



GÜMÜŞHANE UNIVERSITY

**ADMINISTRATIVE
ACTIVITY REPORT**

2025





The development of our nation's genius and, consequently, its attainment of the level of civilisation it deserves is undoubtedly possible through the training of professionals in high-level fields and the elevation of our national culture.

K. Atatürk



EXECUTIVE SUMMARY

Prepared in accordance with the principles of accountability and transparency established by the Public Financial Management and Control Law No. 5018, the 2025 Administrative Activity Report serves as a reflection of how effectively, economically, and efficiently our university utilizes its resources. This report, which forms the foundation of our strategic management approach, is not merely a financial statement; it is also a concrete indicator of our determination to achieve our goals and of our institutional performance.

Our university has adopted a culture of continuous improvement guided by quality criteria (Leadership, Governance and Quality, Education and Teaching, Research and Development, and Social Contribution), making it a fundamental principle to align all processes—from education and teaching to research and development—with international standards. Through our student-centred education model, we support not only the academic but also the social and cultural development of our young people, preparing them for the world of the future. Enhancing our research and innovation capacity to undertake projects that add value to regional and national development is the foremost priority of our innovative university identity.

In this process, we operate our internal control system in a dynamic structure, implementing a management model where risks are identified in advance and institutional goals are safeguarded. By incorporating the views and expectations of our stakeholders into our strategic decisions, we are building a transparent and participatory ecosystem.

I would like to thank our academic and administrative staff, our dear students, and all our external stakeholders for their contributions to the level of success our university has achieved today; I hope this activity report will be beneficial to the academic community and the public.

February 2026

Prof. Dr. Oktay YILDIZ

Rector

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**I- GENERAL INFORMATION****A- MISSION AND VISION (2023-2027 Strategic Plan)****Our Mission**

To be a university committed to nurturing individuals who are capable of critical thinking, entrepreneurial, productive, engaged, competitive, and able to continuously renew themselves both personally and professionally; to conduct research that makes a universal contribution to science; and to contribute to the development of the region and the country through all our values.

Our Vision

To become a university of choice by nurturing individuals who are capable of problem-solving and who continually renew themselves as part of the transformation in research and education.

A. AUTHORITIES, DUTIES AND RESPONSIBILITIES
a. Organisation Information:
Table 1: Dates of Establishment of the Academic Units at Gümüşhane University

		Date of Establishment	Description
Institutes	Institute of Postgraduate Education	It was established under the Rectorate of Gümüşhane University by Presidential Decree No. 4000, published in the Official Gazette dated 21 May 2021 and numbered 31487.	-
	Faculties		
	Faculty of Engineering and Natural Sciences	It was established on 11 July 1992 as part of Karadeniz Technical University.	It was transferred to Gümüşhane University on 31 May 2008.
	Faculty of Economics and Administrative Sciences	It was established on 3 October 2007 as part of Karadeniz Technical University.	On 31 May 2008, it was transferred to Gümüşhane University.
	Faculty of Tourism	The School of Tourism Management and Hotel Management, established in 2010, was converted into the Faculty of Tourism by a decision approved by the Council of Ministers on 22 April 2013 and published in the Official Gazette No. 28649 dated 16 May 2013.	-
	Faculty of Communication	It was established as part of Gümüşhane University under the Founding Act dated 31 May 2008.	-
	Faculty of Theology	It was approved by the Council of Ministers on 7 June 2010 and published in the Official Gazette No. 27628 dated 1 July 2010.	-
	Faculty of Health Sciences	The School of Health Sciences was established on 2 November 1996 as part of Karadeniz Technical University. It was transferred to Gümüşhane University on 31 May 2008.	It was converted into the Faculty of Health Sciences on 8 April 2016
	Faculty of Arts	Adopted by Council of Ministers Decision No. 2011/2471 of 14 November 2011 and published in the Official Gazette No. 28162 of 3 January 2012.	-
	Faculty of Sports Sciences	Our Faculty of Sports Sciences was established by a decision of the Council of Ministers dated 8 April 2010, which was published in the Official Gazette No. 27565 on 28 April 2010. From that date onwards, it commenced operations as the Higher School of Physical Education and Sport.	Our School of Physical Education and Sport has been converted into the Faculty of Sports Sciences , as specified in List No. 1 attached to Presidential Decree No. 8991 dated 19 September 2024, published in the Official Gazette No. 32668 dated 20 September 2024.
Higher Education Institutions	School of Applied Sciences	It was adopted by the Council of Ministers on 14 May 2018 (No. 2018/12001) and published in the Official Gazette on 6 July 2018 (No. 30470).	-
Vocational Colleges	Gumushane Vocational College	It was established on 20 July 1982 as part of Karadeniz Technical University.	On 31 May 2008, it was transferred to Gümüşhane University.
	Gumushane Vocational School of Health Services	It was established on 10 September 1992 as part of Karadeniz Technical University.	On 31 May 2008, it was transferred to Gümüşhane University.
	Kelkit Aydin Dogan Vocational College	It was established on 20 July 1982 as part of Atatürk University. On 17 March 2006, it was transferred to Erzincan University.	On 31 May 2008, it was transferred to Gümüşhane University.
	Kelkit Sema Dogan Vocational School of Health Services	It was established on 28 September 2003 as part of Atatürk University. It was transferred to Erzincan University on 17 March 2006.	On 31 May 2008, it was transferred to Gümüşhane University.



	Siran Mustafa Beyaz Vocational College	It was established as part of Karadeniz Technical University.	On 31 May 2008, it was transferred to Gümüşhane University.
	Kurtun Vocational College	Established by the General Assembly Decision of the Council of Higher Education dated 21 May 2009.	-
	Siran Dursun Keles College of Health Services Vocational School	Established by the General Assembly Decision of the Council of Higher Education dated 22 June 2017.	-
	School of Social Sciences	Established by the General Assembly Decision of the Council of Higher Education dated 24 August 2017.	-
	Irfan Can Kose Vocational College	It was established by a decision of the General Assembly of the Council of Higher Education dated 21 May 2009.	-
	Torul Vocational College	It was established by a decision of the General Assembly of the Council of Higher Education dated 21 May 2009.	-
Research and Application Centres	Centre for Continuing Education, Practice and Research	It was established by the letter dated 4 October 2010 and numbered 4904-36299 from the Presidency of the Higher Education Council.	-
	Kelkit Organic Farming Application and Research Centre	Established by a decision of the Executive Board of the Council of Higher Education dated 30 March 2011.	-
	Centre for the Application and Research of Medicinal Plants and Traditional Medicines (GÜN-TİBGİM)	It was established by Decision No. 128 of the Higher Education Council dated 30 May 2014.	-
	Centre for Educational Technology Applications and Research	It was established by the decision of the Higher Education Council dated 5 August 2014, reference number 75850160-101.04/47600.	-
	Centre for Language Education, Practice and Research	It was established by a decision of the Executive Board of Higher Education dated 25 April 2017.	-
	Central Research Laboratory Centre for Application and Research	It was established by a decision of the Higher Education Council dated 6 January 2013.	-
	Technology Transfer Office, Centre for Application and Research	The Regulation was published in the Official Gazette on 27 July 2020 under number 31198.	Centre for Innovation, Science and Technology Research and Application (Established by the Decision of the Executive Board of Higher Education dated 25 April 2018. Its Regulations were published in the Official Gazette No. 30566 dated 15 October 2018.)
	Ahmed Ziyaaddin Gumushanevi Centre for Application and Research	The Regulation was published in the Official Gazette on 16 July 2018, Issue No. 30480.	-
	Centre for Distance Learning Applications and Research	The Regulation was published in the Official Gazette No. 31423 dated 14 March 2021.	-
	Centre for Career Development, Practice and Research	The Regulation was published in the Official Gazette dated 23 August 2020 and numbered 31222.	-
	Centre for Occupational Health and Safety Training, Application and Research	The Regulation was published in the Official Gazette dated 14 June 2021 and numbered 31511.	-
	Centre for the Teaching, Practice and Research of the Turkish Language	The Regulation was published in the Official Gazette dated 28 March 2022 and numbered 31792.	-
	Mining Application and Research Centre	The Regulation was published in the Official Gazette No. 31988 dated 19 October 2022.	-
	Centre for Psychological Counselling and Guidance: Practice and Research	The Regulation was published in the Official Gazette No. 31988 dated 19 October 2022.	-

b. Authorities, Duties and Responsibilities

Articles 130 and 131 of the Constitution of the Republic of Turkey relate to higher education. Higher education in Turkey is primarily regulated by the Higher Education Act No. 2547.

The purpose of the Higher Education Act is to establish the objectives and principles relating to higher education and to regulate, within a coherent framework, the organisation, operation, duties, powers and responsibilities of all higher education institutions and their governing bodies, as well as the fundamental principles concerning education and teaching, research, publication, academic staff, students and other personnel.

In accordance with Article 12 of the relevant Law, the duties of higher education institutions are as follows:

a) To conduct education and teaching, scientific research, publication and consultancy at various levels, based on secondary education, in a framework grounded in modern, civilised and educational principles, and in accordance with the needs of society and the principles and objectives of development plans,

b) To train the necessary human resources in the required fields and numbers for the country, by utilising their own expertise and material resources in a rational, efficient and economical manner, in line with the principles and objectives of national education policy and development plans, as well as the plans and programmes established by the Higher Education Council,

c) To disseminate scientific data that enhances the standard of living of Turkish society and enlightens public opinion through speech, writing and other means,

d) To ensure the education of society, particularly in the fields of industrialisation and modernisation of agriculture, through formal, non-formal, continuing and open education,

e) To address issues concerning the country's progress and development in scientific, cultural, social and economic spheres by collaborating with other institutions, making recommendations to public bodies, incorporating these into teaching and research, presenting the results for the benefit of society, and completing any studies or research requested by public bodies to convey their views and recommendations,

f) To take measures that will contribute to institutions undertaking formal, non-formal, continuing and open education services within the framework of the education and training campaign,

g) To contribute to the training of vocational personnel and the enhancement of their knowledge in line with the development and needs of agriculture and industry in their regions; to devise, implement and participate in initiatives and programmes aimed at modernising industry, agriculture and health services, as well as other services, and increasing production; to cooperate with relevant institutions and to make proposals for resolving environmental issues,

h) To produce, develop, utilise and disseminate educational technology,

ı) To develop the principles of education and teaching for the practical implementation of higher education, to establish and efficiently operate revolving fund enterprises, and to make the necessary arrangements for the development of these activities.

As a higher education institution, Gumushane University fulfils the duties and responsibilities set out in the laws, decrees with the force of law, regulations, directives, circulars, guidelines and notifications listed below, in addition to the constitutional articles and the Higher Education Act mentioned above. The main laws are:

The Organisation of Higher Education Institutions Act (2809), the Higher Education Personnel Act (2914), the Civil Servants Act (657), and the Decree-Law on the Administrative Organisation of Higher Education Institutions and Higher Education Governing Bodies (124)

They are also required to comply with the legal obligations set out in other relevant laws, such as the Public Financial Management and Control Act (5018), and the secondary legislation prepared in accordance with these laws.

C. INFORMATION ABOUT THE ADMINISTRATION
1- Physical Structure
Table 2: Service Areas of Administrative Units (2023–2025)

		Years		
		2023	2024	2025
Areas of Responsibility of Administrative Units (Rector's Private Office, Office of the Secretary-General, Directorates, Legal Advisory Office, DSIM)	Rector's Office (RBBB)	1.600	2.100	2.100
	Secretariat-General	296	266	266
	Directorate of Administrative and Financial Affairs	905	905	949
	Directorate of Human Resources	256	256	256
	Library and Documentation Department Directorate	4.614	4.614	4.614
	Directorate of Health, Culture and Sport	484	484	484
	Directorate of Information Technology	184	184	184
	Directorate of Building Works and Technical Services	402	402	402
	Student Affairs Office	544	544	544
	Directorate of Strategy Development	240	240	240
	Legal Advisory Office	96	96	96
	Head of the Internal Audit Unit	-	-	-
	Working Capital Management Directorate	65	65	65
Total (m²)		9.686	10.156	10.200

Table 3: Service Areas of Academic Units (2023–2025)		Years		
		2023	2024	2025
Institutes and Research Labs	Institute of Postgraduate Education	300	300	300
	Centre for the Teaching, Practice and Research of the Turkish Language	1.000	1.000	1.000
	Department of Foreign Languages	500	500	500
	Central Research Laboratory	1.640	1.640	1.640
	Total (m²)	3.440	3.440	3.440
Faculties	Faculty of Engineering and Natural Sciences	21.300	21.300	21.300
	Faculty of Economics and Administrative Sciences	11.582	11.582	11.582
	Faculty of Tourism	5.850	5.850	5.850
	Faculty of Communication	11.582	11.582	11.582
	Faculty of Theology	12.672	12.672	12.672
	Faculty of Health Sciences	-	-	-
	Faculty of Arts	13.788	13.788	13.788
	Total (m²)	84.630	84.630	84.630
Colleges	School of Applied Sciences	0	0	0
	Total (m²)	0	0	0
Vocational Colleges	Gümüşhane Vocational College	8.500	8.500	5.581
	Gümüşhane Vocational School of Health Services	5.876	5.876	5876
	Kelkit Aydın Doğan Vocational College	15.000	15.000	15.000
	Kelkit Sema Dogan College of Health Services	4.713	4.713	4.713
	Şiran Mustafa Beyaz Vocational College	3.200	3.200	-
	Kürtün Vocational College	2.400	2.400	2.400
	Şiran Dursun Keleş College of Health Services	4.920	4.920	4.920
	School of Social Sciences	-	-	-
	Irfan Can Köse Vocational College	3.150	3.150	3.150
	Torul Vocational College	8.063	8.063	8.131
	Total (m²)	55.822	55.822	49.771

