THE POST-GRADUATE STUDIES IN SOCIAL SCIENCES IN TURKEY: THE CASE OF MARMARA UNIVERSITY, INSTITUTE OF SOCIAL SCIENCES

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Abstract: As Turkey is one of the 13 candidate countries for EU membership, we believe this paper will be useful for the readers to obtain valuable information about the current situation of post-graduate studies in Turkey, taking into account the Institute of Social Sciences of Marmara University. The first section of the paper begins with the issues regarding the current higher educational system, its content and admissions. The mission and vision, governing bodies, admission of students, programs, research facilities and publications held in the Institute of Social Sciences of Marmara University follow a brief look into the structure of post-graduate studies in Turkey. Finally, the weak and strong sides of the Institute and their effect in the making of strategic policies have been touched on.

I. HIGHER EDUCATION SYSTEM

In case applying to a post-graduate program, there is one requirement surely to be met: Each applicant must hold a Bachelor's Degree. Therefore, the problems of Higher Education System continue at the post-graduate education level. With this in mind, it will be useful to start the paper with the academic background of our students, the Higher Education System in Turkey.

I.1. Financial Situation of Education

Many of the current problems of education in Turkey occur from financial shortages, as regards to budgetary resources allocated. Figure.1 shows a comparison between five EU membership countries.

A meaningful comparison emerges when we investigate this graph, showing the rates out of the national income allocated to education in the five European Union membership candidate countries as of 2000. The rates were 5.2% in Poland, 5.3% in Hungary, 3% in Romania and 4% in Bulgaria. However, the budgetary resources allocated to education are a real tragedy in Turkey. In 2000, the rate for all the branches of education, including higher education, was only 2.2%.

What is even more striking is the fact that the same rate was valid for education in the year 1980, as well.
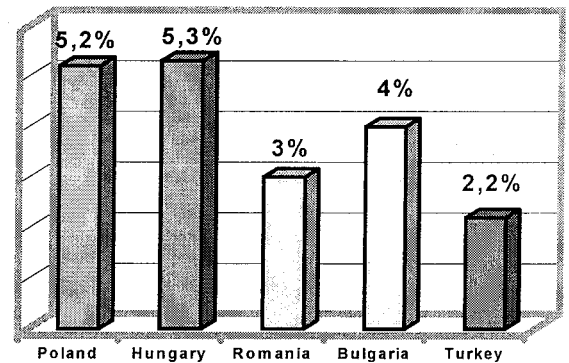

Figure 1 - Rates of National Income Allocated to Education in Five EU Membership Candidate Countries as of 2000

I.2. Content of Higher Education

The purpose of higher education is to train manpower within a system of contemporary educational and training principles to meet the needs of the country. It provides high-level specialized education in various fields for students who have completed secondary education. **The Higher Education Law** (Law No. 2547), which went into effect in 1981, covers all higher education institutions and regulates their organization and functions. Universities comprising several units are established by the state and by law as public corporations having autonomy in teaching and research. Furthermore, private foundations in accordance with procedures can also establish institutions of higher education, under the supervision and control of the State, and principles set forth in the law provided that they are non-profit in nature.

The current structure consists of **71 universities** (53 state and 18 private) and non-university institutions of higher education, including police and military academies and colleges. Each university consists of faculties and four-year schools, offering bachelor's level programs, the

latter with a vocational emphasis, and two-year vocational schools offering pre-bachelor's (associate's) level programs of a strictly vocational nature.

I.3. Admission to Higher Education

Admission to higher education is centralized and based on a nation-wide examination, **The Student Selection Examination** (hereafter referred as OSS) administered by **The Student Selection and Placement Centre** (OSYM) every year. The centre was established in 1973 and affiliated with the Council of Higher Education in 1981.

In Turkey, as in most other countries, the demand for higher education far exceeds the places available. In view of this fact the basic aims of OSS are two: Firstly, to assure a balance between: (a) the demand for higher education in general and individual higher education programs and (b) the quota available in higher education institutions. And secondly, to select and place students with the highest probability of success in all the available higher education programs, taking into consideration their preferences, and performance on OSS.

