Also central heating plant cannot produce heat efficiently. The system should be upgraded by considering future additions such as east campus.
4. Since our land topography is very suitable, some closed car parking might be built at some suitable places such as at the ramp land of Kirac-Speed. These ramp-parks may operate based on daily/hourly fee.
5. Renovating or reconstructing of faculty and student housing according to MP's findings.
6. Renewing general landscape, roads and sidewalks according to MP's findings.
7. There are too many traffic signs in the campus. The number of traffic signs might be decreased accordingly.

8. The car and pedestrian circulation in the campus area might be redesigned according to the MP. (pedestrian priority is the principle in new campuses around the world)
9. Speed bumps on the roads should be reconstructed according to the standards and should have same height all over the campus.
10. Using high quality and sustainable construction materials in new buildings. Using inexpensive and low quality materials result in higher maintenance and operational costs in the future.
11. A campus wide emergency phone number (like x-6666) should be promoted everywhere, including the web page, bulletin boards and signs throughout the campus.
12. Library should be renovated according to new requests (e.g. electronic resource center, and new study rooms).
13. Making healthier choices in food services (such as black flour, brown spaghetti).
14. Improving student housing services (such as providing a better sound isolation, better cleaning services)
15. Extending ring shuttle service hours to include weekends and after 18.00 pm at week days.
16. Renovating and increasing parking areas.
17. Renovating outdoor common areas by putting more tables and seatson the green fields
18. Enrichment of campus with art works and music.
19. Traffic arrangement of secondary gates and surrounding (Bilkent High School and Elementary school create an extra traffic jam problem especially in the morning and afternoon. These problems should be considered during MP study.
20. Arranging festivals.
21. Renovating some classrooms (such as replacing chairs with built in tables).

Performance Indicators:

- Number of action items listed above which were implemented, or for which a project is prepared.

Goal 2: Improving the quality of academic and work life in the campus.

Strategy 1: Enhancing the academic and work environment.

Actions:

1. Provide library to be open for 24 hours for studying: The concept of a library is changing in accordance with the technical developments. Most of the material, especially journals, is now in digital format. This actually is an incentive to extend the library hours since it is not necessary to have the full staff of the library to be available at extended hours. Library is becoming more of a place to study comfortably, in a silent and pleasant environment. This might require redesigning some of the spaces, making more space, digitally well equipped, for people to study. A security camera system and a minimal amount of staff will then possibly be adequate to run the facility on a 24 hour basis.
2. Accessible buildings for disabled persons: Many of our facilities are unfortunately not very friendly to the disabled. This is a weakness, since designing for the disabled is not only a necessity, but also required by building codes. Adjusting these buildings to fit the requirements is not very trivial, sometimes major reconstruction might be required. There are many types of equipment available at least to have some basic remedy to the problem, such as chairs that climb up on the railings of staircases, special elevators, etc. It is advisable to study each building one by one by experts to produce solutions. All the prospective buildings however, must undergo a thorough evaluation at the designing stage to make sure that they contain sufficient measures for the handicapped. One must not forget that it is not only making a building accessible, but usable as well, including toilets, seating equipment, sports and dining equipment, furniture and alike.
3. After school study room for the children of staff: Children of staff usually leave school before their parents' work hours. There is a certain amount of time during when the children need to be attended. This can be done by designing a special facility where some specially trained people can make use of this period to the advantage of the children. It will not be a good idea to turn this time slice to further force the children to do their homework, even though, for those willing, can by all means do so. But a method of educating through entertainment might enhance the children's learning in music, plastic arts, watching movies, or playing games.
4. Improving the campus wide announcement system such as using display panels, utilizing smart phone apps for campus-wide information and announcements.

Performance Indicators:

- Number of action items listed above which were implemented, or for which a project is prepared.

Strategy 2: Improving social interaction among stakeholders.

Actions:

1. Strengthening social relations among academic and administrative staff by annual social events, sports activities: Motivation of the personnel can be enhanced by providing opportunities for participating in social and sportive events. To this end, the university can re-establish social events such as the end-of-the year celebrations. According to the feedback collected as a part of this strategic planning process, particularly administrative and support personnel were overly satisfied with the past year-end celebrations, and it appears that re-establishing these events would result in greater satisfaction with their work and social lives. Considering the large body of administrative and support personnel, these events can be organized in multiple times (allowing smaller groups in each event)
2. Making the student council more effective (such as improving the relations between clubs and the council).
3. Distributing the budget fairly among the student clubs.
4. Encouraging campus employment for students in the campus for students: Currently, the students earn money when employed by the recruitment office, dormitories, and/or particular research projects. The university can provide greater opportunities for students who want to earn money based on part-time work. Potential places of work may include library, sport center, bookstore, and other privately-owned commercial entities on campus (i.e. restaurants and cafes). The university web-site can include a feature on “on-campus job opening announcements” to help student find on-campus work. Both university service departments (e.g. library, dormitories, sport center, and etc.) and private entities can post their part-time openings through the university web-site.
5. Encouraging communication platform among staff: The feedback received from the university personnel points out a need for a common communication platform to share personal and professional news and developments. Given the technological developments, this platform can be in the form of a “social media” (such as Facebook or Blog) and administered by either the Personnel Office or a volunteering personal. Important personal and professional news and announcement such as marriages, birth, death, promotions, upcoming events, as well as featured sections on different departments and administrative offices can be communicated via this platform.
6. Providing recognition and symbolic monetary support on special occasion such as marriage, birth, and loss of an immediate family member: The university personnel would like to “feel” that their employer (i.e. the university) cares about what happens in their personal lives, as well as in their professional lives. Such a feeling (of compassion) can be demonstrated by financial and non-financial recognition of employees’ important personal occasions such as marriage and a loss of an immediate family member. More specifically, the university can buy a gift (one full-size gold coin) for the employees in the events of marriage and birth of a child. On behalf of the university, this gift can be handed in by the director of the particular department as a part of a small celebration gathering. In the event of a death of an

immediate family member (spouse, child, mother, father), the university can transfer the monetary value of a full-size gold coin to the employer's salary (bank) account.

Performance Indicators:

- Number of new projects related with action items stated above.

Strategy 3: Enhancing the working conditions.

Actions:

1. Fair performance evaluation system: Administrative staff represents one of the core assets of the university. Establishing a fair and transparent performance evaluation system with annual feedbacks will most likely make administrative staff work efficiently. Transparent and fair performance tracking is not only a matter of efficiency, but it is also a matter of equity. Transparency of both the workload policies and expectations from administrative staff performance will also ensure greater quality.
2. Establishing a clear career advancement path for administrative personnel: Establishing a clear career advancement path for administrative staff is also in relation with efficient work and improvement in administrative services. A clear career advancement path will make administrative personnel feel appreciated for their work. A clear career advancement path might prevent administrative staff from seeking new jobs with better conditions, thus increasing the number of experienced staff.
3. Improving the current compensation system: According to the feedback received from the personnel, there are three main issues related to salaries that create a sense of "unfairness" which, in turn, have the potential to reduce employee morale, satisfaction, and quality of life: 1- wages are low (lower than many other positions available at other universities); 2-different salaries are given for the same job description (i.e. people working in the same department are receiving different wages for the same job); 3-performance evaluation system is not transparent, and hence, not fair. In order to deal with the perceptions related to first two points, the university may employ a "fix salary raise" for a few periods until lower wages are raised to a relatively high level. A fix salary increase (instead of percentage increase of the base salary) would result in (percentage-wise) a higher salary raise for low paid personnel. In order to deal with the third issue, the current performance evaluation system should be reviewed, implementation of the system by the department chairs and directors should be studied, weaknesses and implementation-related inefficiencies should be identified, and necessary corrections and improvements should be made.
4. Means to keep retired personnel connected to the university: Means to keep retired personnel connected to the university might be sharing some of the advantages of present personnel such as private health insurance, making discounts on products and services of university companies. Keeping retired personnel connected to the university might also help present personnel to feel more integrated to the university's assets and services.