**Table 4: Distribution of
Gümüşhane University's Real
Estate (2025)**

		By Ownership Status Land Area (m ²)			Total (m ²)
		University	Finance / Treasury	Provincial Administration	
Campus Name	Gümüşhanevi Campus Site	97.602,13	1.097.762,64	28.252,04	1.223.616,81
	New Neighbourhood (Staff Accommodation)	0,00	1.260,00	0,00	1.260,00
	Süleymaniye Residence	0,00	0,00	420,55	420,55
	Kelkit Campus	41.648,44	42166,69	0,00	83.815,13
	Şiran Mustafa Beyaz Vocational School Campus	0,00	5.246,48	0,00	5.246,48
	Şiran Dursun Keleş Vocational School of Health Services Campus	0,00	41.494,55	0,00	0,00
	Kürtün Campus	0,00	21.895,25	5.680,00	27.575,00
	Torul Campus	0,00	8130,71	0,00	8.130,71
	Köse Campus	0,00	10.098,54	0,00	10.098,54
Total (m²)		139.250,57	1.228.054,86	34.352,59	1.401.658,02

1.1 Educational Areas / Classrooms
Table 5: Educational Areas and Classrooms (2023-2025)

		Capacity								
		0 - 50	51 - 75	76 - 100	101 - 150	151 - 250	251 - Üzeri	Total		
Years	2023	Educational Areas	Amphitheatre	16	0	10	2	0	0	28
		Educational Areas	Classroom	128	52	66	0	0	0	246
		Educational Areas	Computer Lab	22	0	1	0	0	0	23
		Educational Areas	Other Lab	52	2	3	0	0	0	57
		Total		229	58	83	2	0	0	372
	2024	Educational Areas	Amphitheatre	6	0	10	2	0	0	18
		Educational Areas	Classroom	138	56	66	0	0	0	260
		Educational Areas	Computer Lab	20	2	1	0	0	0	23
		Educational Areas	Other Lab	53	2	3	0	0	0	58
		Total		217	60	80	2	0	0	359
	2025	Educational Areas	Amphitheatre	6	0	9	2	0	0	17
		Educational Areas	Classroom	138	50	73	4	0	0	265
Educational Areas		Computer Lab	23	0	0	0	0	0	23	
Educational Areas		Other Lab	48	2	2	0	0	0	52	
Total		215	52	84	6	0	0	357		

1.2 Social Spaces

1.2.1- Canteens and Cafeterias

There are canteens and cafeterias on the Gümüşhane University campus and at the district vocational colleges to cater for students' dietary needs.

Table 6: Canteens and Cafeterias (2023-2025)

		Years								
		2023			2024			2025		
		Number	Area (m ²)	Capacity (Person)	Number	Area (m ²)	Capacity (Person)	Number	Area (m ²)	Capacity (Person)
Social Spaces	Canteen & Cafeteria	17	3.760,45	1938	17	3.760,45	1938	17	3.750.45	1928
	Student Canteen	7	1671,05	848	7	1671,05	848	7	1999,05	848
	Staff Canteen	2	830,00	308	2	830,00	308	2	830,00	308
	Restaurant	1	415,00	100	1	415,00	100	1	415,00	100

1.2.2- Guesthouses, Staff Accommodation, Sports Facilities and Other Event Venues

Our guesthouse provides accommodation to meet the social needs of university staff, their spouses and children, retired staff and their legally dependent family members, relatives, students and their families, alumni, and other guests. There are sports facilities on our university campus and at all the vocational colleges in the district.

**Table 7: Social Spaces
(2023-2025)**

		Years								
		2023			2024			2025		
		Number	Area (m ²)	Capacity (Person)	Number	Area (m ²)	Capacity (Person)	Number	Area (m ²)	Capacity (Person)
Social Spaces	Public Housing (Staff Accommodation)	193	22.760,00	64	193	22.240,00	241	193	24.540,00	795
	Guesthouse	1	670,00	56	1	670,00	56	1	670,00	56
	Total	194	23.430,90	120	194	22.910,00	297	194	25.210,00	851
Facility Type	Indoor Sports Facility	2	1.500,00	1.000	4	6.485,00	1.000	4	6.345,00	1.000
	Outdoor Sports Facility	9	11.835,00	12	7	13.215,00	1.012	7	13.820,00	1.000
	Total	11	13.335,00	1.012	11	19.700,00	2.012	11	20.165,00	2.000
Other Event Areas	Movie theatre	0	0,00	0	0	0,00	0	0	0,00	0
	Educational and Leisure Facilities	0	0,00	0	0	0,00	0	0	0,00	0
	Student Clubs	3	186,08	114	4	241,08	154	8	351,08	234
	Alumni Association	0	0,00	0	0	0,00	0	0	0,00	0
	Early Years and Primary Education	1	396,61	15	0	0,00	0	0	0,00	0
	Café and Leisure and Hobby Areas	1	1.355,56	425	2	1.524,56	468	2	1.505,56	425
	Total	5	1.938,25	554	6	1.765,64	622	10	1.856,64	659
* The annual data has been obtained from the administrative and academic units.										



1.2.3- Meeting – Conference Halls

Table 8: Meeting and Conference Halls (2023-2025)

		Years								
		2023			2024			2025		
		Meeting Hall	Conference Hall	Total	Meeting Hall	Conference Hall	Total	Meeting Hall	Conference Hall	Total
Capacity	0 - 50 People	17	2	19	18	0	18	19	1	20
	51 - 75 People	4	1	5	4	1	5	5	1	6
	76 - 100 People	2	5	7	2	5	7	2	5	7
	101 - 150 People	0	1	1	0	1	1	0	0	0
	151 - 250 People	2	3	5	1	4	5	0	4	4
	Over 251	0	2	2	0	3	3	0	3	3
Total		25	14	39	25	14	39	26	14	40

* The annual data has been obtained from the administrative and academic units.



2- Organisational Structure

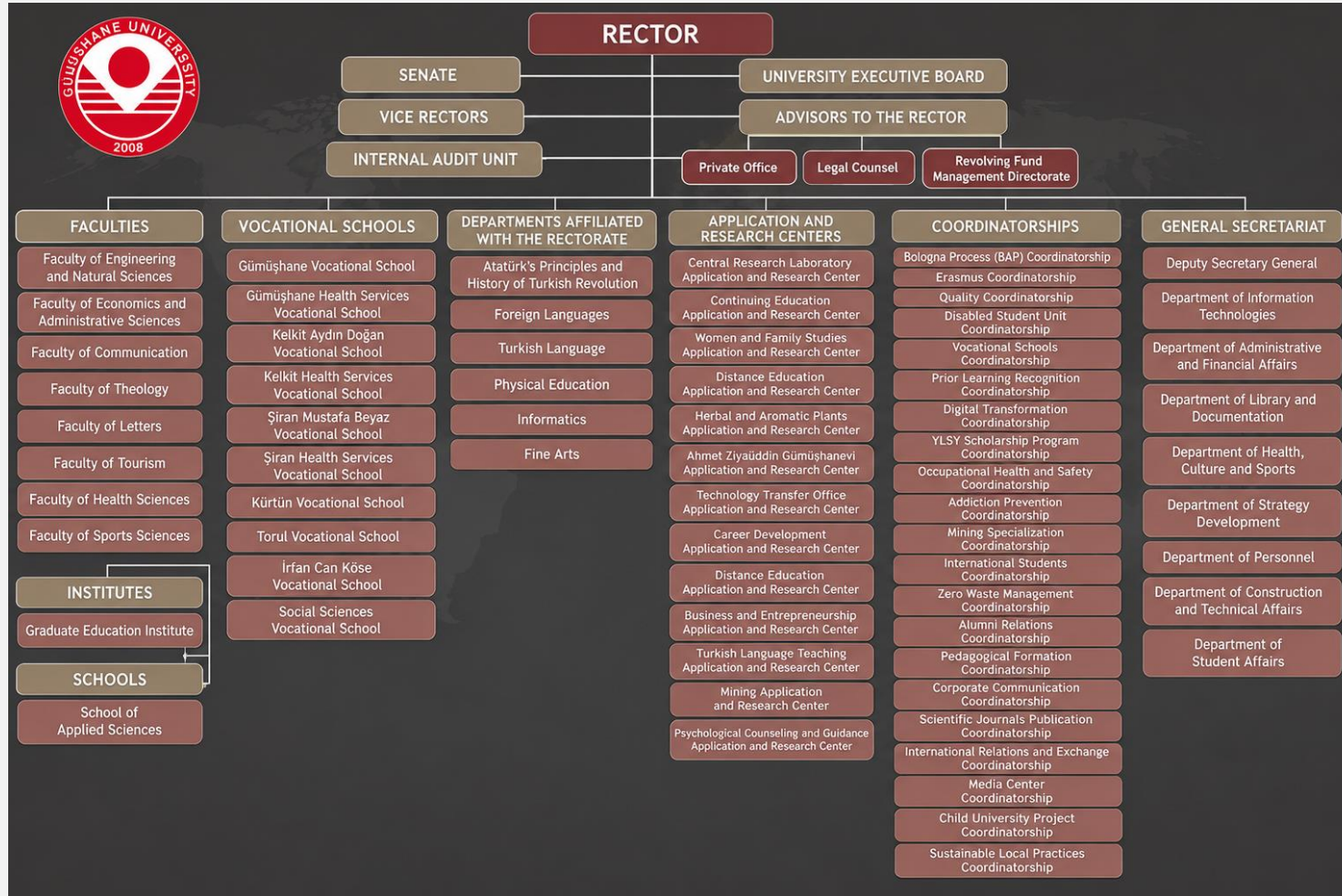


Figure 1: Organisational Chart of Academic and Administrative Units

3- Information and Technology Resources

3.1- Software Used

The information technologies and software currently in use at our university are listed below.

- 1- Integrated Public Financial Management Information System (BKMYBS)
- 2- Budget Management Information System (e-budget)
- 3- Expenditure Management System (MYS)
- 4- TÜBİTAK Project Transfer Tracking System (TTS)
- 5- Public Investment Information System (KAYA)
- 6- Electronic Public Procurement Platform (EKAP)
- 7- Staff Automation Programme
- 8- Student Automation Programme
- 9- Library Automation Programme
- 10- Software for Estimating Costs and Quantities in Tenders,
- 11- Council of Higher Education Common Database (YÖKSİS)
- 12- Electronic Document Management System (EBYS)
- 13- State Materials Office Information System
- 14- Central Registration System of the State Administration (DETSİS)
- 15- Cost-Saving Measures Information System
- 16- Quality Data Management System (KVYS)

In addition, the Prime Ministry Legislation Information System, the Official Gazette Information System, the Court of Auditors, the Public Procurement Authority, YÖK and the systems of other universities are utilised.

3.2 Library Resources**Table 9: Library Resources (2023 - 2025)**

		Years (Number)		
		2023	2024	2025
Source Type	Books Purchased	36596	37444	37444
	Donated Books	81574	83340	85175
	Turkish Books	101712	104304	106120
	Foreign Language Books	16465	16487	16506
	Periodicals (Number of Printed Periodicals)	3733	4320	4420
	Thesis	1059	1207	1330
	Reference	4515	4679	4805
	Number of University Publications	52	59	61
	Number of e-journals	43150	45140	45095
	Number of e-books	2841999	107289	119933
	Total	3130855	404269	420889

3.4. Computer Resources

Table 10: Computer Resources (2023 - 2025)

		2023												2024				2025			
		Desktop Computer		Laptop Computer	Integrated (All-In-One)	Desktop Computer		Laptop Computer	Integrated (All-In-One)	Desktop Computer		Laptop Computer	Integrated (All-In-One)								
		Case	Monitor			Case	Monitor			Case	Monitor										
Units	Institutes	13	5	3	0	15	15	5	0	15	13	5	0								
	Faculties	623	462	275	1	598	482	255	5	613	487	278	77								
	Colleges	40	23	8	0	5	5	0	0	5	5	0	0								
	Vocational Colleges	540	472	74	17	580	564	65	21	521	516	58	21								
	Administrative Units	214	161	57	16	214	210	35	26	211	180	37	27								
	Rector's Office (RBBB)	28	12	17	0	38	38	13	0	21	15	11	1								
Total		1,458	1,135	434	34	1,450	1,314	373	52	1,386	1,216	389	126								

3.5 Other Information and Technological Resources

Table 11: Other Information and Technological Resources (2023 - 2025)

		Projector	Photocopier	Fax Machine	Printers	Telephone (Mobile and Landline)	Other Technological Resources	Total
Years	2023	360	95	22	549	1282	672	2980
	2024	354	94	14	543	1266	673	2944
	2025	380	80	17	494	1234	841	3046

* The annual data has been obtained from administrative and academic units.

**4- Human Resources****4.1- Academic Staff**

Of the 1,056 academic staff posts allocated to our university, 656 were filled and 400 were vacant as of the end of 2025. 62.01% of the allocated posts have been filled.

Table 12: Distribution of Academic Staff Positions by Vacancy Rate and Employment Status (2023–2025)

		Years								
		2023			2024			2025		
		A Filled	B Vacant	C Total	A Filled	B Vacant	C Total	A Filled	B Vacant	C Total
Titles	Professor	53	67	120	61	70	131	71	79	150
	Associate Professor	73	69	142	82	80	162	104	66	170
	Assistant Professor	228	71	299	230	83	313	226	87	313
	Lecturer	186	111	297	185	108	293	170	93	263
	Research Assistant	110	88	198	105	68	173	85	75	160
	Total	650	406	1.056	663	409	1.072	656	400	1.056
	Percentage	61,6%	38,4%	100,0	61,8%	38,2%	100,0%	62,1%	37,9%	100,0%
* Staffing Ratio: A/C * 100 ** Based on data from the Directorate of Personnel dated 31 December 2023, 31 December 2024 and 31 December 2025. *** As of 31 December 2025, there are 656 academic staff members providing teaching and educational services at our University.										

4.2- Foreign National Academic Staff

As of 2025, there are three (3) academic staff members of foreign nationality at Gümüşhane University.

Table 13: Number of Foreign National Academic Staff (2025)

		2025	
		Department	Number
Titles	Lecturer	Faculty of Theology	1
	Assistant Professor	Faculty of Engineering and Natural Sciences	1
	Associate Professor	Faculty of Theology	1
		Total	3

* The data is based on figures from the Directorate of Personnel dated 31 December 2025.