Table 1 - Number of Applicants for The Student Selection and Placement Examination and Those Placed in Programs of Higher Education

Year	Number of Applicants	Number of Those Placed	%
1991	892 975	196 253	22,0
1992	876 633	199 735	22,8
1993	979 602	260 303	26,6
1994	1 154 571	414 732	35,9
1995	1 249 965	370 826	29,7
1996	1 265 103	383 974	30,4
1997	1 399 061	412 260	29,5
1998	1 349 518	445 290	31,8
1999	1 359 579	425 612	30,9
2000	1 479 326	414 315	28,0
AVERAGE:			**28,7**

In order to compare the above given values within the total population of Turkey, it will be helpful to begin with the overall, which is approximately 65 millions as of 2000. 20% of this sum, nearly 13 millions are between ages 18 and 25, where people become eligible to apply for the Students Selection and Placement Examination. However, as clearly seen from the Table-1, only 11% of 13 millions, consider higher education and apply for the

examination, and 28% of the applicants are admitted to study at higher education level.

I.4. The Organizational Chart of The Turkish Higher Education System and The Position of the Institutes
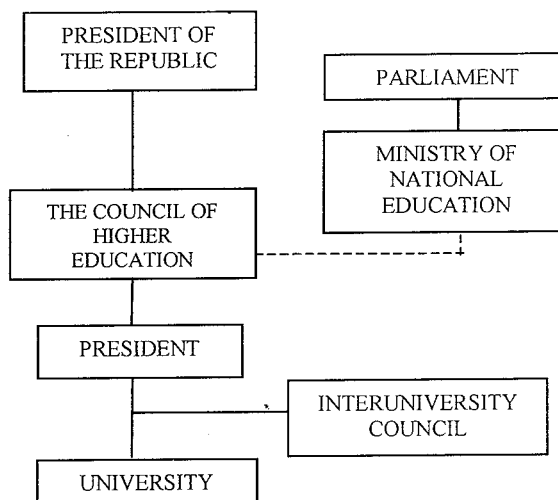

Figure 2 – The Organizational Chart of the Turkish Higher Education System

The Council of Higher Education is an autonomous body with juristic personality, which governs all higher education, directs the activities of the institutions of higher education, within the context of duties and powers given by the Law. The Council of Higher Education consists of:

• Seven members selected by the President of the Republic, preferably from among former Rectors and distinguished professors,

• Seven members selected by the Council of Ministers, from among distinguished high-ranking civil servants,

• One member selected by the Chief of General Staff,

• Seven professors selected by the Inter-University Board.

Inter-University Council consists of the University Rectors, a professor selected by the Chief of the General Staff from the Armed Forces, appointed for a period of four years and one professor from each university selected by their senates for a period of four years.
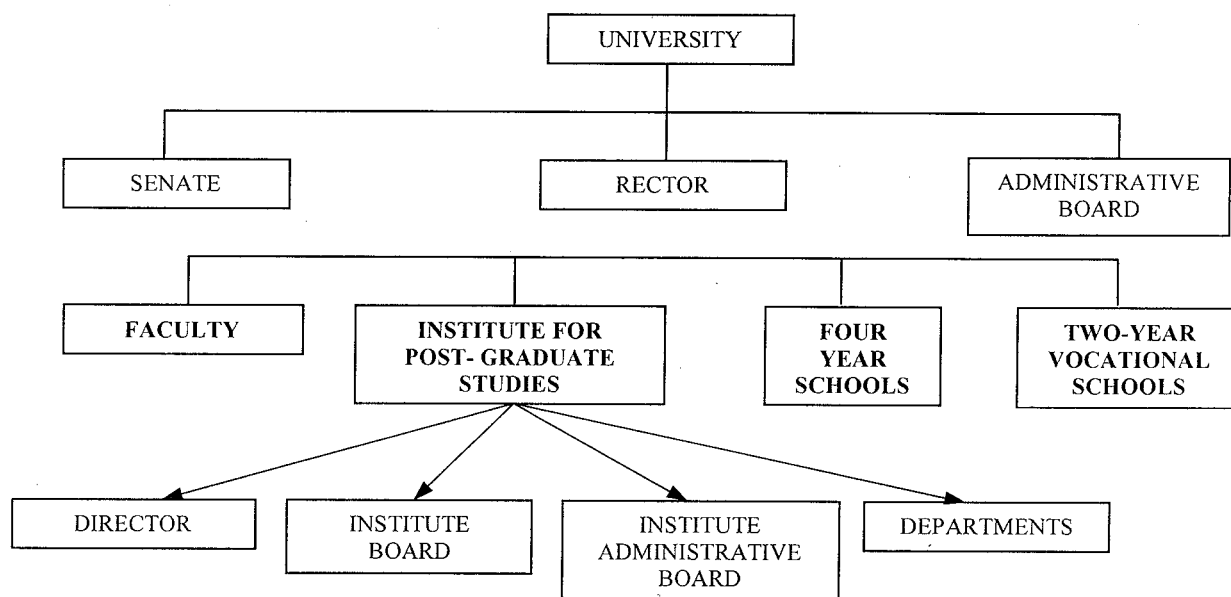
Figure 3 – The Organizational Chart of the Turkish Higher Education System (continued)