5. Providing professional development programs: Providing professional development programs will support administrative staff development and improve the quality and performance of administrative units. If these programs are continuous and are focused on a wider range of responsibilities, they will help to provide greater opportunities for staff and professional growth as well as to create opportunities for the university to adjust working conditions.
6. Organizing orientation programs for new administrative staff.

Performance Indicators:

- Number of new projects related with action items stated above.

Appendix I: Descriptive Information for Bilkent University.

Table 1: Full-Time Academic Personnel

Full-Time Academic Personnel	Prof.	Assoc. Prof	Asst. Prof	Inst.	Total	Gender				Total
						F	M	F %	M %	
Faculty of Education	1	1	3	11	16	7	9	0.44	0.56	16
Faculty of Science	19	19	15	9	62	15	47	0.24	0.76	62
Faculty of Art, Design and Architecture	5	2	19	37	63	35	28	0.56	0.44	63
Faculty of Law	15	3	7	2	27	8	19	0.3	0.7	27
Faculty of Economics, Administrative and Social Sciences	11	15	44	18	88	30	58	0.34	0.66	88
Faculty of Humanities and Letters	3	4	21	40	68	36	32	0.53	0.47	68
Faculty of Business Administration	4	7	13	8	32	19	13	0.59	0.41	32
Faculty of Engineering	32	13	21	11	77	16	61	0.21	0.79	77
Faculty of Music and Performing Arts	2	0	6	73	81	34	47	0.42	0.58	81
Graduate School of Educational Science	1	0	5	3	9	6	3	0.67	0.33	9
Vocational School of Computer Technology and Office Management	0	0	1	6	7	5	2	0.71	0.29	7
School of English Language	0	0	0	272	272	222	50	0.82	0.18	272
Vocational School of Tourism and Hotel Services	0	0	0	2	2	1	1	0.5	0.5	2
School of Applied Technology and Management	1	2	4	34	41	22	19	0.54	0.46	41
School of Applied Languages	2	0	6	14	22	10	12	0.45	0.55	22
Total	96	66	165	540	867	466	401	0.54	0.46	867
%	0.11	0.08	0.19	0.62		0.54	0.46			

Gender	#	%
Female	466	54
Male	401	46
Total	867	

Table 2: Student Numbers

Number of Students	Undergrad				Master				Ph.D				Overall Total			
	Female	Male	% Female	% Male	Female	Male	% Female	% Male	Female	Male	% Female	% Male	Female	Male	% Female	% Male
Faculty of Education	62	58	0.52	0.48	110	32	0.77	0.23	5	1	0.83	0.17	177	91	0.66	0.34
Faculty of Science	397	310	0.56	0.44	53	56	0.49	0.51	61	63	0.49	0.51	511	429	0.54	0.46
Faculty of Art, Design and Architecture	839	412	0.67	0.33	36	12	0.75	0.25	20	2	0.91	0.09	895	426	0.68	0.32
Faculty of Law	497	361	0.58	0.42	14	5	0.74	0.26	9	7	0.56	0.44	520	373	0.58	0.42
Faculty of Humanities and Letters	296	124	0.70	0.30	23	7	0.77	0.23	18	6	0.75	0.25	337	137	0.71	0.29
Faculty of Business Administration	461	449	0.51	0.49	48	86	0.36	0.64	7	10	0.41	0.59	516	545	0.49	0.51
Faculty of Economics, Administrative and Social Sciences	1218	1144	0.52	0.48	62	42	0.60	0.40	86	69	0.55	0.45	1366	1255	0.52	0.48
Faculty of Engineering	775	1881	0.29	0.71	67	153	0.30	0.70	14	130	0.10	0.90	856	2164	0.28	0.72
Faculty of Music and Performing Arts	55	53	0.51	0.49	2	3	0.40	0.60	5	4	0.56	0.44	62	60	0.51	0.49
Schools / Vocational Schools	668	1199	0.36	0.64	2	0	1.00	0.00	0	0			670	1199	0.36	0.64
Total	5268	5991	0.47	0.53	417	396	0.51	0.49	225	292	0.44	0.56	5910	6679	0.47	0.53

Students	Female	%	Male	%
Grad students	642	48	688	52
Undergrad students	5268	47	5991	53
Overall Total	5910	47	6679	53

Table 3: Administrative Personnel

Gender	#	%
Female	320	42
Male	455	58
Total	775	

Table 4: Facilities (in total)

Number of classrooms and total classroom area (in square meters)	457; 22,058 m ²
Total student capacity of the classrooms	13,473 students
Number of laboratories	168
Number of studio	127
Number of reading rooms	14
Outdoor and indoor sport facilities	11 (4 indoor, 7 outdoor)
Number of conference hall and capacities	15; 6,776 person
Total indoor and outdoor places (per student)	Total indoor area: 506 875 m ² Indoor area/Student: 41.26 m ² Total outdoor area: 2,976,279 m ² Outdoor area/student: 236.42 m ²

Table 5: Main and East Campus Building Areas

Building Groups	Main Campus m²	Percentage in sub-total	East Campus m²	Percentage in sub-total	General Total m²	Percentage in general total
Education buildings	165,583	82,95	34.025	17,05	199.608	39,32
Administrative, social and sports buildings	53.230	78,99	14.155	21,01	67.385	13,27
Housing	149.805	80.24	36.896	19,76	186.701	38,69
Dormitories	71,184	77,14	21.090	22,86	92.274	18,17
Project buildings	15.388	100,00	0,00	0,00	15.388	3,03
BLIS buildings	0	0	23.957	100	23.957	4,72
Private Bilkent school buildings	0	0	16.996	100	16.996	3,35
General total	381.670	75,18	126.029	24,82	507.699	100,00

Table 6: Dining Services

Number of cafeterias in main campus	26
Number of cafeterias in east campus	11
Number of food and drink automate	97
Total capacity of cafeterias and total (in square meters)	5,232 people / 15,818 m ²

Table 7: Dormitories/Housing

Number of dormitories /capacity	26 building / 3,932 student
Housing	Total 62 building with 759 apartment units and 1,512 people (2010-2011)

Health Centers: 2 health centers at Main Campus and East campus. Main and East Campus Health Centers offer the services of three specialist, seven general practitioners, five nurses and one paramedic. The Student Health Centers provide services, by appointment only two gynecologists, two ophthalmologists, two psychiatrists, a dermatologist, an orthopedist, a dentist, a pediatrician, a radiologist, an ENT specialist.

Services Provided:

- Prevention against contagious diseases
- Medical examinations and first aid treatment
- Referral of patients to a specialist or hospital, if necessary
- Supervision of patients' recovery in certain cases and provision of relevant medical services
- Conducting research into the environmental health conditions on campus and reporting the results to the university administration
- Health education programs to students and staff on general medical and health issues and first aid (providing certificates for the first aid education by the government health authorities),
- General check-up for students, if necessary.

Appendix II: Figures of the 2008 pilot study.