4.3. Age Distribution of Academic Staff

An analysis of the age distribution of academic staff at our university as of 2025 reveals that the 21–30 age group accounts for 0.30 per cent, the 31–40 age group accounts for 51.21 per cent of the total academic staff, representing the largest share. The share of those aged 41 and over is 41.61 per cent. Based on these figures, it can be said that we have a young academic staff.

Table 14: Age Distribution of Academic Staff (2023-2025)

		Years					
		2023		2024		2025	
		Number	Percentage	Number	Percentage	Number	Percentage
Age Distribution	Between 21–25	6	0,92%	2	0,30%	2	0,30%
	Between 26–30	66	10,15%	61	9,20%	45	6,86%
	Between 31–35	157	24,15%	136	20,51%	129	19,66%
	Between 36–40	198	30,46%	211	31,83%	207	31,55%
	Between 41–50	174	26,77%	201	30,32%	207	31,55%
	51 and over	49	7,54%	52	7,84%	66	10,06%
Total		650	100%	663	100%	656	100%

*The data is based on figures from the Directorate of Personnel dated 31 December 2023, 31 December 2024 and 31 December 2025.

4.4- Administrative Staff

Whilst the occupancy rate for administrative posts stood at 48.30 per cent in 2024, it stood at 45.60 per cent as of the end of 2025.

According to the classification of service categories set out in the Civil Service Law No. 657, in 2025, 7.26 per cent of administrative staff were in the technical services category, 0.81 per cent in the auxiliary services category, 2.82 per cent in the legal services category, and 2.82 per cent in the health services category.

Table 15: Staffing Levels by Administrative Staff Categories (2023–2025)

		Years								
		2023			2024			2025		
		Filled	Vacant	Total	Filled	Vacant	Total	Filled	Vacant	Total
Administrative Staff Service Classes	General Administrative	193	158	351	183	168	351	172	179	351
	Services Class	6	8	14	7	7	14	7	7	14
	Health Services	35	69	109	38	66	104	35	69	104
	Class	2	1	3	2	1	3	2	1	3
	Technical Services	22	19	27	18	23	41	18	23	41
	Total	258	255	513	248	265	513	234	279	513
	Percentage %	50,3%	49,7%	100.0	48,3%	51,7%	100.0	45,6%	54,4%	100.0
* The data is based on figures from the Directorate of Personnel dated 31 December 2023, 31 December 2024 and 31 December 2025										

4.5- Educational Background of Administrative Staff

According to the table on the educational background of administrative staff, in 2024, the proportion of administrative staff holding a master’s or doctoral degree stood at 10.48 per cent, those with a bachelor’s degree at 59.27 per cent, those with an associate degree at 12.90 per cent, those with a secondary school qualification at 13.71 per cent, and those with a primary school qualification at 3.63 per cent.

As of the end of 2025, the proportion of administrative staff holding master’s and doctoral degrees stood at 11.96 per cent, those with bachelor’s degrees at 58.12 per cent, those with associate degrees at 12.82 per cent, those with secondary school qualifications at 14.10 per cent, and those with primary school qualifications at 2.99 per cent.

In determining the number of posts to be allocated for the appointment of persons with disabilities, in accordance with the provision stating that 3% of the total number of filled civil service posts of the relevant public institution or organisation (excluding overseas branches) shall be taken into account, persons with disabilities who are graduates of primary schools, secondary schools, primary education and special education vocational training centres or schools, or who are expected to graduate from these institutions by the final application deadline for placement procedures, have been placed in public institutions and organisations in accordance with their preferences, taking into account Article 41 of Law No. 657; consequently, there has been an increase in the figures for primary and secondary education.

Table 16: Breakdown of Administrative Staff by Educational Attainment (2023–2025)

		Years					
		2023		2024		2025	
		Number of People	Percentage	Number of People	Percentage	Number of People	Percentage
Educational Background of Administrative Staff	Primary education	7	2,71%	9	3,63%	7	2,99%
	Secondary education	43	16,67%	34	13,71%	33	14,10%
	Foundation degree	33	12,79%	32	12,90%	30	12,82%
	Bachelor’s degree	149	57,75%	147	59,27%	136	58,12%
	Master’s degree	24	9,30%	23	9,27%	25	10,68%
	Doctorate	2	0,78%	3	1,21%	3	1,28%
Total		258	100%	248	100%	234	100%

* The data is based on figures from the Directorate of Personnel dated 31 December 2023, 31 December 2024 and 31 December 2025.

4.6- Length of Service of Administrative Staff

According to the table showing the length of service of our administrative staff;

as of the end of 2024, the proportion of those who have served for 1–3 years was 11.29 per cent, 64.52 per cent for those who have served for 4–20 years, and 24.19 per cent for those who have served for 21 years or more;

in 2025, the proportion of those with 1–3 years' service was 8.55 per cent, 66.66 per cent for those with 4–20 years' service, and 24.19 per cent for those with 21 years or more.

Table 17: Distribution of Administrative Staff by Length of Service (2023–2025)

		Years					
		2023		2024		2025	
		Number of People	Percentage	Number of People	Percentage	Number of People	Percentage
Length of Service of Administrative Staff	1–3 years	42	16,28%	28	11,29%	20	8,55%
	4–6 years	21	8,14%	23	9,27%	18	7,69%
	7–10 years	34	13,18%	36	14,52%	36	15,38%
	11–15 years	81	31,40%	80	32,26%	72	30,77%
	16–20 years	17	6,59%	21	8,47%	30	12,82%
	21 years and over	63	24,42%	60	24,19%	58	24,79%
	Total	258	100%	248	100.0	234	100%
* The data is based on figures from the Directorate of Personnel dated 31 December 2023, 31 December 2024 and 31 December 2025.							

4.7- Age Distribution of Administrative Staff

According to the table showing the age distribution of our administrative staff;

As of the end of 2024, the proportion of staff aged 21–25 was 3.63 per cent, 26–30 was 10.89 per cent, 31–40 was 43.95 per cent, 41–50 was 24.60 per cent and 51 and over was 16.94 per cent,

by the end of 2025, the proportion of those aged 21–25 in service was 1.28 per cent, 10.68 per cent for those aged 26–30, 40.18 per cent for those aged 31–40, 28.63 per cent for those aged 41–50, and 19.23 per cent for those aged 51 and over.

Table 18: Distribution of Administrative Staff by Age Group (2023–2025)

		Years					
		2023		2024		2025	
		Number of People	Percentage	Number of People	Percentage	Number of People	Percentage
Age Ranges of Administrative Staff	21–25	13	5,04%	9	3,63%	3	1,28%
	26–30	37	14,34%	27	10,89%	25	10,68%
	31–35	40	15,50%	37	14,92%	32	13,68%
	36–40	72	27,91%	72	29,03%	62	26,50%
	41–50	54	20,93%	61	24,60%	67	28,63%
	51 and over	42	16,28%	42	16,94%	45	19,23%
	Total	258	100%	248	100.0	234	100%
. * The data is based on figures from the Directorate of Personnel dated 31 December 2023, 31 December 2024 and 31 December 2025.							

Table 19: Number of Permanent Employees in Other Positions (2025)

			Job Description			
Serial No.	1	Position Type	Permanent Employee	Assistant Chef, Waiter, Receptionist, Housekeeping Staff, Security Guard, Cleaning Staff and Temporary Workers	263	
					Grand Total	263
The data is based on figures from the Directorate of Personnel.						

5- Services Offered

5.1- Educational Services

During the 2024–2025 academic year, Gümüşhane University provided educational services to a total of 208,241 students with a total of 656 academic staff, comprising 227 professors, 170 lecturers and 84 research assistants; The student-to-staff ratio at our university is 28.00.



Tablo 20 : Birimlerimiz ve Öğrenci Sayıları (2022-2023,2023-2024,2024-2025)

		Eğitim Öğretim Yılları																													
		2022 - 2023 Eğitim Öğretim Yılı									2023 - 2024 Eğitim Öğretim Yılı									2024- 2025 Eğitim Öğretim Yılı											
		1. Öğretim			2. Öğretim			Toplam			Genel Toplam	1. Öğretim			2. Öğretim			Toplam			Genel Toplam	1. Öğretim			2. Öğretim			Toplam			Genel Toplam
		Erkek	Kız	Toplam	Erkek	Kız	Toplam	Erkek	Kız	Erkek		Kız	Toplam	Erkek	Kız	Toplam	Erkek	Kız	Erkek	Kız		Toplam	Erkek	Kız	Toplam	Erkek	Kız	Toplam	Erkek	Kız	
Fakülteler	Müh. ve Doğa Bil. Fak.	406	115	521	85	14	99	491	129	620	538	158	696	50	6	56	588	164	752	407	154	561	28	5	33	435	159	594			
	İkt. ve İdari Bil. Fak.	678	366	1044	24	15	39	702	381	1083	829	483	1312	6	5	11	835	488	1323	801	636	1437	2	2	4	803	638	1441			
	İletişim Fakültesi	513	420	933	385	252	637	898	672	1570	540	468	1008	313	192	505	853	660	1513	484	506	990	276	169	445	760	675	1435			
	Turizm Fakültesi	193	199	392	0	0	0	193	199	392	234	219	453	0	0	0	234	219	453	220	249	469	0	0	0	220	249	469			
	İlahiyat Fakültesi	245	429	674	225	288	513	470	717	1187	282	387	669	166	215	381	448	602	1050	270	354	624	119	135	254	389	489	878			
	Sağlık Bilimleri Fakültesi	598	1201	1799	108	220	328	706	1421	2127	572	1236	1808	71	161	232	643	1397	2040	560	1216	1776	57	143	200	617	1359	1976			
	Spor Bilimleri Fakültesi																			84	42	126	0	0	0	84	42	126			
	Edebiyat Fakültesi	658	1150	1808	219	246	465	877	1396	2273	700	1159	1859	164	195	359	864	1354	2218	654	1160	1814	139	168	307	793	1328	2121			
	Toplam	3291	3880	7171	1046	1035	2081	4337	4915	9252	3695	4110	7805	770	774	1544	4465	4884	9349	3480	4317	7787	621	622	1243	4101	4939	9040			
Yüksek Okullar	Beden Eğ. ve Spor YO	448	220	668	102	82	184	550	302	852	453	213	666	71	52	123	524	265	789	364	176	540	66	47	113	430	223	653			
	Sağlık Yüksekokulu	3	5	8	2	2	4	5	7	12							0	0	0	1	2	3	0	0	0	1	2	3			
	Uygulamalı Bilimler YO	75	63	138	0	0	0	75	63	138	82	83	165	0	0	0	82	83	165	88	98	186	0	0	0	88	98	186			
	Toplam	526	288	814	104	84	188	630	372	1002	535	296	831	71	52	123	606	348	954	453	276	729	66	47	113	519	323	842			
Enst.	Lisansüstü Eğitim Enstitüsü	1190	619	1809	336	241	577	1526	860	2386	1234	616	1850	567	241	808	1801	857	2658	957	530	1487	449	154	603	1406	684	2090			
	Toplam	1190	619	1809	336	241	577	1526	860	2386	1234	616	1850	567	241	808	1801	857	2658	957	530	1487	449	154	603	1406	684	2090			
Meslek Yüksekokulları	Gümüşhane MYO	1315	601	1916	151	57	208	1466	658	2124	1401	701	2102	118	41	159	1519	742	2261	1400	725	2125	81	25	106	1481	750	2231			
	Gümüşhane Sağlık Hiz. MYO	271	825	1096	226	520	746	497	1345	1842	319	917	1236	154	332	486	473	1249	1722	282	834	1116	84	116	200	366	950	1316			
	Şiran Dursun Keleş SHMYO	50	227	277	42	66	108	92	293	385	105	424	529	40	60	100	145	484	629	124	407	531	20	17	37	144	424	568			
	Şiran SHMYO	117	258	375	50	91	141	167	349	516	54	74	128	20	18	38	74	92	166	23	45	68	10	9	19	33	54	87			
	Sosyal Bilimler MYO	208	342	550	39	126	165	247	468	715	251	406	657	37	107	144	288	513	801	219	399	618	23	59	82	242	458	700			
	Kelkit Sema Doğan SHMYO	81	309	390	53	187	240	134	496	630	88	335	423	32	117	149	120	452	572	117	322	439	10	54	64	127	376	503			
	Kelkit SHMYO	13	39	52	16	44	60	29	83	112	7	17	24	7	23	30	14	40	54	5	4	9	4	8	12	9	12	21			
	Kelkit Aydın Doğan MYO	589	342	931	175	127	302	764	469	1233	639	390	1029	125	87	212	764	477	1241	635	440	1075	76	46	122	711	486	1197			
	Şiran Mustafa Beyaz MYO	216	335	551	85	120	205	301	455	756	230	371	601	44	74	118	274	445	719	223	393	616	14	24	38	237	417	654			
	İrfan Can Köse MYO	234	176	410	4	0	4	238	176	414	254	215	469	4	0	4	258	215	473	297	260	557	3	0	3	300	260	560			
	Kürtün Meslek YO	195	77	272	1	0	1	196	77	273	201	79	280	0	0	0	201	79	280	189	76	265	0	0	0	189	76	265			
	Torul Meslek YO	311	370	681	41	62	103	352	432	784	339	387	726	20	25	45	359	412	771	346	397	743	11	13	24	357	410	767			
	Toplam	3600	3901	7501	883	1400	2283	4483	5301	9784	3888	4316	8204	601	884	1485	4489	5200	9689	3860	4302	8162	336	371	707	4196	4673	8869			
	Genel Toplam	8607	8688	17295	2369	2760	5129	10976	11448	22424	9352	9338	18690	2009	1951	3960	11361	11289	22650	8750	9425	18165	1472	1194	2666	10222	10619	20841			

* Öğrenci İşleri Daire Başkanlığından alınan verilerle hazırlanmıştır.