The Senate: Under the chairmanship of the Rector, the Senate consists of Vice-Rectors, the Deans of each Faculty, Institute Directors, a teaching staff elected for a term of three years by the respective Faculty Board and Directors of the Graduate Schools and Schools of Higher Education attached to the Office of Rector.

Rector: The President of Republic appoints The Rector for four years from among candidates holding the academic title of professor, selected by the teaching staff members of the university. The Council of Higher Education proposes to the President of the Republic three candidates receiving the highest number of votes.

University Administrative Board: Under the chairmanship of the Rector, the University Administrative Board consists of the Deans and three professors to be selected by the Senate for a period of four years. The Vice-Rectors may participate in the meetings of the Board as "ex-officio" members. The Board has the responsibility to assist the Rector in the implementation of decisions.

Table 2 – The Number of Registered Post-Graduate Students in Turkey

Year	Master's	Doctorate and Competency in The Arts	Total
1990-91	22.456	10.593	33.049
1991-92	25.006	11.705	36.711
1992-93	30.615	12.838	43.453
1993-94	33.442	13.949	47.391
1994-95	35.797	14.752	50.549
1995-96	41.012	16.025	57.037
1996-97	49.853	19.673	69.526
1997-98	51.320	19.427	70.747
1998-99	49.123	19.996	69.119
1999-00	50.979	20.367	71.346
2000-01	**53.547**	**19.543**	**73.090**

II. POST-GRADUATE STUDIES

II.1. Post-Graduate Studies in Turkey and at Marmara University

Post-graduate-level programs in the universities include Master's, Doctorate, and Competency in the Arts degree programs. The Table.2 and Figure.4 give statistical data regarding registered post-graduate students:
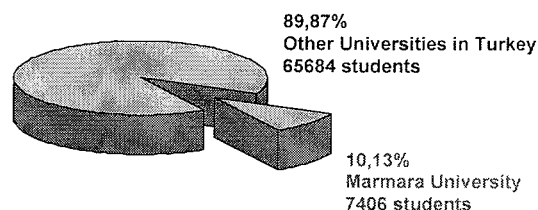

89,87%
Other Universities in Turkey
65684 students

10,13%
Marmara University
7406 students

Figure 4 – The Share of Marmara University in the Dispersion of Registered Post-Graduate Students in 2000-2001 Academic Year

Table 3 - The Number of Registered Post-Graduate Students at the Institutes for Post-Graduate Studies of Marmara University						
Years	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001
Social	5323	5503	5572	5076	4609	6223
Science	306	760	823	762	648	768
Health	434	454	447	459	409	415
Total	6063	6717	6842	629,7	5666	7406

Table 4 - The Number of Post-Graduate Students at the Institute of Social Sciences of Marmara University	
Master's Programs Requiring A Thesis	4535
Non-thesis Master's Programs	330
Doctorate and Competency in the Arts	1658
Total	6223

Table.3 shows that 10,13% of those registered master's, doctorate and competency in the arts students actually study at the *Marmara University*, and 84% of this sum study at *The Institute of Social Sciences of Marmara University*. There are currently 4865 master's and 1358 doctorate students registered. Among 4865 master students, 4535 study at master's with thesis programs and 330 at non-thesis master's programs.
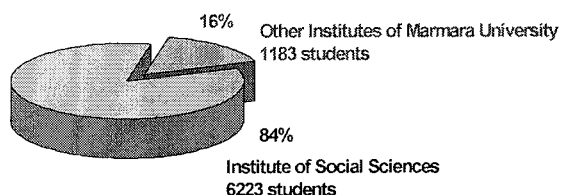