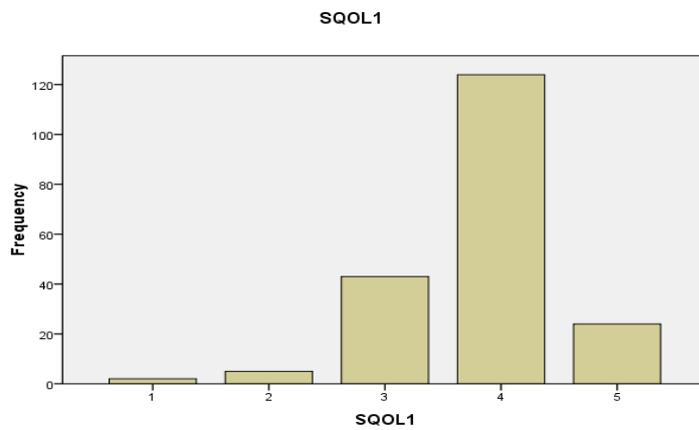


Figure 1: Satisfaction with the overall quality of student life at Bilkent

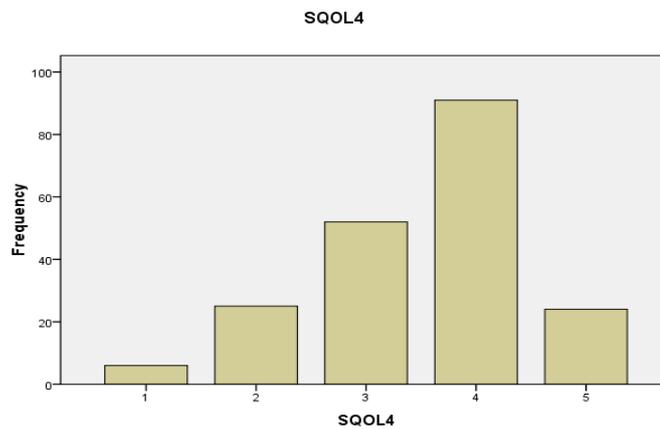


Figure 2: Satisfaction with the overall quality of social life at Bilkent

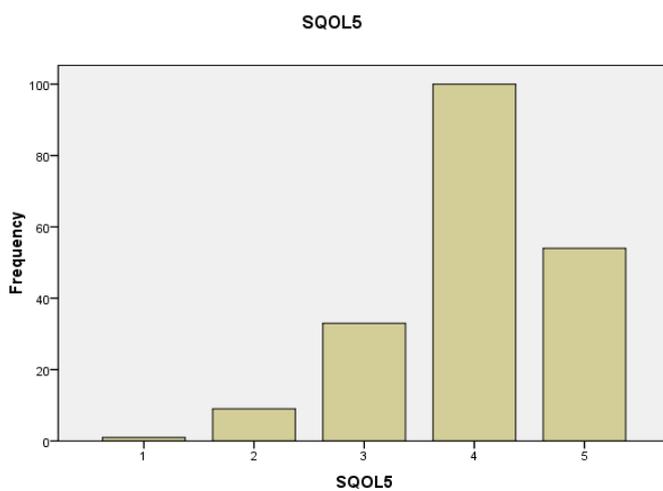


Figure 3: Satisfaction with the overall quality of academics at Bilkent.