Tablo 21 : Yabancı Uyruklu Öğrencilerin Sayısı ve Bölümleri (2023 - 2025)

		Yıllar								
		2023			2024			2025		
		Erkek	Kız	Toplam	Erkek	Kız	Toplam	Erkek	Kız	Toplam
Birim Adı	Müh. ve Doğa Bilimleri Fakültesi	138	21	159	267	49	316	110	12	122
	İletişim Fakültesi	105	21	126	112	13	125	61	13	74
	İktisadi ve İdari Bilimler Fakültesi	329	58	387	433	78	511	382	85	467
	İlahiyat Fakültesi	32	5	37	42	3	45	17	2	19
	Beden Eğitimi ve Spor Yüksekokulu	52	0	52	67	0	67	49	0	49
	Edebiyat Fakültesi	88	24	112	155	26	181	86	19	105
	Turizm Fakültesi	64	10	74	94	14	108	75	10	85
	Spor Bilimleri Fakültesi							18	0	18
	Sağlık Bilimleri Fakültesi	53	38	91	71	63	134	71	59	130
	Gümüşhane Meslek Yüksekokulu	68	4	72	144	20	164	162	16	178
	Kelkit Aydın Doğan MYO	13	8	21	18	5	23	13	2	15
	Gümüşhane Sağlık Hizmetleri MYO	20	18	38	70	55	125	60	46	106
	Lisansüstü Eğitim Enstitüsü	332	80	412	605	93	698	449	75	524
	Sosyal Bilimler Enstitüsü	9	4	13	0	0	0	0	0	0
	Fen Bilimleri Enstitüsü	0	0	0	0	0	0	0	0	0
	Kürtün Meslek Yüksekokulu	0	0	0	0	0	0	0	0	0
	Kelkit Sema Doğan MYO							5	3	8
	İrfan Cna Köse MYO							5	2	7
	Kelkit Sağlık Hizmetleri MYO	5	5	10	2	5	7	0	0	0
	Torul Myo	8	8	0	7	2	9	15	2	17
Uygulamalı Bilimler MYO	20	6	0	28	6	34	28	4	32	
Şiran Durdun Keleş MYO							5	5	10	
Sosyal Bilimler MYO	9	3	12	34	15	49	19	12	31	
Şiran Sağlık Hizmetleri MYO	6	3	9	6	3	9	0	0	0	
Şiran Mustafa Beyaz MYO	2	1	3	2	0	2	14	3	17	
	Toplam	1353	317	1670	2157	450	2607	1644	370	2014

* Öğrenci İşleri Daire Başkanlığından alınan verilerle hazırlanmıştır.

5.1.2- Master's Programmes and Student Numbers

Tablo 22 : Yüksek Lisans Yapan Öğrencilerin Programlara Göre Dağılımı ve Sayıları (2023 - 2025)				Yüksek Lisans Yapan Sayısı	Doktora Yapan Sayısı	Yüksek Lisans Yapan Sayısı	Doktora Yapan Sayısı	Yüksek Lisans Yapan Sayısı	Doktora Yapan Sayısı
				2023	2023	2024	2024	2025	2025
Birim Adı	Lisansüstü Eğitim Enstitüsü	Program Adı	İnşaat	93	27	73	21	53	11
			Jeoloji	39	7	29	9	18	2
			Makine	41	0	34	0	29	0
			Harita	54	0	32	0	25	2
			Ormancılık ve Çevre Bilimleri	22	0	19	0	15	0
			Sağlık Yönetimi	147	0	211	0	159	0
			Yapay Zeka	39	0	28	0	21	0
			Biyoteknoloji	33	8	31	9	19	13
			İş Sağlığı ve Güvenliği	54	0	48	0	38	0
			Tarla Bitkileri	10	0	11	0	7	0
			Gıda	44	9	32	10	31	6
			Enerji Sistemleri	28	0	38	1	26	5
			Kimya	10	7	13	6	15	4
			Matematik	30	14	21	18	15	14
			Fizik	4	0	6	0	4	0
			Jeofizik	31	0	26	0	16	0
			İşletme	264	51	361	57	293	32
			Afet Yönetimi	68	37	70	43	50	37
			İktisat	46	2	38	14	38	13
			Halkla İlişkiler ve Tanıtım	51	0	49	0	72	0
			Sosyal Hizmet Yönetimi	36	0	34	0	31	0
			Tarih	36	12	35	15	33	10
			Turizm	42	0	41	0	30	0
			Sosyoloji	24	0	24	0	20	0
			Siyaset Bilimi ve Kamu Yönetimi	616	19	534	28	307	21
			Temel İslam Bilimleri	129	40	111	38	101	36
			Felsefe	48	0	50	0	37	0
			İnsan Kaynakları Yönetimi	48	0	67	0	65	0
			Beden Eğitimi ve Spor	99	0	136	0	117	0
			Maliye	47	0	46	0	24	0
			RTS	47	0	47	0	40	0
			Yönetim ve Bilişim Sistemleri	39	0	42	0	35	0
			Türk Dili ve Edebiyatı	81	0	73	0	61	0
Zooteknoloji			3	0	1	0			
Maden Müh.					14	0			
Uluslararası İlişkiler			9	0	24	0			
Toplam				2400	233	2422	269	1884	206
*Öğrenci İşleri Daire Başkanlığından alınan verilerle hazırlanmıştır.									



5.1.3- Student Quotas

Table 23: Student Quotas and Enrolment Rates (2024–2025 and 2025–2026)

	Years													
	2024 - 2025 Academic Year							2025 - 2026 Academic Year						
	YGS Quota	Admitted after YGS Result	Students placed through the YGS through supplementary quota	Placed after YGS result and supplementary quota	Vacant	YGS Placement Occupancy Rate (%)	Registered student occupancy rate (%)	YGS Quota	Admitted after YGS Result	Students placed through the YGS through supplementary quota	Placed after YGS result and supplementary quota	Vacant	YGS Placement Occupancy Rate (%)	Registered student occupancy rate (%)
Faculty of Engineering and Natural Sciences	145	89	61	3	58	2,07	2,07	140	107	9	116	0	82,86	82,86
Faculty of Economics and Administrative Sciences	285	293	19	19	0	6,67	6,67	245	243	13	256	0	104,49	104,49
Faculty of Communication	215	222	34	34	0	15,81	15,81	120	110	16	126	0	105,00	105,00
Faculty of Theology	132	135	14	14	0	10,61	10,61	132	123	10	133	0	100,76	100,76
Faculty of Arts	295	303	22	22	0	7,46	7,46	270	264	18	282	0	104,44	104,44
Faculty of Tourism	90	92	19	19	0	21,11	21,11	90	89	3	92	0	102,22	102,22
Faculty of Health Sciences	335	341	16	16	0	4,78	4,78	277	286	8	294	0	106,14	106,14
Faculty of Sports Sciences	208	162			46	0,00	0,00	50	48	6	54	0	108,00	108,00
Gümüşhane Vocational School	525	541	92	92	0	17,52	17,52	490	468	40	508	0	103,67	103,67
Gümüşhane Health Services Vocational School	420	430	31	31	0	7,38	7,38	320	323	14	337	0	105,31	105,31
Kelkit Aydın Doğan Vocational School	390	403	84	76	8	19,49	19,49	335	307	37	344	0	102,69	102,69
Şiran Dursun Keleş Health Services Vocational School	260	267	12	12	0	4,62	4,62	190	189	13	202	0	106,32	106,32
Social Sciences Vocational School	195	201	37	37	0	18,97	18,97	115	104	18	122	0	106,09	106,09
Kelkit Sema Doğan Health Services Vocational School	185	187	12	12	0	6,49	6,49	165	171	4	175	0	106,06	106,06
Şiran Mustafa Beyaz Vocational School	250	257	46	46	0	18,40	18,40	230	220	20	240	0	104,35	104,35
Kürtün Vocational School	120	123	13	13	0	10,83	10,83	90	88	7	95	0	105,56	105,56
Torul Vocational School	265	275	52	43	9	16,23	16,23	240	210	33	243	0	101,25	101,25
İrfan Can Köse Vocational School	170	175	25	25	0	14,71	14,71	170	160	19	179	0	105,29	105,29
Applied Sciences College	45	45				0,00	0,00	45	47	0	47	0	104,44	104,44
Total	4530	4541	589	514	121	11,35	11,35	3714	3557	288	3845	0	103,53	103,53

* Prepared using data obtained from the Office of Student Affairs.

5.2- Services Provided by Administrative Units

5.2.1- Legal Advisory Office (LAO)

- a) To defend the University's rights before judicial and administrative authorities in disputes and conflicts involving the University's students, other individuals and institutions,
- b) To assist the administration in ensuring that the University's decisions are implemented in accordance with the laws in force,
- c) To carry out any other similar duties that may be assigned.

Table 24: Types of Cases Handled by the Legal Advisory Office of Gümüşhane University (2023–2025)

		Number of Cases in 2023	Number of Cases in 2024	Number of Cases in 2025
Legal Proceedings and Enforcement Proceedings	Lawsuits Involving Students	0	1	3
	Lawsuits Involving Academic Staff	17	23	27
	Lawsuits Involving Administrative Staff	1	3	8
	Lawsuits on Other Matters	12	23	6
	Subtotal	30	50	44
Ongoing Cases	Lawsuits Involving Students	0	1	3
	Lawsuits Involving Academic Staff	16	19	24
	Lawsuits Involving Administrative Staff	1	2	4
	Lawsuits on Other Matters	12	21	4
	Subtotal	29	43	35
Closed Cases	Lawsuits Involving Students	0	0	0
	Lawsuits Involving Academic Staff	1	4	3
	Lawsuits Involving Administrative Staff	0	1	4
	Lawsuits on Other Matters	0	2	2
	Subtotal	1	7	9
Grand Total		60	100	88
Prepared using data obtained from the Legal Advisory Office.				

5.2.2- Internal Audit Unit

a) To assess, based on objective risk analyses, whether the University's resources are managed in accordance with the principles of economy, effectiveness and efficiency, and to provide guidance and advice.

b) To assess the effectiveness and adequacy of the University's corporate governance, risk management and control processes,

c) To prepare and develop internal audit plans and programmes based on risk analyses,

ç) To carry out audit and consultancy activities, and to perform ad-hoc tasks requested by the Chief Executive Officer that fall within the scope of the unit's responsibilities,

d) To review the internal audit guidelines—which set out the procedures and principles governing the operation and management of the Internal Audit Unit and the conduct of internal audit activities—periodically as required,

e) To provide the Chief Executive with regular updates on the results of internal audit activities, and to keep the Chief Executive informed of developments in the field of internal audit and best international practices,

f) To retain a copy of audit reports at the Presidency,

g) To carry out other procedures relating to internal audit activities and internal auditors

At our University, pre-expenditure audit duties are carried out by the expenditure units and our Presidency's pre-financial control unit. Furthermore, the internal audit unit required to carry out post-expenditure control duties—with the aim of adding value to and improving the operations of the public administration by assessing whether resources are managed in accordance with the principles of economy, efficiency and effectiveness, and providing guidance—has not yet been established at our University in 2025.

5.2.3- Secretariat-General

1. The Office of the Secretary-General consists of a Secretary-General, up to two Deputy Secretaries-General, and subordinate units.

2. The Secretary-General is the head of the University's administrative organisation and is accountable to the Rector for the functioning of this organisation.

3. In addition to the duties he or she performs as head of the University's administrative organisation, the Secretary-General carries out the following duties through himself or herself and the units under his or her authority.



- a. Ensuring that the units within the University's administrative organisation operate efficiently, regularly and in a coordinated manner,
- b. Acting as a rapporteur in the University Senate and the University Executive Board without voting; ensuring that the decisions taken by these bodies are recorded, safeguarded and preserved,
- c. To communicate the decisions of the University Senate and the University Executive Board to the units affiliated with the University,
- d. To make recommendations to the Rector regarding the appointment of staff within the University's administrative structure,
- e. To ensure the provision of press and public relations services,
- f. To handle the Rector's correspondence,
- g. To organise the Rector's protocol, visits and ceremonial duties,
- h. To carry out similar duties as may be assigned by the Rector.

5.2.4- Directorate of Construction Works and Technical Affairs (YITDB)

- a) To design university buildings and facilities, prepare tender documents, conduct tenders for construction and repair works, supervise and accept construction projects, and carry out maintenance and repair works,
- b) Managing operations related to central heating, boiler rooms, cold storage rooms, generators, ventilation systems, telephone exchanges, landscaping, vehicle operations, lift maintenance and repairs, and similar tasks.

5.2.5- Directorate of Human Resources (PDB)

- a) To carry out work relating to the University's workforce planning and personnel policy, and to make recommendations regarding the development of the personnel system,
- b) To handle procedures relating to the appointment, personnel records and retirement of University staff,
- c) To organise and implement pre-service and in-service training programmes for administrative staff,
- d) To carry out any similar duties assigned.

5.2.6- Directorate of Strategy Development (SGDB)

- a) To carry out the necessary work to determine the administration's medium- and long-term strategies and policies, and to establish its objectives, within the framework of national development strategies and policies, the annual programme and the government programme.



- b) To develop performance and quality criteria in matters falling within the administration's remit and to carry out other tasks assigned in this context.
- c) To collect, analyse and interpret information and data relating to the administration's management, the development of services and performance.
- d) To examine external factors affecting services within the administration's remit, conduct internal capacity assessments, analyse the effectiveness and satisfaction levels of services, and carry out general research.
- e) To provide services relating to management information systems.
- f) To carry out the secretariat services of the Strategic Development Committee, if established within the administration.
- g) To coordinate the preparation of the administration's strategic plan and performance programme and to carry out the consolidation of their results.
- h) To prepare the administration's budget, including budget estimates for the following two years, in accordance with the strategic plan and annual performance programme, and to monitor and evaluate the alignment of administrative activities with these.
- i) To prepare a detailed expenditure programme within the framework of budget principles and guidelines determined in accordance with the legislation, and to ensure that the budget allocation is disbursed to the relevant units, taking service requirements into account.
- j) To maintain budget records, collect and evaluate data on budget implementation results, and prepare the final budget accounts and financial statistics.
- k) To recognise the administration's revenues in accordance with relevant legislation, and to carry out the tracking and collection of revenues and receivables.
- l) To carry out accounting services in administrations outside the scope of the general budget.
- m) To prepare the administration's activity report, taking into account the unit activity reports prepared by the spending units.
- n) To prepare summary schedules regarding movable and immovable property owned or held by the administration.
- o) To coordinate the preparation of the administration's investment programme, monitor implementation results, and prepare the annual investment evaluation report.
- p) To carry out and finalise the administration's financial matters and transactions that require follow-up with other administrative bodies.
- r) To provide the senior manager and spending authorities with the necessary information and offer consultancy regarding the application of financial laws and related legislation.
- s) To carry out pre-audit control activities.

- t) To undertake work on the establishment, application and development of internal control system standards; to make the necessary preparations to enhance the effectiveness and efficiency of senior management’s internal audit function.
- u) To perform other duties assigned by the Minister and/or senior management.

Table 25: Number of Appropriation Release, Transfer and Addition Transactions for 2023–2025

		2022		2023		2024		2025	
		Number	Number	Growth Rate	Number	Growth Rate	Number	Growth Rate	
Descriptions	Number of Allocation Transfer Transactions	687	722	5,09%	1432	98,3%	1031	-28,00%	
	Number of Allocation Reduction Transactions	14	32	128,57%	12	-62,5%	58	383,3%	
	Number of Allocation Transfer Transactions at Organisational Level	10	13	30,00%	50	284,6%	26	-48,0%	
	Number of Allocation Transactions at Detailed Level	47	59	25,53%	117	98,3%	73	-37,6%	
	Number of Allocation Addition Transactions	40	36	-10,00%	33	-8,3%	40	21,2%	
		798	862	8,02%	1644	90,7%	1228	-25,3%	
The data was obtained via the Budget Management Information System (e-budget).									

Table 26: Table of Journal Entries

		Years		
		2023	2024	2025
Daily Figures	Total number of transactions posted in the Accounting Unit (Accounting Vouchers and Payment Orders)	9090	8642	9549
The information is based on data obtained from the BKMYBS.				

The documents assigned a journal number in the table above are listed in chronological order by year and cover all transactions—including document entry, amendments, cancellations, etc.—carried out by the Directorate of Strategic Development. The total number of transactions is equal to the sum of all documents assigned a journal number in payment order documents and accounting transaction slips.

5.2.1- Directorate of Student Affairs (ÖİDB)

- a) To carry out the necessary procedures relating to new student enrolment, admission and academic status,
- b) To manage procedures relating to graduation, student ID cards, scholarships and alumni tracking,
- c) To perform other similar duties as assigned.

5.2.2- Directorate of Health, Culture and Sport (SKSDB)

- a) To provide services relating to the health and medical treatment of students and staff,
- b) To meet the accommodation, catering and similar needs of students and staff,
- c) To organise activities to meet the sporting, cultural and social needs of students and staff.

5.2.3- Directorate of Libraries and Documentation (KDDB)

- a) To provide all necessary services for the university libraries,
- b) To carry out cataloguing and provision of services for records such as printed materials, films, videotapes and microfilms, as well as bibliographic search activities,
- c) To perform other similar tasks as assigned.

5.2.4- Directorate of Information Technology (BİDB)

- a) To operate the university's information technology systems; to provide support for education, teaching and research,
- b) To provide other information technology services required by the university.

5.2.5- Directorate of Administrative and Financial Affairs (İMİDB)

- a) To carry out services relating to the procurement of vehicles, equipment and materials.
- b) To carry out cleaning, lighting, heating, maintenance, repair and similar services,
- c) To carry out printing and graphic design work, as well as document and typesetting services,
- d) To carry out civil defence, security and environmental control duties,
- e) To carry out similar tasks as assigned.

5.2.12 – Revolving Fund Management Directorate (DSİM)

Gümüşhane University’s Revolving Fund Management Directorate commenced operations officially on 1 November 2010, following the necessary correspondence with the Ministry of Finance in accordance with Article 58 of Law No. 2547 of the Higher Education Council (YÖK), as published in the Official Gazette dated 19 February 2010 and numbered 27498, and following the necessary correspondence with the Ministry of Finance, officially commenced operations on 1 November 2010. It continues its activities in accordance with the supplementary regulation published in the Official Gazette No. 28176 dated 17 January 2012.

6- Management and Internal Control System

Gümüşhane University has adopted a transparent and accountable management model in line with the fundamental principles of Law No. 5018 to ensure the effective, economical and efficient use of public resources. The University’s senior management carries out internal control processes as a management responsibility in order to achieve strategic objectives and establish financial discipline.

1.1. Action Plan for Compliance with Public Internal Control Standards (2025)

Our university continues to strengthen the control environment as of 2025 within the scope of the ‘Action Plan for Compliance with Public Internal Control Standards for Administration and Units’. Within this framework:

Organisational Structure: Unit-based job descriptions, sensitive duties and delegation of authority processes have been updated, and workflow diagrams have been integrated into digital platforms.

Compliance Process: In line with the standards published by the Ministry of Finance, training activities to enhance the competence of administrative staff have been planned, and consistency in implementation at the unit level has been ensured.

Information and Communication: The effectiveness of the internal control system is monitored via the institutional portal and reporting tools, whilst horizontal and vertical communication channels between units are maintained.

1.2. Administration and Unit Risk Control Action Plan

In accordance with the 2025 ‘Administration and Unit Risk Control Action Plan’, internal and external risks that could hinder our university’s achievement of its academic and administrative objectives have been systematically analysed.

Risk Analysis: Each expenditure unit has scored the risks within its own area of activity in terms of impact and likelihood of occurrence, and ‘Risk Registration Forms’ have been created.

Control Strategies: Preventive and corrective control activities have been implemented in high-risk areas (tender processes, student affairs automation, revolving fund, etc.). The management of risks has been defined as the primary responsibility not only of senior management but of all unit heads.

1.3. Pre-Financial Control Activities

In accordance with Articles 58 and 60 of the Law, transactions to be carried out by spending units are subject to pre-financial control before any financial commitment is made. These activities, conducted by the Directorate General for Strategy Development, are carried out within the framework of:

The compliance of appropriations with the budget structure,

The compliance of tender and expenditure processes with legislation,

Prevention of waste of resources and maintenance of financial discipline. In the controls carried out in 2025, it was observed that the majority of transactions were fully compliant with legislation, and that any identified shortcomings were promptly addressed under the 'corrective action' framework.

1.4. Assessment and Statement of Assurance

The internal control system and risk management mechanisms established within Gümüşhane University have become operational to a level that provides reasonable assurance. The dynamic structure of the current action plans supports institutional development and forms a strong shield in terms of safeguarding public resources. Throughout the 2025 financial year, work will continue uninterrupted in line with administrative and financial performance targets, with the coordination of all units.

II- AIMS and OBJECTIVES

A- BASIC POLICIES AND PRIORITIES

Taking into account Turkey's Higher Education Strategy, Development Plans, Medium-Term Programs and the main policies and priorities of our University, themes expressing our strategic areas and our strategic goals and objectives have been determined in order to become one of the higher education and science centers of the region.

1. Quality in education and training will be ensured and universal standards will be taken into account.
2. The faculty member requirement that arises due to the increasing number of higher education programs and student numbers will be met rapidly.
3. Practices that expand academic and scientific freedom will be adopted.
4. The principle will be to increase continuity, usefulness, and quality in scientific activities.

5. In order to improve the corporate identity and culture, a participatory management approach will be adopted, successful students and staff will be encouraged, and open and transparent governance models will be applied.
6. In order to contribute more to regional and national development, the interests of stakeholders will be taken into account in the development of products and services, and the cooperation between the labor market and our University will be increased. Dec.
7. To assume a Decelerating role in the development of university-industry cooperation, to contribute to the technological development and R& D studies of industrial organizations located in the region.
8. In order to strengthen our R&D-based production capabilities, our application and research centres and central research laboratories will be developed.
9. With the spirit of entrepreneurship, projects that are flexible, open to development and identify with society will be developed and supported, which will take the highest role in activities that will benefit the region.
10. Participation in project work on national and international platforms that will enable the transformation of generated knowledge into technology will be encouraged.
11. International programs aimed at increasing student and faculty exchange and mobility in higher education will be closely monitored. Mutual exchange of lecturers and students will be ensured by using grant programs for foreign students and scientists to participate in teaching activities at our University.
12. The existing administrative and human capacity will be developed in accordance with the strategic management approach in terms of quality and quantity, and programs aimed at adapting the management culture to the new structure will be organized. Within the framework of strategic planning and performance programs, measurement, monitoring, and evaluation processes will be developed.
13. Studies will be carried out on the effective implementation of the necessary financial management, internal control and internal audit activities to strengthen the management responsibility at our university.
14. In order to achieve financial autonomy and a competitive structure, our university's financial resources will be diversified and increased.

B- OBJECTIVES AND TARGETS INCLUDED IN THE ADMINISTRATION'S STRATEGIC PLAN

The Strategic Plan of our University has been prepared within the framework of the “Regulation on the Procedures and Principles Related to Strategic Planning in Public Administrations’ and the final version of the Strategic Plan has been sent to the Ministry of Development, the Ministry of Finance, the Presidency of the Court of Accounts and the Grand National Assembly of Turkey by the Strategy

Development Department for use in the preparation of the Budget and Performance Program. According to our Final Strategic Plan; our corporate strategic goals and objectives are stated below.

Table 27: Gümüşhane University Strategic Plan Framework for the 2023-2027 Period

Theme	Strategic Aim	Strategic Target	Responsible Units
Theme 1 HIGHER EDUCATION	SA 1: To be a university that aims to increase quality in education and training and is competitive in areas needed by the country and the region.	ST 1: To increase the number of equipped domestic and foreign students to competitive levels by improving the number of departments/programs with national and international equivalence and educational areas by the end of 2027	Related Vice-Chancellorship and Student Affairs Department, Graduate Education Institute, Personnel Department, Strategy Development Department
		ST 2: Providing the main and auxiliary resource needs of students in physical/electronic environment during the education period and maintaining the institutional belonging of students by increasing until the end of 2027	The relevant Vice-Rector's Office and the Student Affairs Department, the Strategy Development Department, the Library and Documentation Department, All Academic Units
		ST 3: Improving the quality of nutrition services offered to higher education students; increasing the quality of life by 20% by the end of 2027 by supporting the personal and social development of students	Relevant Vice-Rector's Office and Strategy Development Department, Health, Culture and Sports Department, All Academic Units
		ST 4: To increase the utilization rate by 15% by the end of 2027 by increasing national and International promotion and recognition activities and consolidating exchange programs at the maximum level	Relevant Vice-Rector's Office and Strategy Development Department, Health, GUSÜD Coordinatorship, All Academic Units
Theme 2 RESEARCH, EDUCATION and INNOVATION	SA 2: To realize high-value-added social and economic projects by increasing scientific research resources and quality.	ST 5: To increase research projects, mining, consulting services, and research center activities by 15% by the end of 2027.	Related Vice-Chancellorship and Scientific Research Projects Coordinator, Application and Research Centers, Revolving Fund Management Department, Strategy Development Department
		ST 6: Increasing support and incentives provided to academic staff	Relevant Vice-Rector's Office and All Academic Units, General Secretariat, Quality Coordinatorship, Strategy Development Department.
Theme 3 LIFELONG LEARNING	SA 3: In collaboration with our stakeholders, we aim to provide quality services for local and regional development in areas where society has needs.	ST 7: Providing trainings to all segments of society in the areas they need, increasing corporate activity, increasing social opportunities for staff and students by the end of 2027	The relevant Vice-Rector's Office and General Secretariat, Strategy Development Department, Application and Research Centers, and All Academic Units

1- Key Performance Indicators (KPI)

Within the scope of Gümüşhane University 2023-2027 Strategic Plan; Increasing the number of graduate and foreign students and library resources, student satisfaction and dissemination of international exchange programs have been determined as the cornerstones of education and training quality. In the research focus; TUBITAK/BAP projects, mining specialization activities and the number of qualified publications and citations per academic staff are the main indicators of scientific development. The theme of social contribution is embodied in the number of individuals certified through centers like SEM and DİLMER. These 10 key indicators reflect the university's commitment to integrating its regional development mission with international academic standards.

KPI. 1: Number of Master's Degree students (Performance Indicator (P.G) 1.1.4)

KPI. 2: Number of foreign students (PG.1.1.6)

KPI. 3: Number of printed and electronic resources in the library (PG.1.2.1)

KPI. 4: Students' life satisfaction rate in higher education (PG.1.3.1)

KPI. 5: Number of students benefiting from international exchange programs (Erasmus, Mevlana, etc.) (PG.1.4.1)

KPI. 6: Number of ongoing projects (TÜBİTAK, BAP, etc.) (PG.2.1.1)

KPI. 7: Number of activities carried out under the Regional Development-Oriented Mission Differentiation and Specialization Program (mining) (PG.2.1.5)

KPI. 8: Number of publications per faculty member in journals covered by SCI, SCI-Expanded, SSCI and AHCI (PG.2.2.1)

KPI. 9: Number of citations per faculty member in journals covered by SCI, SCI-Expanded, SSCI and AHCI (PG.2.2.2)

KPI. 10: Continuing Education Center (SEM), Language Center (DİLMER), etc. Number of individuals certified by other Research and Application Centers (PG.3.1.2)

2- DIFFERENTIATION STRATEGY

Gümüşhane University aims to be the pioneer of regional development Decently with its education-training, R&D and lifelong learning activities and to become a reference center at the international level. The institution, which produces social benefits through public-industry-NGO collaborations, educates well-equipped individuals by increasing its preferability with qualified academic education and a strong quality policy. In order to improve the quality of scientific publications and strengthen the entrepreneurial ecosystem, it provides strategic supports to the application and research centers within its structure. In this direction, the university demonstrates a sustainable development vision by integrating with the dynamics of the city in a wide range from mining to organic agriculture.

2.1 Location Preference

Gümüşhane University has improved the quality of education by rapidly developing its physical and technical infrastructure since 2008 and has gained a strong position in the region despite the harsh geographical conditions. Aiming to arbitrate its existing education-oriented structure through research and entrepreneurship, the institution has gained strategic momentum by being included in the "Regional Development-Oriented Mission Differentiation and Specialization Program", especially in the field of mining. University; The region is structuring its academic units and projects in line with its rich underground resources, nature tourism potential, and need for qualified intermediate-level personnel. Through the strategic planning process, it prioritizes providing scientific and technological contribution to the development of both the city and the country by establishing strong cooperation with local sectors. Aiming to maintain its preferability with its innovative campus and applied education concept, the university continues to be the epicenter of regional transformation with its mining specialization.