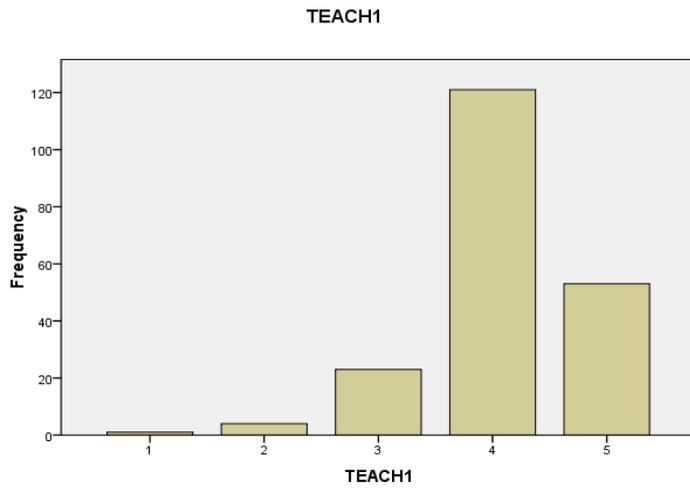


Figure 4: Overall satisfaction with quality of teaching

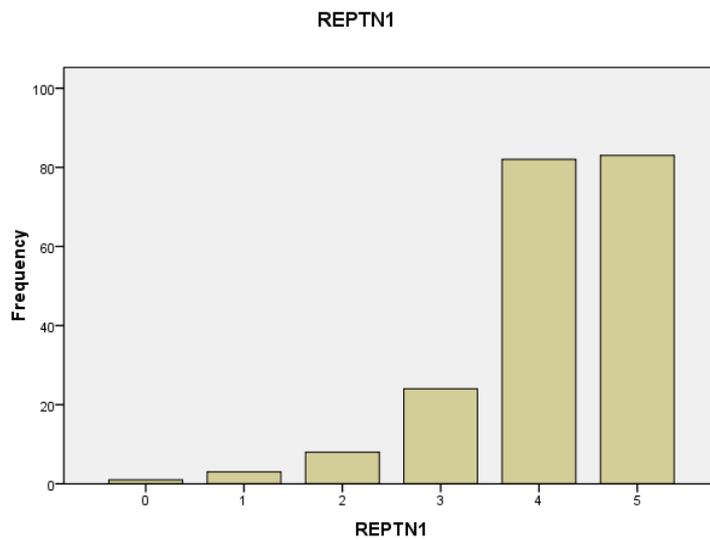


Figure 5: Reputation of Bilkent University

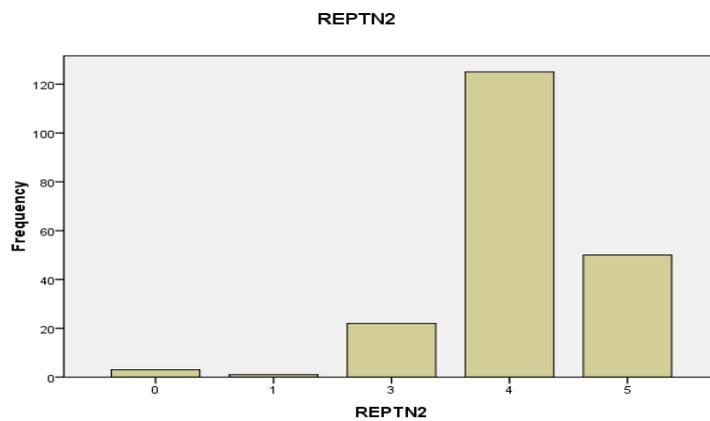


Figure 6: Reputation of the professors

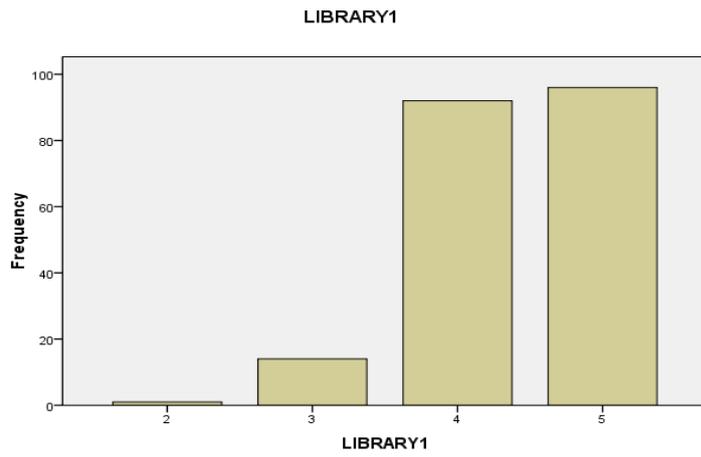


Figure 7: Overall satisfaction with library services

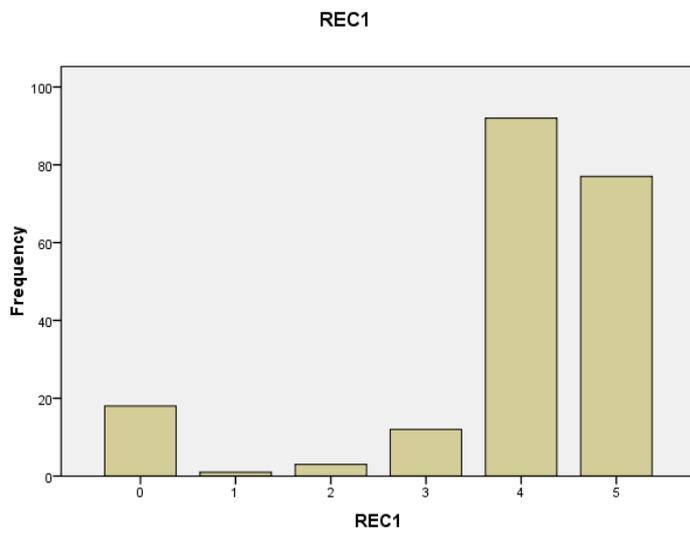


Figure 8: Overall satisfaction with the sports center

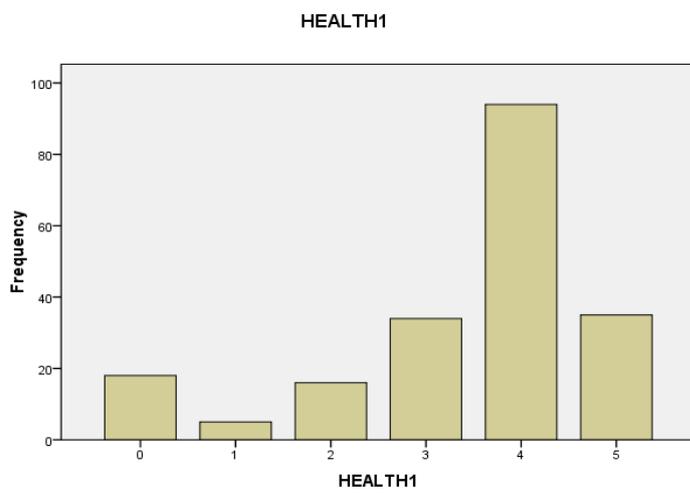


Figure 9: Overall satisfaction with health center services

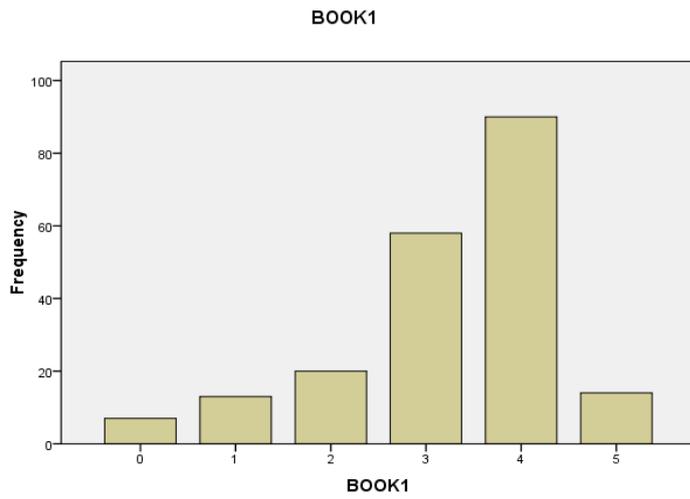


Figure 10: Overall satisfaction with the bookstore

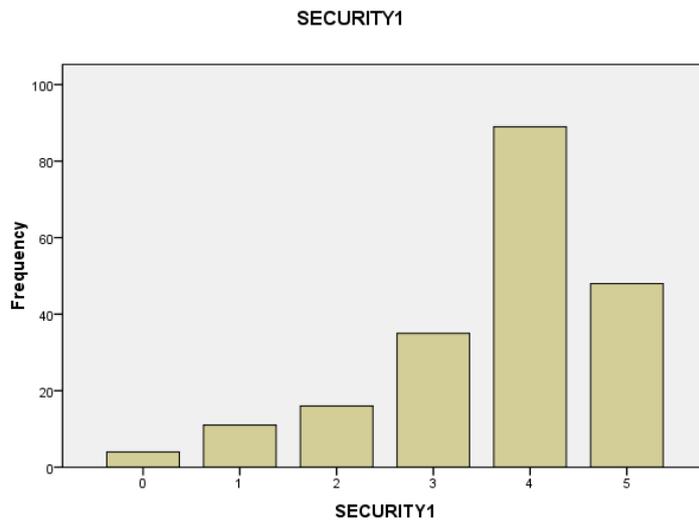


Figure 11: Satisfaction with campus security

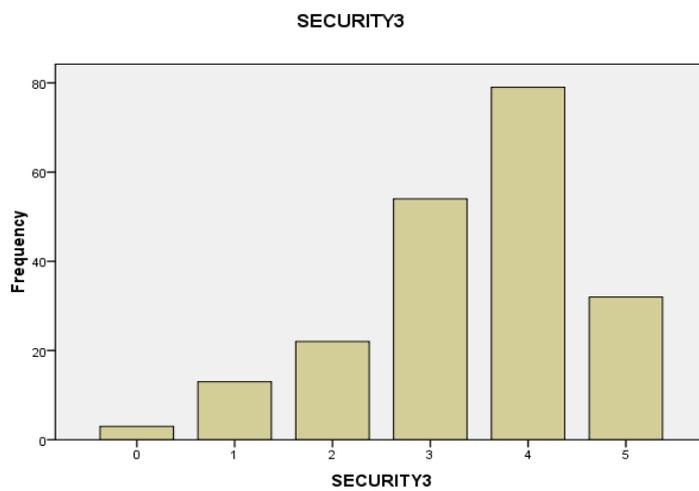


Figure 12: Overall satisfaction with campus transportation

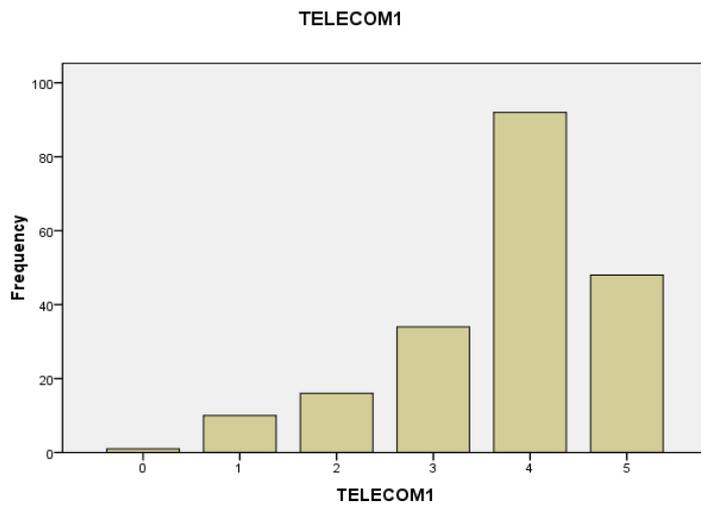


Figure 13: Satisfaction with availability of technological systems

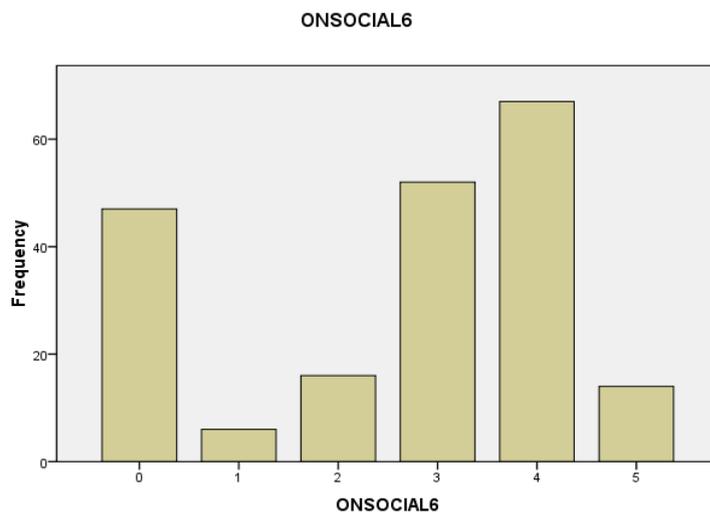


Figure 14: Satisfaction with on-campus sports activities

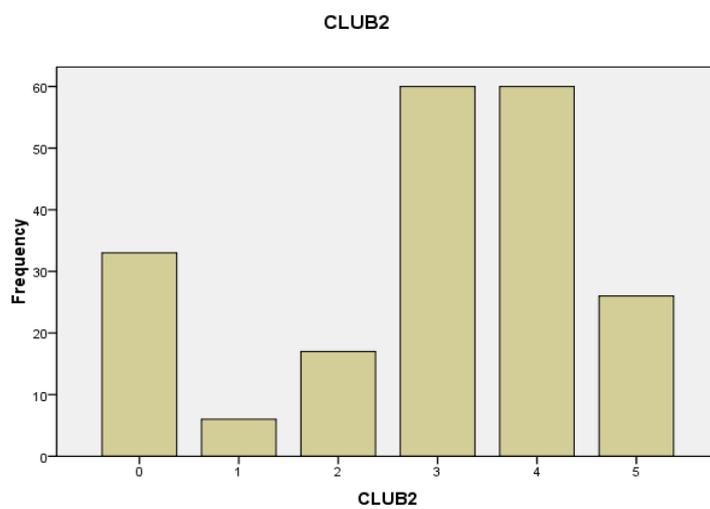


Figure 15: Satisfaction with club experiences

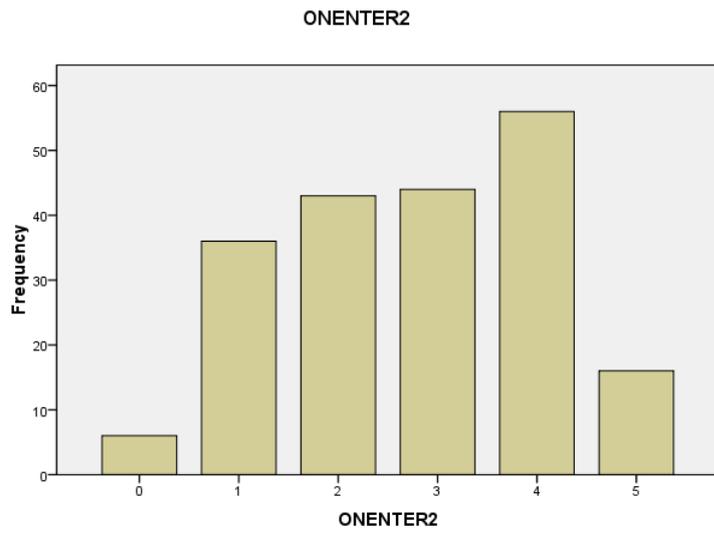


Figure 16: Satisfaction with concerts

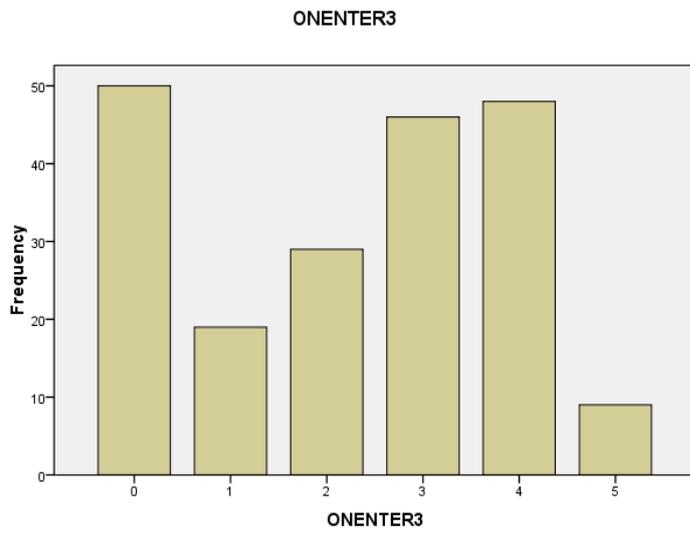


Figure 17: Satisfaction with theater arts events

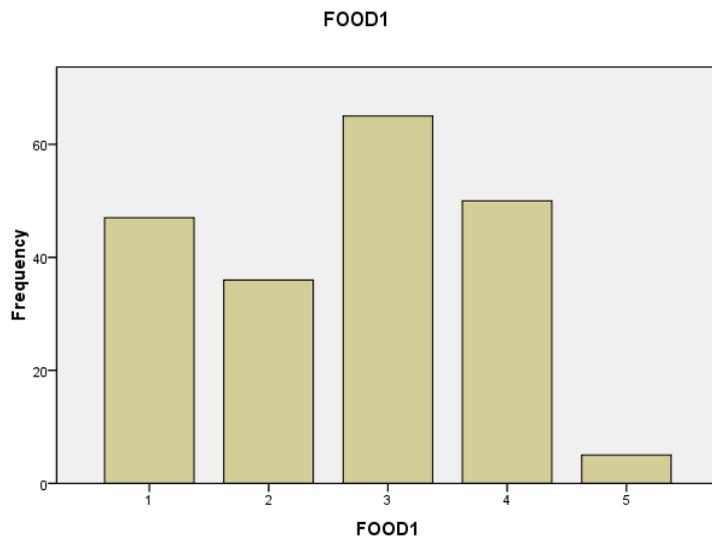


Figure 18: Satisfaction with food services, overall

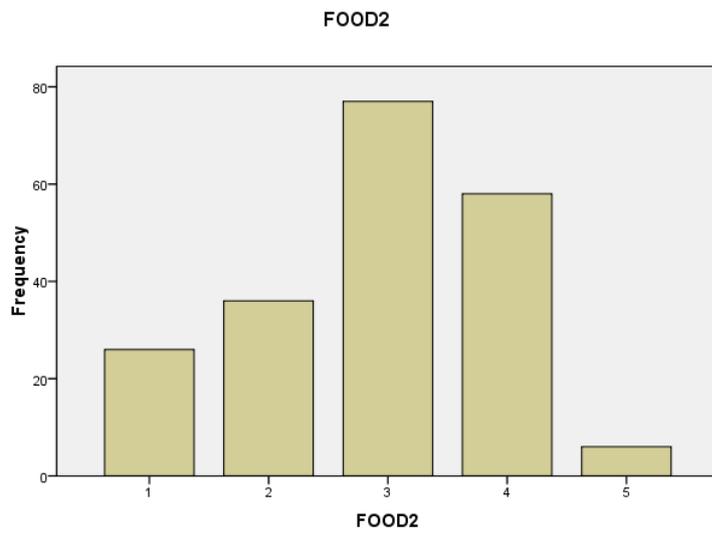


Figure 19: Quality of food at Bilkent University

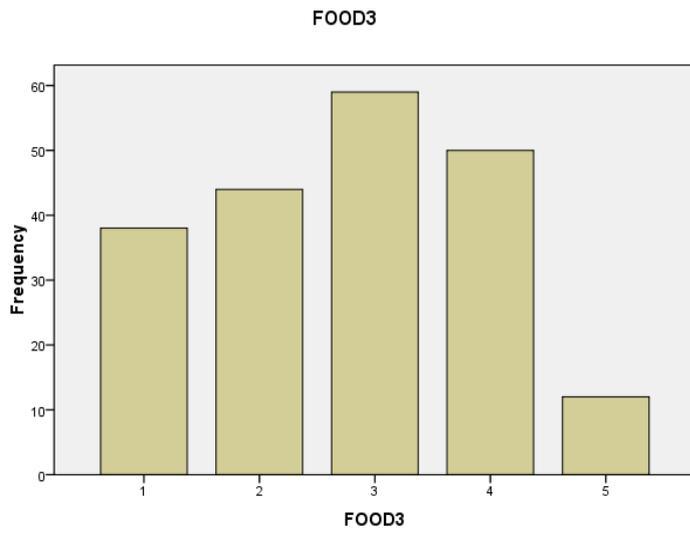


Figure 20: Satisfaction with variety of food options at Bilkent University

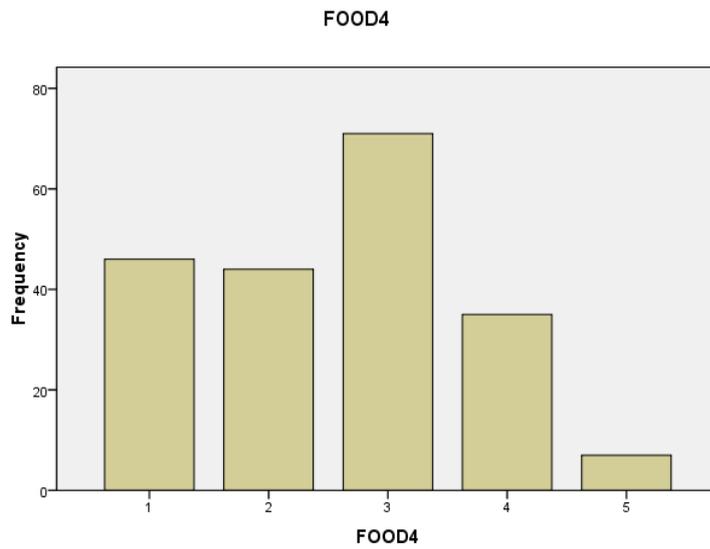


Figure 21: Satisfaction with on-campus eating facilities