2.2. Success Zone Preference

Gümüşhane University follows an educational-oriented development strategy by combining the historical, geographical and underground riches of the city with its academic potential. Aiming to bring the natural and cultural tourism inventory of the region to the economy through the Faculty of Tourism, the institution leads the efficient processing of mineral resources with scientific methods through the Faculty of Engineering and Natural Sciences. Within the scope of the university-industry cooperation, it prioritizes training a qualified and equipped workforce needed by the business world with a laboratory-oriented applied education model. Thanks to the coordination developed with the public and private sectors, the necessity of planning the local potential in the light of technological and academic data has been adopted as a strategic vision. In this regard, well-established academic institutions play an active role in the city's new development and employment processes, thus being at the center of regional development.

2.3. Value Presentation Preference

Gümüşhane University aims to move its value presentation preferences from an education-oriented position to a research university model that focuses on graduate education. In line with the mission differentiation and specialization strategy, it aims to increase the number of doctoral students with specific associate degree and undergraduate innovations that will lead to the socio-economic development of the region. Encouraging interdisciplinary projects in the fields of health, social, and natural sciences is a fundamental element that strengthens the university's national and international competitiveness. Through the Scientific Research Projects Coordination Office

Increasing the number of quality publications and diversifying academic incentive mechanisms are among the primary objectives. While the commercialization and implementation capacity of the

projects is strengthened with the support of the Technology Transfer Office and the Career Center, it is planned to increase international mobility through the foreign relations unit. By optimizing the efficiency of application and research centers, it is aimed to direct corporate resources to strategic areas and strengthen the position in the higher education system. This comprehensive transformation process supports the university's vision of becoming both a regional actor and an international scientific center.

2.4. Basic Competence Preference

Gümüşhane University reinforces its education-oriented identity with research and social contribution processes with the strength it receives from its young and dynamic structure. The institution, which uses its resources effectively as the driving force of regional development, has adopted an innovative management approach, student-centered education and continuous improvement principles as its basic competencies. The organic farming potential in the Kelkit, Köse and Shiran basins and the rich gold, silver and copper mineral reserves of the region constitute the main axes of the university's specialization strategy. The city's bio-diversity, alternative tourism added value to their academic projects aimed at transforming and outdoor sports facilities, universities, local governments and industry with effective consultation services. The campus ecosystem, equipped with modern classrooms, high-tech laboratories and application workshops, increases employability by combining theoretical knowledge with practice. In particular, the development of registered local products such as pesticides, coal and rose hips, as well as environmentally friendly agricultural models based on the low use of chemical fertilizers reflect the sustainability vision of the institution. Thanks to these strategic focal points, the university maintains its determination to contribute to the national development goals by guiding both the economic and cultural transformation of the region.

III- INFORMATION AND EVALUATIONS REGARDING THE ACTIVITIES

A- FINANCIAL INFORMATION

1- Budget Implementation Results

Ekonomik Sınıflandırmaya göre Bütçe Giderler Tablosu				
YIL	:2025			
KURUM	:GÜMÜŞHANE ÜNİVERSİTESİ			
EKONOMİK KODLAR		2025		
KOD	AÇIKLAMA	KBÖ	TOPLAM ÖDENEK	TOPLAM HARCAMA
01.01	MEMURLAR	954.296.000	1.177.075.882	981.013.122
01.02	SÖZLEŞMELİ PERSONEL	20.706.000	25.887.200	21.318.875
01.03	İŞÇİLER	215.709.000	300.242.800	256.937.341
01.04	GEÇİCİ SÜRELİ ÇALIŞANLAR	1.678.000	2.013.600	1.268.478
01	PERSONEL GİDERLERİ	1.192.389.000	1.505.219.482	1.260.537.816
02.01	MEMURLAR	84.865.000	104.785.816	87.812.244
02.02	SÖZLEŞMELİ PERSONEL	2.716.000	3.281.200	2.660.617
02.03	İŞÇİLER	42.999.000	64.374.800	55.769.542
02.04	GEÇİCİ SÜRELİ ÇALIŞANLAR	1.250.000	1.500.000	1.077.751
02	SOSYAL GÜVENLİK KURUMLARINA DEVLET PRİMİ GİDERLERİ	131.830.000	173.941.816	147.320.154
03.01	ÜRETİME YÖNELİK MAL VE MALZEME ALIMLARI	48.000	52.800	0
03.02	TÜKETİME YÖNELİK MAL VE MALZEME ALIMLARI	122.144.000	125.634.604	90.770.216
03.03	YOLLUKLAR	2.565.000	3.221.500	2.538.323
03.04	GÖREV GİDERLERİ	192.000	636.311	481.871
03.05	HİZMET ALIMLARI	2.978.000	4.355.800	3.088.521
03.06	TEMSİL VE TANITMA GİDERLERİ	208.000	228.800	207.979
03.07	MENKUL MAL, GAYRİMADDİ HAK ALIM, BAKIM VE ONARIM GİDERLERİ	3.602.000	3.962.200	2.503.038
03.08	GAYRİMENKUL MAL BAKIM VE ONARIM GİDERLERİ	2.006.000	2.206.600	1.056.963
03	MAL VE HİZMET ALIM GİDERLERİ	133.743.000	140.298.615	100.646.910
05.01	GÖREVLENDİRME GİDERLERİ	25.109.000	27.619.900	21.794.913
05.03	KAR AMACI GÜTMİYEN KURULUŞLARA YAPILAN TRANSFERLER	3.561.000	3.917.100	2.223.994
05.04	HANE HALKI VE İŞLETMELERE YAPILAN TRANSFERLER	0	132.000	132.000
05	CARİ TRANSFERLER	28.670.000	31.669.000	24.150.907
06.01	MAMUL MAL ALIMLARI	12.500.000	12.500.000	11.906.600
06.03	GAYRİ MADDİ HAK ALIMLARI	3.000.000	3.000.000	2.940.500
06.05	GAYRİMENKUL SERMAYE ÜRETİM GİDERLERİ	18.000.000	18.000.000	11.594.715
06.06	MENKUL MALLARIN BÜYÜK ONARIM GİDERLERİ	2.000.000	2.000.000	1.210.695
06.07	GAYRİMENKUL BÜYÜK ONARIM GİDERLERİ	17.000.000	17.000.000	16.155.467
06.09	DİĞER SERMAYE GİDERLERİ	2.500.000	2.500.000	2.500.000
06	SERMAYE GİDERLERİ	55.000.000	55.000.000	46.307.978
PERSONEL (01 + 02)		1.324.219.000	1.679.161.298	1.407.857.971
DİĞER CARİ (03 + 04 + 05)		162.413.000	171.967.615	124.797.817
TOPLAM CARİ		1.486.632.000	1.851.128.913	1.532.655.788
TOPLAM SERMAYE (06 + 07)		55.000.000	55.000.000	46.307.978
BORÇ VERME		0	0	0
YEDEK ÖDENEKLER		0	0	0
KURUM TOPLAMI		1.541.632.000	1.906.128.913	1.578.963.766

1.1- Budget Expenses

Table 28: Table of Budget Expenditures According to Economic Classification

1.1- Budget Revenues

Table 29: Budget Revenues According to Economic Classification

2025 YILI GELİR CETVELİ			
0490-GÜMÜŞHANE ÜNİVERSİTESİ			
Tablo30:Ekonomik Sınıflandırmaya Göre Bütçe Gelirleri			
GELİR EKONOMİK KOD	PLANLANAN GELİR	GERÇEKLEŞEN	DURUM
03.1.1.01	0,00	600,00	600,00
03.1.1.99	0,00	113.948,10	113.948,10
03.1.2.29	10.000.000,00	21.913.147,56	11.913.147,56
03.1.2.31	8.105.000,00	4.144.684,76	-3.960.315,24
03.1.2.33	3.000.000,00	8.487.937,85	5.487.937,85
03.1.2.34	0,00	3.148.123,50	3.148.123,50
03.1.2.35	0,00	964.071,00	964.071,00
03.1.2.36	4.500.000,00	6.213.410,06	1.713.410,06
03.1.2.53	0,00	0,00	0,00
03.1.2.69	5.000.000,00	6.345.526,00	1.345.526,00
03.1.2.99	1.021.000,00	31.180,25	-989.819,75
03.6.1.01	2.419.000,00	4.741.965,07	2.322.965,07
03.6.1.03	0,00	7.913,33	7.913,33
03.6.1.99	1.601.000,00	1.791.353,73	190.353,73
03.6.2.01	0,00	0,00	0,00
04.2.1.01	1.430.207.000,00	1.403.953.498,00	-26.253.502,00
04.2.2.01	55.000.000,00	95.372.200,00	40.372.200,00
04.5.1.13	0,00	96.000,00	96.000,00
05.1.9.01	0,00	66.719,23	66.719,23
05.1.9.99	0,00	396.925,91	396.925,91
05.2.6.16	0,00	725.298,52	725.298,52
05.3.2.99	0,00	1.699,78	1.699,78
05.9.1.01	0,00	508.882,10	508.882,10
05.9.1.03	0,00	764.308,65	764.308,65
05.9.1.06	0,00	2.388.783,73	2.388.783,73
05.9.1.19	20.779.000,00	17.697.241,00	-3.081.759,00
05.9.1.99	0,00	5.942.066,36	5.942.066,36
TOPLAM	1.541.632.000,00	1.585.817.484,49	44.185.484,49

2- Disclosures Regarding Basic Financial Statements

2.1. Balance Sheet

A balance sheet is a financial statement that shows the assets of a business on a specific date and the sources from which these assets are financed. The balance sheet is one of the most important tables of the accounting system. The balance Sheet information of our university for the year 2024 is included in Oct-3.

2.2. Mizan

A balance sheet is a summary table used as a control tool in accounting, which is formed by writing the accounts together with the amounts of debts and receivables and their balances in a table after they are reviewed again on certain dates. The trial balance also enables us to check whether the accounts are in line with the actual situation and whether they are being maintained according to their rules. There are three types of trial balances.

Monthly Trial Balance: This is the trial balance prepared for control purposes, usually at the end of the month, after transferring journal entries to the general ledger.

General Provisional Trial Balance: Prepared on December 31, this trial balance is identical to monthly trial balances but covers the entire accounting period. This balance sheet is also called the December balance sheet.

Final Balance Sheet: It is the balance sheet that is arranged after the balance sheets of the accounts are adjusted according to the inventory results, that is, after the records related to the end of the period, by making wage and ledger records related to the transactions at the end of the period. The 2025 Final Balance Sheet information for our university is included in Annex 3.

2.3. Statement of Operating Results

The statement of activity results is a financial statement that shows the income received by public administrations during the period of activity, the expenses incurred, the income and expenses arising from the management of financial and non-financial assets and the transactions related to their obligations and provides detailed information about them. All revenues and expenses are shown in the statement of operating results for the period in which they are accrued. The table is prepared in a way that allows for cross-period comparisons to be made. The statement of operating results must include the relevant items showing, as a minimum, the following amounts:

- 1) Revenue from operations,
- 2) Expense from operations,
- 3) Positive or negative difference for the period.

The 2025 Annual Activity Results Table information for our university is included in Annex 3.

3- Financial Audit Results

At our university, the pre-expenditure audit function is carried out by the expenditure units and our presidency's pre-financial control unit. In addition, in order to add value and improve the work of the public administration, the internal audit unit, which should be established to evaluate whether the resources are managed according to the principles of affordability, effectiveness and efficiency, and to carry out the task of post-expenditure control in order to provide guidance, was established at our University in 2025.

At our university, external audit following expenditure is conducted by the Court of Accounts Presidency within the framework of public administrations' accountability. The pay documents of our university for the year 2025 have been subjected to external audit of the Court of Accounts and the report will be made public in 2026 (<https://www.sayistay.gov.tr/reports/category/7-ozel-butceli-idareler---a>) will be published at.