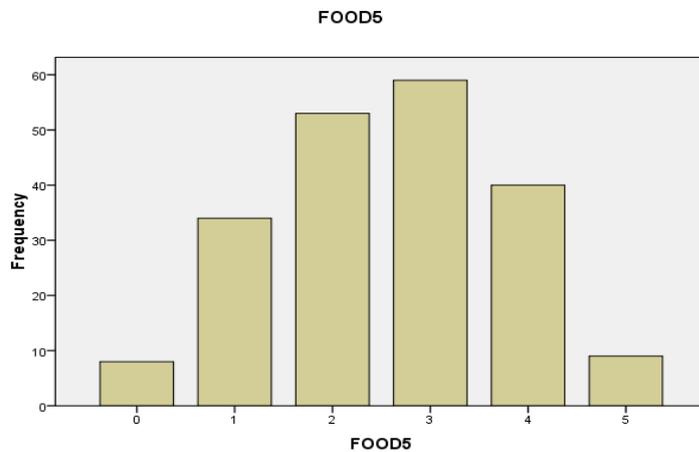


Figure 22: Satisfaction with convenience on-campus fast food

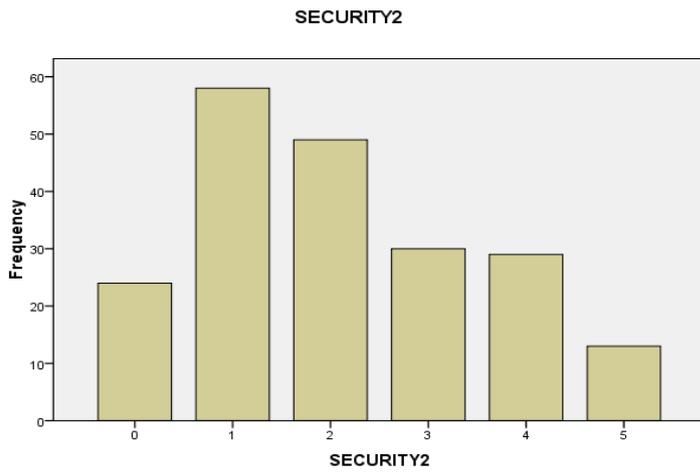


Figure 23: Satisfaction with the parking situation on campus

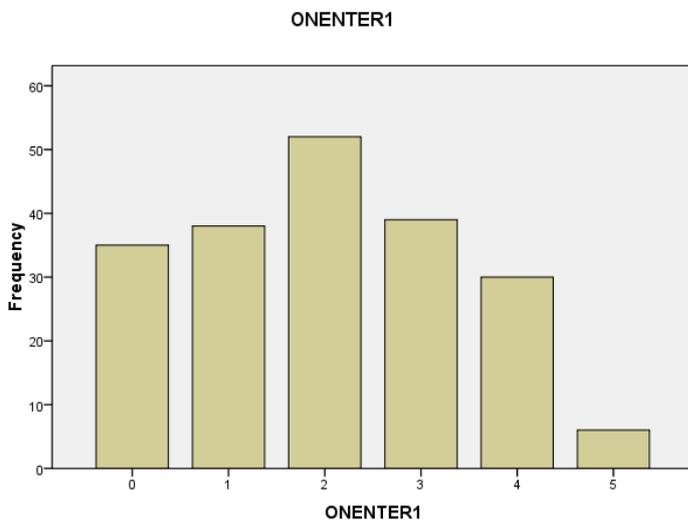


Figure 24: Satisfaction with the entertainment outlets on campus

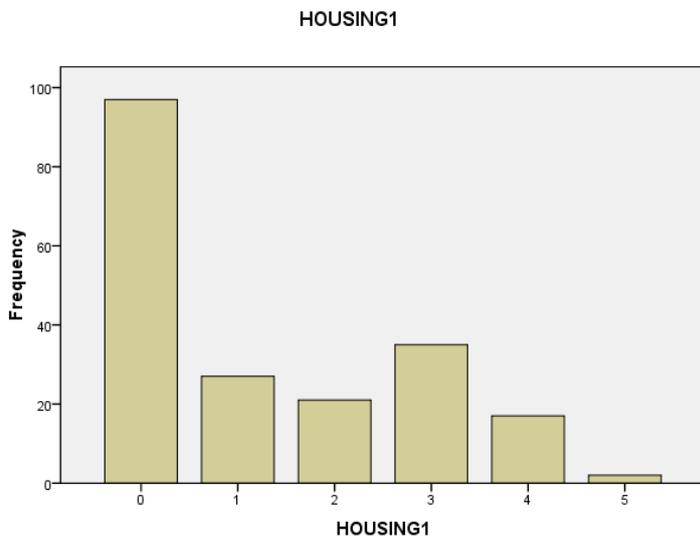


Figure 25: Satisfaction with the quality of student housing

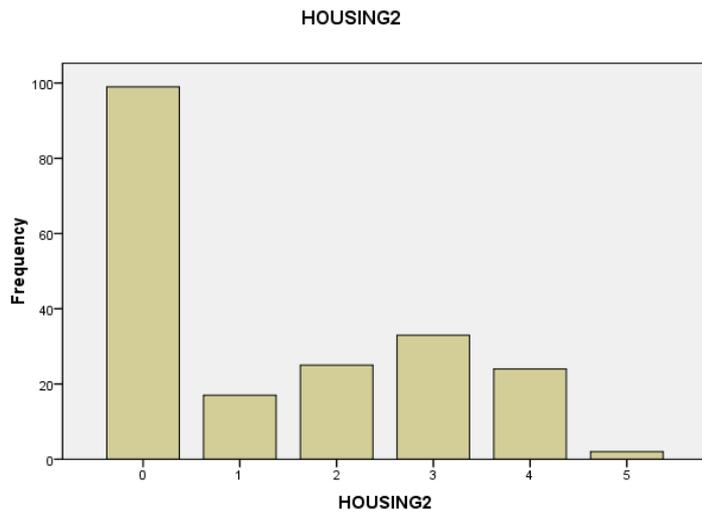


Figure 26: Satisfaction with maintenance of student housing

Appendix III: Points raised in each of the focus group study.

Academic Personnel Focus Group Study:

Moderators: Ayhan Altıntaş, Leyla Yigit

Participants: Ülkü Gürler, Örsan Öрге, Ayşe Çelikkol, Ece Göztepe Çelebi, Kağan Korad, Sinan Sertöz, Nihat Solakoğlu, Nur Sağlam, Nazan Aktürk, Sule Pektaş, Necmi Akşit, Müştak Yavuz.

Areas which are satisfactory:

- Library facilities
- Dormitories sports hall
- Campus is green, more trees can be planted
- Housing administration services
- Picnic tables over green areas
- Transportation services
- On-campus living is quite civilized
- Security services
- Landscape architecture is good.
- Cleanliness
- Administrative personnel works with dedication and confidence
- Student study tables at various buildings
- Barrier gates at the parking lots
- East campus is more lively. Reorganization of the library and improvements on student living areas have contributed to the liveliness.
- The construction of the road connecting east campus to the main campus has been useful.
- Dormitories are generally clean and orderly.
- 2-person dorm rooms are good, but 3-person rooms can be problematic.
- Music building generally good and useful.
- Vending machines in the buildings
- Buildings are open for 24 hours
- Basic services in the campus.
- Day care in the campus is an advantage, hours are suitable
- Health services are good.

Areas which are open to be improved:

- Ring service hours
- Outside resting areas in the campus
- Social areas
- Lines in the East Campus cafeterias. Limited choices.
- Marmara restaurant is not in good shape.
- A better fixed menu cafeteria is needed which will improve social life quality of scholarship students.
- More choices are needed in fixed menu cafeteria.
- More food services are needed. Food varieties are limited, all are alike.
- Food services can be guided to a healthier choices such as black flour, brown spaghetti.

- Price to quality ratio is not consistent, there appears to be no control and intervention.
- Speed and Kirac restaurants do not list the prices of food items.
- Kiosk in the East Campus is not satisfactory
- Markets in the dorms and lodgements area are needed.
- Food prices are extremely high
- There is no meeting room in the Faculty of Law
- Offices need AC
- Faculty of Engineering needs more meeting rooms.
- Campus needs artistic and aesthetic works addressing to the soul. These could be little statues, concerts, special announcement panels.
- Scholarship students can pass the preparatory school, but other students have difficulty in passing the prep school.
- East Campus students feel separated from the rest of the campus.
- East Campus cafes, food facilities are very limited.
- A food court such as in METU could be useful.
- East Campus and Middle Campus students have difficulties in catching the courses at the Main Campus due to short breaks between lectures.
- Music students at the prep school have difficulty in catching the courses.
- Renting bicycles could be a solution to limited ring services.
- Swimming pool would be useful.
- A running track around the stadium is needed.
- Area around the artificial lake could be more live by making trekking and jogging tracks around it and by planting more trees.
- Sidewalks are not very good, they are very narrow and sloped.
- Salary policy is not transparent.
- The gate at Beytepe is very primitive and unaesthetic.
- The road at the back has a heavy traffic, so a traffic light is needed at the exits.
- Campus needs more information panels.
- Common areas utilized by both students and academicians are needed.
- Student-teacher relationship needs to be improved. Students prefer to have one-to-one communication with the teachers, they are insensitive to common messages. There should be more opportunities to meet the teachers in a one-to-one setting.
- Academic units see each other as competing bodies, they are not used to support each other. Especially, in the determination of classrooms, units are very protective.
- Administrative units act like competing units .
- Some classrooms are not suitable such as G40, GB 140. Compared to other universities, our classrooms need to be improved. Students have difficulty in reading part of the boards in V building. Student chairs are not comfortable. Some are squaky.
- Some buildings have no handicapped entrances such as higher floors in G building.
- Use of smart boards can be extended. Some courses can use tablet PC s.
- Internet in G building has problems.
- Some MS/PhD courses are given over the videoconference system to students in Erzurum. This can be generalized.
- Graduate students need better accommodation facilities. They do not feel they are important, they should be cared more.

- Faculty housing in the middle campus is run down. Internet connection is problematic.
- In East Campus, faculty housing is provided only to foreign faculty members. All teaching staff should be able to use faculty housing through rotation.
- Furniture in the faculty housing is unaesthetic and unsuitable.
- The duties are given to people who are liked by the administration, not to the people who are experts. Expertise is not credited.
- Our campus needs more trees.
- There is a need for a Faculty Club to invite guests and to socialize in a comfortable, high-class environment.
- Life in campus seems to end 10:30 pm. There is no cafes or social environments open over night.
- Campus needs a common social building to make people to know each other.
- BAIS announcements can be categorized, to make them reachable to more people.
- More people could be reached through beautiful and attractive announcement panels.
- Andorid apps could be utilized for campus-wide information and announcements.

Administrative Personnel Focus Group Study:

Moderator: Ahmet Ekici, Leyla Yigit

Participants: Berna Öрге-UM, Batur Orkun-BCC, Halit Sancak-YITDB, Ali Börekci-KM, Füsün Balcı-BTBMYO, Ergin Gürbüz-ÖİM, Emine Nazlı-PM, Veli Karaaslan-YM, Ayfer Demircan-YİM, Arzu Demirtaş-MAN, Aydan Öktem-KARİYER

Strengths:

- Bilfund retirement fund is a positive indication of the caring of personnel by the university.
- Lunch tickets are useful.
- In the past, there was an annual personnel night which was useful in getting to know other administrative personnel; but recently this activity has been discontinued.
- Working environment is comfortable.
- Working in a green and clean environment is positive.
- English teaching courses not only helps to improve language abilities, but also getting to know each other. However, the course schedules are not always suitable.
- Information meetings by the university administration are useful.

Areas to be improved:

- Social relations among the administrative personnel is weak. It is generally limited to a unit, not university-wide, not even across several units.
- Administrative personnel is solely expected to do given job, not much to get involved with social activities.
- A suggestion could be a concert organization for the administrative personnel. This will help to get more social.
- A social building could be built around the artificial lake.
- Facilities such as market, pharmacy, cafe and restaurants etc. are distributed across the campus. They could be clustered in a single location.
- In the dormitories area, some lower priced food facilities are needed.
- In the East Campus area, almost no cafes and markets exist.
- Meteksan Market is expensive, there is a need for a non-profit market store.
- Salaries are low causing unhappiness and lowering motivation for high quality work. Besides no time is left for sports and exercises.
- Every year, the workload has been increasing but the number of personnel is at best fixed, causing more unhappiness.
- During economic crisis, the salaries have been kept low, but after the crises were over, they kept to be low.
- Retired personnel gets more salary, an indication of low salaries.
- Personnel knows each other by telephone and they help each other to cut the paperwork. But they never have an opportunity to meet face to face.
- University day-care facilities are expensive. Many administrative personnel cannot afford it. University should make more discount on the day-care and other school fees for the administrative personnel.
- Elementary schools finish before the office hours. A study period for the kids can be arranged at the university until the offices are closed.
- University bus service should be available for the elementary school kids also.
- There is not a social building with lower priced food.
- University does not pay the fee for the service bus of elementary school anymore.

- University companies utilize the facilities of the university but they do not make much discounts for the university personnel.
- Social building is especially needed in the summer months.
- Salaries are low to make a decent holiday program.
- University can bargain in the name of the personnel to make available discount cards from various stores which will facilitate decent holiday .
- Fees for the summer camps for the elementary school students are high for administrative personnel.
- Food prices are high in the campus restaurants.
- Marmara fixed menu restaurant is noisy, crowded but still preferred due to lower prices.
- Personnel working in the night shift are having problems in transportation, also salaries should be adjusted for the night shift personnel.
- Administrative personnel feels unappreciated for their good work.
- In religious holidays, having no celebration in the university is saddening.
- It would be easier for the university administration to solve problems among administrative personnel.
- Private health insurance personnel contribution of 30% is high, since the prices of private clinics are very high.
- Health Center services are getting lower quality. Specialists require extra fees from the personnel.
- In the Construction Department, technical leaders are not covered in the routine health check ups, but they essentially they do similar work with the other technical personnel.
- Department secretaries change often, which causes delays.
- There is an experienced team in the university, but their numbers are declining.
- Many administrative personnel get minimum wage salary, even the ones who have been working for 10 years.
- Many administrative personnel continue to work because of lack of alternative jobs. Some are searching for a new job or working after hours.
- There should be same salary for the same work.
- Performance evaluation system does not work efficiently: the salary difference between the hard working and lazy personnel is minimal.
- There should be a salary range for each position.
- The work of the lazy employees is added to the hard working employees.
- There is no feedback in the performance evaluation system; so there is no feedback for improvement.
- The workload of the positions is very dependent of the person in the position. There should be independence.
- The workload is defined on a person, not to the position.
- Appreciation of good work and giving of some awards will increase the motivation.
- Problems of administrative personnel is not given high priority by the university administration.
- In any confrontation with a student, the university administration end up favoring the student, even in the case of impolite and unrespectful behaviour of the student.
- There should be an orientation with new administrative personnel.