B- PERFORMANCE INFORMATION

1- Program, Subprogram, Activity Information

Table 30: Program, Subprogram, Activity Information (2025)

Program	Subprogram	Activity	Description
Research, development and innovation	Scientific Research and Development in Higher Education	Higher Education Institutions' Basic Research Services	This activity is carried out within the scope of the Higher Education Law No. 2547. To increase project-based work focused on new ideas and products, it is planned to expand information and training programs. The necessary activities will be carried out in order to provide original contributions to the scientific literature and to contribute to the socio-economic and cultural development of our region and our country. In this context, the number of R&D projects supported by national and international organizations will be increased. Symposia, Congresses, Conferences, etc. Participation in scientific events will be encouraged and supported. Scientific research and studies will be supported and encouraged.
		Higher Education Institutions' Scientific Research Projects	"This activity is carried out within the scope of the Regulation on Scientific Research Projects of Higher Education Institutions." If the project manager submits the necessary documents to the BAP coordination unit after submitting the project application through the BAP Automation system, the project-related process will begin. Project proposals submitted to the BAP Unit are subject to preliminary evaluation to determine whether they meet the required conditions. Project proposals that meet the requirements during the preliminary evaluation phase are submitted to the Commission by the Coordinator. The commission reviews project proposals and either sends them to the relevant project evaluation boards for evaluation or rejects them.
Lifelong Learning	Continuing Education Activities of Higher Education Institutions	Educational Programs, Courses and Seminars Offered for Community Service	In research projects, it is preferred that at least one of the reviewers be from outside the university. The Commission decides to support, revise or reject the project in accordance with the minutes and project evaluation reports received from the Project Evaluation Boards. Accepted projects come into effect upon the signing of the protocol between the BAP Commission Chair and the project manager. The progress and outcome reports submitted for projects are decided upon by the BAP Commission, taking into account peer review. During all these processes, purchase transactions, movable



			transactions and all kinds of correspondence processes related to accepted projects are carried out by the BAP Coordination Office in accordance with the directive adopted by the Senate of our University."
		Higher Education Institutions' Social Responsibility Projects	Our department actively OHS, ECG, practitioner training, play therapy, emotion recognition and empathy-oriented education, finance, education, mining, and data analysis in our training continues active in the field of food engineering. In addition to these trainings, requested trainings will be identified and activated upon the relevant trainer's certification of competence.
Management and Support Program	Inspection, Audit and Consultancy Services	Legal Consultancy and Litigation Services	This activity is carried out within the scope of the Gümüşhane University Continuing Education Application and Research Center Regulation. Support is provided for social responsibility projects requested by public institutions and organizations, the private sector, and international organizations. As a result of the necessary correspondence and permission letters for the designated social projects, the projects are put into operation. The necessary support is provided by our unit in line with protocols signed with relevant public institutions and organizations, NGOs, and our university's rectorate. Request letters for providing education in the field have been sent to the relevant teaching staff, and interview structures trainings are organized with the teaching staff to provide education.
		Internal Audit	This activity is carried out within the scope of the Decree Law on Higher Education Institutions and the Administrative Organization of Higher Education Institutions. Representation of our university in judicial and administrative cases, internal and external arbitration proceedings, enforcement proceedings and all other legal disputes referred to the judiciary; coordination, monitoring and supervision of litigation and enforcement proceedings to be represented by administrations through the purchase of services, as well as arbitration-related transactions; business and operations are carried out such as notification of legal opinions related to legislation, contracts, specifications and disputes related to administrative services; preparation of necessary legal proposals in order to better realize the objectives of the administration, ensure its work in accordance with legislation, plan and program Jul.
	Senior Management, Administrative and Financial Services	Information Technology-Related Activities	This activity is carried out within the scope of the Public Financial Management and Control Law. Business and operations such as evaluating the management and control structures of our university in accordance with risk analyses, conducting reviews and making recommendations on whether resources are used effectively, economically and efficiently, compliance of expenditures and financial transactions with legislation and top policy documents, as well as auditing and reporting financial management and control processes are carried out.
		General Support Services	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. Business and transactions are carried out for the operation and development of information processing systems of our university and increasing their technological capacities.
		Activities Related to Human Resources Management	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. Providing cleaning, security, lighting, heating, repair, transportation and similar goods and services that serve all programs of our university; organizing physical work environments, conducting general paperwork and archive services, planning and conducting civil defense and mobilization services Jul.



		Execution of Construction and Building Works	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. Carrying out personnel planning of our university; carrying out personnel assignment, transfer, promotion, retirement and similar personnel transactions; planning and organizing trainings aimed at increasing human resource capacity are carried out works and transactions such as.
		Private Secretary Services	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. All kinds of construction, leasing, sale, operation, maintenance, repair and similar works, transactions and processes related to real estate registered on behalf of the Treasury and allocated to administrations or registered on behalf of administrations are carried out.
		Strategy Development and Financial Services	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. The work and transactions carried out for the purpose of organizing the work program of the senior management and carrying out services such as official and private correspondence, protocol, ceremony, visit, invitation, welcome, hospitality are carried out.
		Services to be Provided with Real Estate Income	This activity is carried out under the scope of the Public Financial Management and Control Law No. 5018. Financial management and control-related work and transactions are carried out by our university and are designed to serve all administrative programs.
		Administrative Services for Students in Higher Education	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. All kinds of maintenance and repair work is carried out on real estate properties.
Higher Education	Associate Degree Education, Bachelor's Degree Education, and Graduate Degree Education	Scholarship Services for Doctoral Students	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. Administrative services for students are provided in higher education.
Higher Education	Associate Degree Education, Bachelor's Degree Education, and Graduate Degree Education	Doctoral and Medical Specialization Training	This activity is carried out within the scope of the Higher Education Law No. 2547. Scholarship services will be provided for doctoral students as part of the program to train graduates who possess professional competence and are open to development. *Higher Education ?The priority of the subject in 100 systematic areas related to the departments of our Institute for the 100/2000 COHE Doctoral Scholarship was determined and a quota request was made for the benefit of the students of our Institute within the scope of the opportunity provided by the COHE within this scope. * It will be ensured that the Institution of Higher Education Loans and Dormitories will be selected and benefited from the quota allocated to our Institute within the scope of the quota given to our University by the students in need. In addition, our students are informed about the doctoral scholarship granted by the Higher Education Credit and Dormitories Institution on the application dates and it is provided to apply for these scholarships.
		Scholarship Services for Undergraduate Students	This activity is carried out within the scope of the Higher Education Law No. 2547. As Gümüşhane University Graduate School of Educational Sciences, our mission is to train highly qualified researchers and specialists at national and international level who care about social needs, scientific research and innovation, can analyze and synthesize, think critically, contribute successfully to academic institutions, public or private sectors, attach importance to ethical values, under the leadership of scientific and technological developments in graduate education. Our institute, which



		currently has 26 doctoral students, aims to graduate students who are suitable for the targeted mission by increasing the number of majors and increasing the number of qualified students by making it attractive to choose our institute in the next process.
	Higher Education Institutions: Development of Information and Cultural Resources and Sports Infrastructure Services	This activity is carried out under the Higher Education Law No. 2547. Our university provides meal scholarships to our students throughout the institution. Students from disadvantaged financial backgrounds will be given priority access to scholarship services. Students will be encouraged to benefit from scholarship services provided by private institutions/organizations. This activity is carried out within the scope of the Higher Education Law No. 2547. Regarding foreign students, the necessary information is provided to both the Council of Higher Education Presidency and the Provincial Directorate of Migration Management.
	Higher Education Institutions: First-Year Education	This activity is carried out within the scope of the Higher Education Law No. 2547. Within the scope of this activity; 1. The number of printed publications will be increased by acquiring printed books through purchase and donation and attempting to catalog them. 2.Necessary agreements will be made with digital broadcasting databases to increase the number of digital broadcasts. 3.In order to attract more users to our university library, we will provide the necessary orientation training and strive to reach more users."
	Higher Education Institutions Part-Time Education	This activity is carried out within the scope of the Higher Education Law No. 2547. Within the scope of training graduates who possess professional competence and are open to development, First-Year Education Services will be provided by Higher Education Institutions.
	Higher Education Institutions Non-Thesis Master's Degree	This activity is carried out within the scope of the Higher Education Law No. 2547. To increase project-based work focused on new ideas and products, it is planned to expand information and training programs. The necessary activities will be carried out in order to provide original contributions to the scientific literature and to contribute to the socio-economic and cultural development of our region and our country. In this context, the number of R&D projects supported by national and international organizations will be increased. Symposia, Congresses, Conferences, etc. Participation in scientific events will be encouraged and supported. Scientific research and studies will be supported and encouraged.
	Higher Education Institutions Distance Education	"This activity is carried out within the scope of the Regulation on Scientific Research Projects of Higher Education Institutions." If the project manager submits the necessary documents to the BAP coordination unit after submitting the project application through the BAP Automation system, the project-related process will begin. Project proposals submitted to the BAP Unit are subject to preliminary evaluation to determine whether they meet the required conditions. Project proposals that meet the requirements during the preliminary evaluation phase are submitted to the Commission by the Coordinator. The commission reviews project proposals and either sends them to the relevant project evaluation boards for evaluation or rejects them.
	Higher Education Institutions Summer Schools	In research projects, it is preferred that at least one of the reviewers be from outside the university. The Commission decides to support, revise or reject the project in accordance with the minutes and project evaluation reports received from the Project Evaluation Boards. Accepted projects come into effect upon the signing of the protocol between the BAP Commission Chair and the project manager. The progress and outcome reports submitted for projects are decided upon by the BAP Commission, taking into account peer review. During all these processes, purchase transactions, movable transactions and all kinds of correspondence processes related to accepted projects are carried out by the BAP Coordination Office in accordance with the directive adopted by the Senate of our University."

Higher Education	Student Life in Higher Education	Housing Services in Higher Education	Our department actively OHS, ECG, practitioner training, play therapy, emotion recognition and empathy-oriented education, finance, education, mining, and data analysis in our training continues active in the field of food engineering. In addition to these trainings, requested trainings will be identified and activated upon the relevant trainer's certification of competence.
		Nutrition Services in Higher Education	This activity is carried out within the scope of the Gümüşhane University Continuing Education Application and Research Center Regulation. Support is provided for social responsibility projects requested by public institutions and organizations, the private sector, and international organizations. As a result of the necessary correspondence and permission letters for the designated social projects, the projects are put into operation. The necessary support is provided by our unit in line with protocols signed with relevant public institutions and organizations, NGOs, and our university's rectorate. Request letters for providing education in the field have been sent to the relevant teaching staff, and interview structures trainings are organized with the teaching staff to provide education.
		Cultural and Sports Services in Higher Education	This activity is carried out within the scope of the Decree Law on Higher Education Institutions and the Administrative Organization of Higher Education Institutions. Representation of our university in judicial and administrative cases, internal and external arbitration proceedings, enforcement proceedings and all other legal disputes referred to the judiciary; coordination, monitoring and supervision of litigation and enforcement proceedings to be represented by administrations through the purchase of services, as well as arbitration-related transactions; business and operations are carried out such as notification of legal opinions related to legislation, contracts, specifications and disputes related to administrative services; preparation of necessary legal proposals in order to better realize the objectives of the administration, ensure its work in accordance with legislation, plan and program Jul.
		Other Services Related to Student Life in Higher Education	This activity is carried out within the scope of the Public Financial Management and Control Law. Business and operations such as evaluating the management and control structures of our university in accordance with risk analyses, conducting reviews and making recommendations on whether resources are used effectively, economically and efficiently, compliance of expenditures and financial transactions with legislation and top policy documents, as well as auditing and reporting financial management and control processes are carried out.
		Health Services in Higher Education	This activity is carried out within the scope of the Decree Law on the Administrative Organization of Higher Education Institutions and Higher Education Institutions. Business and transactions are carried out for the operation and development of information processing systems of our university and increasing their technological capacities.

2- Evaluation of Performance Results

2.1- Implementation Results and Evaluations Regarding Sub-Program Objectives and Indicators

Table 31: Implementation Results and Evaluations Regarding Sub-Program Targets and Indicators (2025)

Year: 2025
Program Name: Research, Development and Innovation
Sub-program Name: Scientific Research and Development in Higher Education
Sub-program Goal: Increasing innovation-oriented scientific studies in higher education institutions.

Number	Indicator Name	Unit of Measurement	Targeted Indicator Value	End of Year Value	Percentage of Realisation	State of Realisation
1	Number of research projects supported under BAP	Number	40	35	87,50%	Partially Reached
2	Number of R&D projects supported by national and international organizations	Number	80	49	61,25%	Partially Reached

Year: 2025
Program Name: Lifelong Learning
Sub-Program Name: Higher Education Institutions' Continuing Education Activities
Sub-Program Goal: Trainings in the areas it needs to all segments of society, public institutions, private sector and international organizations to contribute to the development of cooperation with

Number	Indicator Name	Unit of Measurement	Targeted Indicator Value	End of Year Value	Percentage of Realisation	State of Realisation
1	Number of people applying to training programs	Number	160			
2	Number of certificates issued by the Continuing Education Center (SEM) and the Language Center (DILMER) for vocational training.	Number	160	407	221	Partially Reached

Year: 2025
Program Name: Higher Education
Sub-Program Name: Scholarships and Supports Provided to Academic Staff
Sub-Program Goal: To train academics who are competent in their fields, are researchers, produce and disseminate knowledge.

Number	Indicator Name	Unit of Measurement	Targeted Indicator Value	End of Year Value	Percentage of Realisation	State of Realisation
1	Number of publications per faculty member in journals covered by SCI, SCI-Expanded, SSCI, and AHCI.	Number	2	0,55	27,50%	Partially Reached



Year: 2025
Program Name: Higher Education
Sub-Program Name: Associate Degree Education, Undergraduate Education and Graduate Education
Sub-Program Goal: Cultivating graduates who possess professional competence and are open to development.

Number	Indicator Name	Unit of Measurement	Targeted Indicator Value	End of Year Value	Percentage of Realisation	State of Realisation
1	Number of individuals who completed their doctoral studies	Number	40	26	65,00%	Partially Reached
2	Number of printed and electronic resources in the library	Number	3.100.000	1.413.178	45,59 %	Partially Reached
3	Number of individuals who used the library	Number	300.000	369.012	123,00%	Exceeded
4	Number of foreign students.	Number	2500	2.014	80,56%	Partially Reached

Year: 2025
Program Name: Higher Education
Sub-Program Name: Student Life in Higher Education
Sub-Program Goal: Improving the quality of nutrition and housing services offered to higher education students; improving the quality of life by supporting the personal and social development of students

Number	Indicator Name	Unit of Measurement	Targeted Indicator Value	End of Year Value	Percentage of Realisation	State of Realisation
1	Number of student clubs and societies	Number	90	56	62,22 %	Partially Reached
2	Number of social, cultural and sports activities	Number	170	466	274,12%	Exceeded
3	Satisfaction rate with student life in higher education	Percentage	70	78,0500	111,50%	Exceeded

1- Evaluation of the Strategic Plan
Table 33: Evaluation of the Strategic Plan

Performance Goal 1: To increase the number of well-equipped domestic and foreign students to competitive levels by improving the number of departments/programs with national and international equivalence and educational areas by the end of 2027

			Targeted Indicator Level	Year-End Realization Level	The State of Realization	
2025	Performance Indicators	1	Number of departments/programs with students	217	191	% 0,00
		2	Number of students per faculty member	34,5	28,0	% 100,00
		3	Number of associate and undergraduate students	19000	18.737	% 80,00
		4	Number of Master's students	1.500	1.785	%100,00
		5	Number of Doctoral students	135	201	%100,00
		6	Number of foreign students	230	1.815	% 100,00
		7	Amount of expenditure made for the improvement of training areas and laboratories.	3.500.000	17.974.333	%100,00

Performance Goal 2: To provide the main and auxiliary resource needs of the students in physical/electronic environment during the education period and to maintain the institutional belonging of the students by increasing until the end of 2027

			Targeted Indicator Level	Year-End Realization Level	The State of Realization	
2025	Performance Indicators	1	Number of print and electronic resources available in the library	400.000	366.416	% 0,00
		2	Number of resources borrowed and downloaded (number of downloads)	24.000	78.003	% 100,00
		3	Number of registered graduates in the alumni tracking system.	5.100	30.163	% 100,00

Performance Goal 3: To improve the quality of nutrition services provided to higher education students; to increase the quality of campus life by 20% by the end of 2027 by supporting the personal and social development of students

			Targeted Indicator Level	Year-End Realization Level	The State of Realization	
2025	Performance Indicators	1	Student life satisfaction rate in higher education	71	78	% 100,00
		2	Number of events organized by student clubs and societies	20	90	% 100,00
		3	Number of organized social, cultural, and sports activities (excluding club activities)	44	46	% 100,00
		4	Number of students benefiting from nutrition services	190.000	170.784	% 42,00

Performance Goal 4: To make maximum use of exchange programs by increasing national and International promotion and recognition activities and to increase the utilization rate by 15% by the end of 2027

			Targeted Indicator Level	Year-End Realization Level	The State of Realization	
2025	Performance Indicators	1	From foreign exchange programs (Erasmus, Mevlana, etc.) the number of students who benefit	28	33	% 100,00

		2	From foreign exchange programs (Erasmus, Mevlana, etc.) the number of personnel who benefit	8	13	% 100,00
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Performance Target 5: Increase research projects, mining, consulting services, and research center activities by 15% by the end of 2027.

				Targeted Indicator Level	Year-End Realization Level	The State of Realization
2025	Performance Indicators	1	Number of ongoing projects (TUBITAK, BAP, etc.)	42	86	% 100,00
		2	Ongoing project (TUBITAK, BAP, etc.) budget sizes	2.000.000	26.481.960,57	% 100,00
		3	amount of revenue generated by research centers	145.000	12.097.828	% 100,00
		4	Number of consultancy services provided by faculty members.	20	50	% 100,00
		5	Number of activities carried out under the Regional Development-Oriented Mission Differentiation and Specialization Program (Mining)	4	4	% 100,00

Performance Goal 6: Increase support and incentives provided to faculty members.

				Targeted Indicator Level	Year-End Realization Level	The State of Realization
2025	Performance Indicators	1	Number of publications in SCI, SCI-Expanded, SSCI and AHCI journals	230	357	% 100,00
		2	Number of citations in SCI, SCI-Expanded, SSCI and AHCI journals	3.600	5.955	% 100,00
		3	Number of publications in ULAKBİM/TR indexed journals	290	332	% 100,00
		4	Number of faculty members receiving academic incentives	182	252	% 100,00

Performance Target 7: Providing trainings to all segments of society in the areas they need, increasing social opportunities for staff and students with institutional recognition by the end of 2027

				Targeted Indicator Level	Year-End Realization Level	The State of Realization
2025	Performance Indicators	1	Number of events organized by academic units (excluding club activities)	140	441	% 100,00
		2	Continuing Education Center (SEM), Language Center (DILMER), etc. Number of people certified by other Research and Application Centers	425	221	% 0,00
		3	Number of Publications and News in Print and Visual Media	5.400	6.517	% 100,00
		4	Number of activities carried out within the scope of Career Center activities.	15	15	% 100,00

1- Evaluation of Performance Information System

Although there is no system related to the evaluation of the Performance Information System, in the form of service procurement and in use, the data related to the Performance Program are monitored through the Electronic Document Management System (EBYS).

2- Other Matters

5.1- Activity and Project Information

5.1.1- Activity Information

Table 34: Activity Information (2023-2025)

		Years		
		2023	2024	2025
Activity Type	Symposium Congress	8	51	50
	Conference	11	39	36
	Dashboard	1	10	17
	Seminar	18	23	55
	Interview	19	33	56
	Workshop	2	3	5
	Theater	1	4	5
	Entertainment and Concert	2	4	13
	Exhibition	1	8	7
	Tournament	17	3	11
	Technical Tour	18	44	59
	Training Seminar	24	38	55
	Film Screening	2	3	39
	Event	65	66	131
	Other	1	10	104
	Total	190	339	643
			Grand Total	1172
Data for the relevant years was obtained from Academic and Administrative Units.				

5.1.2-Activity Information About Publications
Table 35-A: 5.1.2- Activity Information About Publications (2023-2025)

		Years		
		2023	2024	2025
Publication Type	International Article	396	486	586
	National Article	238	211	297
	International Paper	430	484	566
	National Paper	38	86	108
	Book	260	226	335
Total		1362	1181	1892
			Grand Total	4435

Data for the relevant years was obtained from Academic and Administrative Units.

Table 35-B: Gümüşhane University Addressed Publications Indexed/Unindexed in WOS (2025)

By 2025, which is Not Indexed in Wos Gümüşhane, Which Is Included in the Indexes of Publications Addressed to the University (Pcs)				Indexed in WOS by 2025 Gümüşhane University Press Distribution of their Numbers According to Indices			
Indexed	All Documents	Articles	Total	SCI	SSCI	AHCI	Total
221	343	365	929	237	30	4	271

Data for the relevant years was obtained from Academic and Administrative Units.

5.1.3- Project Information
**Table 36:
Project Information
(2023 - 2025)**

		Scientific Research Projects		Tübitak Projects		Other Projects	
		Number of Projects	Project Amount	Number of Projects	Project Amount	Number of Projects	Project Amount
Years	2023	34	1.800.754,34	5	593.425,00	7	227.720,00
	2024	41	10.008.029,70	8	5.495.681,00	0	0,00
	2025	62	6.264.443,73	22	1.208.036,00	20	607.186,00

* Project data was obtained from the Strategy Development Department, the Scientific Research Projects Coordination Office, and all Academic Units.

5.1.4- Investments

Our university has been granted an initial allocation of 55,000,000 TL for investment expenditures by the Central Government Budget Law for 2025. The ratio of expenditure to the year-end budget is 84.20%. In the use of investment funds, no expenditure exceeding the allocated amount was made either on a budgetary basis or on a project-specific basis.

**Table 37: 2025 Year
Sector-Based
Investment
Expenditure
Realization Report**

	Sector			Total
	Education - Higher Education Physical Education and Sports Specialization Project	Education - Higher Education Physical Education and Sports Specialization Project	Education - Higher Education Physical Education and Sports Specialization Project	
Number of Projects	4	1	1	6
Program Year Allocation	30.000.000	10.000.000,00	15.000.000,00	55.000.000
Added	0,00	0,00	0,00	0,00
Deducted	0,00	0,00	0,00	6.114.600,00
Total Free Allocation	30.000.000	10.000.000,00	15.000.000,00	55.000.000
Spending	21.521.143,64	9.786.834,84	15.000.000,00	46.307.978,48
Cash Realization Rate %	71,74	97,87	100,00	84,20

* Data obtained through the e-budget system was used.

5.1.5- Gümüşhane University Energy, Fuel and Water Consumption Expenses

Table 38: Energy, Fuel, and Water Consumption Expenses for 2025	Gümüşhane University						
		2023		2024		2025	
THE ECONOMIC CODE		Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL)	Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL)	Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL)	Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL)	Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL)	Annual Expenditure Total Expenditure (TL) Annual Expenditure Total Expenditure (TL)
03.02.30.01	Natural gas (m3)	1.493.249	16.111.173,70	1.404.222,60	21.998,57	1.542.306,00	29.587.791,20
	Wood (Ton)	4,00		3,00		5,00	
	Coal (Ton)	145,00		140,00		150,00	
03.02.30.03	Electricity (kWh)	3.071.041,78	11.853.153,16	2.848.445,00	14.595.375,68	3.276.495,00	18.899.943,00
03.02.20.01	Water (m3)	33.571,00	358.051,62	59.014,00	1.945.882,10	54.733,00	2.060.464,00
03.02.30.02 03.02.30.04	Fuel (Diesel) (Liter)	22.577,83	924.859,79	19.315,00	956.897,06	20.112,19	1.076.879,48

IV- EVALUATION OF CORPORATE CAPABILITY AND CAPACITY
A- STRENGTHS

- The commitment and leadership of senior management in building a quality culture.
- Performance indicators, monitoring intervals, and responsible units must be clearly defined in strategic plans.

- Establishing job descriptions, workflow charts, and organizational structure in academic and administrative units.
- Establishment of institutional structures within the university, such as the Quality Commission, Internal Control Commissions, and Advisory Board.

Education and Training:

- The significant increase in qualified teaching staff in recent years and the financial incentives provided for staff academic development.
- An effective communication environment where students can easily access their academic advisors and faculty members.
- Modern facilities of the new library building, extensive e-book archive, and rich study areas.
- Inclusive services such as units established for disabled students and the "Orange Flag" application.

Research and Development (R&D):

- Research centers are structured to serve the local needs of the region and the community.
- Contribution to university-industry collaboration through the Central Research Laboratory. Postgraduate education incentives for academic staff and the increase in the number of staff with doctorates at the institution.

B- WEAKNESSES**Process Management and Systematic Deficiencies:**

- Quality studies and satisfaction surveys have not yet been established in a systematic and continuous structure across all units.
- The absence of a university-specific "Quality Assurance Directive" and clearly defined quality objectives.
- Difficulties in performance monitoring and data management due to the lack of an integrated information management system.

Educational Design and Stakeholder Engagement:

- Insufficient use of external stakeholder opinions and alumni data in program designs and updates.
- Lack of a defined system in credit (ECTS) determination processes based on student workload.
- No work has yet been initiated regarding program accreditation.
- Lack of awareness and practice regarding trainer training and student-centered approaches.

R&D and Improvement:

- Failure to fully establish mechanisms to measure the socio-economic impacts of R&D projects and a reward/incentive system.
- Foreign funds (TUBITAK, EU, etc.) the limitation of funded projects and international collaborations.
- Improvement efforts (Corrective and Preventive Actions) have not been initiated in areas where targets in the strategic plan could not be achieved.

C- EVALUATION

Gümüşhane University has achieved a strong development momentum in terms of physical infrastructure (library, laboratories) and academic staff depth. Management's support for quality processes is an important opportunity for organizational transformation.

However, the fundamental risk is that these developments have not been placed under "systematic assurance". In particular, the fact that stakeholder participation remains on paper, the dysfunctionality of the graduate monitoring system and the lack of program accreditation threaten the sustainability of the quality of education. It is of critical importance for the organization to transform its current "well-intentioned and selfless" working culture into a professional quality management system supported by data-oriented and integrated digital systems.

As of the end of 2025, Gümüşhane University provides education in a total of 7 campuses with 8 Faculties, 1 Graduate Education Institute, 1 College, 10 Vocational Schools, 14 Application and Research Centers, 21 Coordinatorships and 6 Departments.

V- SUGGESTIONS and MEASURES

- ✓ To contribute to the country from a scientific perspective, the number of national and international projects supported by TÜBİTAK and the European Union should be increased.



- ✓ More panels, conferences, talks, tours, and similar events should be organized,
- ✓ Efforts should be made in line with the set goals so that our university can meet international standards and be among the preferred universities.
- ✓ More in-service training should be provided to personnel working at our university within the scope of relevant legislation,
- ✓ All our studies should be in line with the fact that our university can be among the preferred universities in international standards and that we can achieve our goals.
- ✓ Efforts should be accelerated to increase communication and coordination with alumni and other external stakeholders,
- ✓ Career Development Application and Research Center should continue its consultancy activities in the field of career planning, development and application to the students and graduates of our university in accordance with their knowledge, skills, abilities and wishes, to the extent of the conditions of our university,
- ✓ To develop the knowledge, skills and competencies of the individual with a priority approach to social development and employment within the scope of lifelong learning to the different social segments of the region where it is located with the Continuous Education Application and Research Center, to plan all kinds of learning activities that he has participated in throughout his life outside of formal education and organize certified trainings

VI- APPENDICESAppendix 1:**INTERNAL CONTROL ASSURANCE DECLARATION**

As the top manager, I am responsible for ensuring that the budget of my administration is prepared and implemented in accordance with the development plan, annual programs, strategic plans and performance programs, as well as service requirements, efficient, economical and efficient resource acquisition, use and protection against loss and abuse, as well as monitoring the functioning of the financial management and internal control system in expenditure units and taking the necessary measures.

Within this framework, I declare that the internal control system created and implemented within my administration provides adequate and reasonable assurance regarding the effective, economical and efficient execution of activities in accordance with the determined objectives and policies, in accordance with legislation, prevention of all kinds of irregularities and corruption, protection of assets and resources, accurate and complete keeping of accounting records, timely and reliable production of financial and management information.

I inform you that the corporate risks related to the goals and objectives described in the strategic plan and performance program of my administration have been determined, evaluated, additional risk management activities have been implemented and reported in order to reduce the risks to an acceptable level.

This assurance is based on the information and evaluations I have obtained within the framework of my supervision responsibility, unit activity reports submitted by expenditure officials and internal control assurance statements, the internal control system evaluation report submitted by the financial services unit and the statement of the financial services unit manager, and the internal audit reports and the comprehensive opinion of the internal audit unit.

I declare that the information contained in this report is reliable, complete and accurate.

(February 2026 - Gümüşhane)

Prof. Dr. Oktay YILDIZ

Rector

Appendix 2:

STATEMENT BY THE FINANCIAL SERVICES UNIT MANAGER

As the manager of the financial services unit, I declare that the necessary coordination is provided in the creation, implementation and development of the internal control system carried out under the responsibility of the expenditure units of our administration, training and guidance services are provided, implementation results are monitored, evaluated and the results are reported to the expenditure authorities and the top manager.

I declare that I have provided the necessary information to the top manager and expenditure officials on the implementation of financial laws and other relevant legislation and that I have been engaged in consulting activities.

I confirm that the information contained in the "III/A - Financial Information" section of the Annual Report is reliable, complete and accurate.

(February 2026 - Gümüşhane)

Onur KAYA

Head of Strategy Development Department



Appendix-3 Balance Sheet Information - Final Trial Balance Information - Statement of Operating Results

(The attachments will be added when opened in the Management Information System.)



GÜMÜŞHANE ÜNİVERSİTESİ



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