- Retired personnel want to be connected to the University, and share some of the advantages of present employees.
- Retired employees should be able to continue working if they wish to.
- Private health insurance should be available to retired employees.
- Administrative personnel should also be considered for on-campus housing.
- Transportation services have problems. Mostly they do not address the problem but the person who has the problem.
- Bus service routes determined according to the needs of influential people.
- During holiday periods, some administrative personnel are required to be on-duty; but there is no bus service and no extra payment.
- Usually, the attitudes of the university depends on who you are, but not according to the issue to be solved.
- The university sometimes at like a public sector, sometimes as private sector.
- Personnel should not be kept in-campus during snowstorms.
- For the employees, free courses can be organized on hobbies such as painting, music playing etc.
- Administrative personnel should be able to use dorm sports hall whenever it is open.
- A newsletter or magazine addressing the employees can be published.

Student Focus Group Study:

Moderators: Ahmet Ekici, Leyla Yigit

Participants: Efe Erdeş – MBG, Caner Odabaş – EE – Graduate, Selin Ulukök – LAW, Dide Yiğit – MAN, Melike Nur Tunalıoğlu – IR, Ece Karaca – GRA, Arzu Çalışkan – PSYC, Burak Şimşek – ME.

Dormitories:

Strengths:

- Close location of dorms
- Environment
- Facilities are satisfactory, a fridge in the rooms would be better.
- Freedom to choose the roommate is very positive.
- Dormitories are available also to those with families in Ankara.
- Social activities are very useful in getting to know each other.
- Music room is very functional for those playing instruments.
- Improvements and refurbishments of the dorms have a positive effect on student success in the courses.
- Social activities organized by the dorm administration is useful.
- A student graduated 10 years ago observed that dorm conditions have improved in the last 10 years.

Areas to be improved:

- Sound isolation between the dorm rooms is not perfect.
- Common bathroom system is not preferable.
- Facilities needs to be improved, iron beds are not comfortable, rooms are not spacious.
- Need more space for activities.
- Cleaning services need to be more effective.
- Rooms get dusty quickly, toilets need to be cleaned more often, linen change of 2-weeks is too long.
- Potential students visiting dorms with parents compare the conditions of the dorms with other universities; they expect better dorm conditions from Bilkent, common baths and toilets are generally of concern.

Transportation:

Strengths:

- Transportation services are good.
- Transportation service unit is responsive to comments.
- Service busses for students have been increased.
- Having free bus service is good.
- AC in the busses gets better.

Areas to be improved:

- Lost and found item service for the transportation needs to be improved.

Campus transportation:**Strengths:**

- Main to East Campus bus ring service is good. More service is needed in the evenings.

Areas to be improved:

- Main Campus ring service is also needed over the weekend.

Food Services:**Strengths:**

- Keeping the canteen in dorm 76 open always has been very good; one can find food at late hours.
- Opening of Marmara Fixed Menu Cafeteria in the dorms area has been very good.
- Having food facilities closed over the weekends is a problem.
- Opening of Fiero has been good due to lower prices, but it needs more items.
- Generally, food quality is better than the other universities.
- "Cafe Biz" is an example of reasonable food prices.

Areas to be improved:

- Prices are high.
- Basic food facilities are not satisfactory.
- Food in Kirac and Speed restaurants usually cold, due to having been waited outside.
- Marmara fixed menu cafeteria is narrow, crowded, has bad air ventilation.
- Limited capacity is a general problem causing longer waiting lines.
- Students go to Real for fast and quality food.
- Mobile fastfood services would be useful around the campus, such as pastries, simits, salads, fruits.
- Food in Kirac restaurant is greasy with lots of tomato paste. The oil is not of good quality as well as the food in Cafein.
- Switching from tickets to plastic cards caused loss of flexibility.

Campus/Buildings Outside View:**Strengths:**

- Lots of well maintained, beautiful grass. Green environment, close to nature.
- Pollens of poplar trees are annoying.
- Renovation of toilets in IISBF has been useful
- Placing of study tables in various buildings has been useful for individual and group studies.
- In general, campus is well maintained.
- Campus architecture is beautiful.

Areas to be improved:

- Many broken chairs inside classrooms.
- Chairs with built-in tables are annoying in the exams.
- Computers in GSMTF are quite old, cannot run programs.
 - Lack of equipments for courses such as cameras.
 - No projectors.

- Insufficient srawing and studying tables.
- Insufficient internet.
- Pronting center problematic.
- No financial support for projects.
- Insufficient, cold studios.
- Classrooms in IISB are cold in winter.
- University does not give support for equipments of mandatory courses.
- Not enough texbooks in the bookstore.
- Printing of pdf files in the computer labs are very difficult.
- Yellow lights in V building is very annoying.
- Microphones are inssufficient, low volume.
- V Building is cold, amphitheaters are noisy, inefficient.
- Scholarships for MS and PhD are insufficient, accomodation is limited.
- Well designed amphitheaters and cenerence hall are needed.
- Innsuficient halls/areas for activities.
- Insufficient autopark. Multi-storey autoparks needed.

Library:

Areas to be improved:

- Law books in the library and in the bookstore is insufficient.
- Library should be open for 24 hours for studying.
- If one does not go to the library early enough, he/she cannot find an empty table to study.
- Library becomes very hot and stuffy.
- Becomes very crowded during exam period.
- Floor carpeting makes it dusty and stuffy.
- Multimedia room is hot and stuffy.

Student Clubs:

Strengths:

- Good in terms of quantity and variety.
- Generally, rules and regulations are satisfactory.
- Lower budget forces clubs to find alternatives such as finding sponsors for activities.

Areas to be improved:

- Student council is not sufficient.
- Budget is not distributed fairly among clubs.
- Music club does not have a music studio.
- Halls, studios, sound systems, activity rooms are inadequate.

Social Life:

Strengths:

- Voluntary work in the information office helps to improve social life.
- Career Center is useful. Certificate programs have been very positive. Interview techniques and CV writing studies have been very useful.
- Easing of taking elective courses has been useful for the social life of students.

Areas to be improved:

- GE 250/251 course applications are insufficient and ineffective.
- Career Center should concentrate more on GSTMF.
- Relationship between Student Union and Clubs can be better.

Sports facilities:**Areas to be improved:**

- Gym rooms are crowded.
- Ceilings are low, inadequate air circulation, no regulations on the use of equipments.
- University does not support students involved in sports.

Campus Life:**Strengths:**

- Opening of Fiero cafe, outside seating capacity.
- Dormitory area is lively, sports and other activities are available.

Areas to be improved:

- Campus is quite dark at night.
- There is no cafes at late hours in winter time. Cafes open for 24 hours will make the campus lively.
- Among the buildings, food facilities and seats can be placed.
- There should be more outside seats.
- Grass areas can be utilized more by putting more tables.
- A social building with various activities will increase the interaction.
- Music broadcast in various locations in campus will be useful.
- More ring services are needed over the weekend.