Figure 7 – The Number of Post-Graduate Students at the Institute of Social Sciences, Marmara University

Figure 5 – The Share of the Institute of Social Sciences in the Dispersion of Registered Post-Graduate Students at Marmara University in 2000

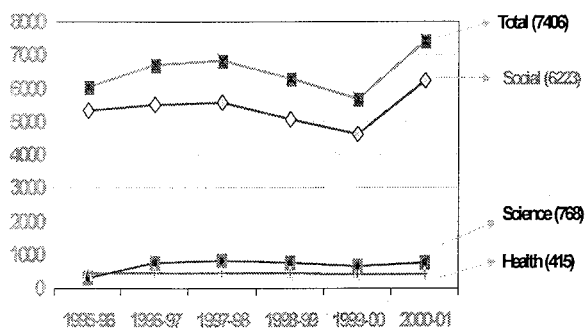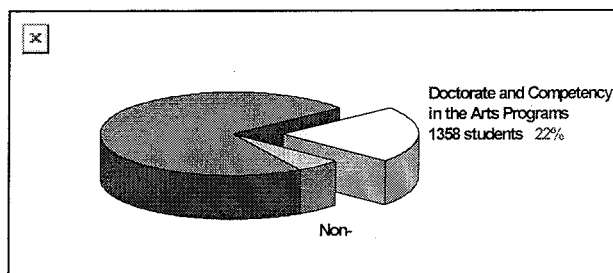*Figure 6 – The Number of Registered Post-Graduate Students in the Institutes of Marmara University Between 1995-2000*

II.2. The Mission and Vision of the Institute of Social Sciences of Marmara University

II.2.1. The Mission of Our Institute

Producing knowledge of universal values and developing scientific activities in a way to reach perfection in the international arena, educating individuals with the ability and the knowledge to use contemporary scientific data in a creative way, increasing student achievement of the knowledge and skill needed in a global society accelerated by technological, social, cultural and global changes, establishing a community, which learns and shares these values, and constituting a not only teaching, but also a learning organization.

II.2.2. The Vision of Our Institute

The vision of our Institute is to be at the top of the list in Turkey and one of the respected institutes of social sciences in Europe. In this context, we support the efforts of our academic and administrative personnel in realizing their own visions to become identical with our Institute's vision and which we aim to institutionalise whilst retaining the core values of our University.

II.3. The Governing Bodies of the Institute

II.3.1. Institute Director

The Rector appoints the Institute Director for three years. A Director whose term of office has expired may be re-appointed. The Director has at most two assistants,

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whom (s)he appoints from among the full-time academic staff for a period of three years. One of the Assistant Directors acts as acting Director in his/her absence. In case this situation continues for more than six months, a new Director is appointed. The duties, powers and responsibilities of the Institute Director are as follows:

• To chair the Institute Board, implement their 'decisions and ensure the coordination of Institute units,

• To report to the Rector on the general situation and functioning of the Institute at the end of each academic year and when requested,

• To present to the Rectorate the rationale for the budgetary and staff requirements of the Institute, taking into consideration the views of the Institute Administrative Board concerning the budget,

• To generally supervise and control the constituent units and personnel at every level of the Institute,

• To perform other duties assigned by The Law of Higher Education.

The Institute Director is directly responsible to the Rector for the rational utilization and improvement of the educational potential of the Institute and its units, for taking security measures when necessary, for the provision of needed social services to the students, for the orderly implementation of educational programs, research and publication activities and for the supervision of all of these activities.

II.3.2. Institute Board

The Institute Board meets under the chairmanship of the Director and consists of the Assistant Directors and the heads of the departments of the Institute. The duties, powers and responsibilities of the Institute Board are as follows:

• To decide on the educational program, research and publication activities of the Institute and the main principles thereof, the plans and programs thereto related, and the academic calendar,

• To elect members of the Institute Administrative Board,

• To perform other duties assigned by The Law of Higher Education.

II.3.3. Institute Administrative Board

The Institute Administrative Board meets under the chairmanship of the Director and is composed of the Assistant Directors and three teaching staff members to be selected for a period of three years by the Institute Board from among six candidates nominated by the Director. The duties, powers and responsibilities of the Institute Administrative Board are as follows:

• To assist the Institute Director in the implementation of essential matters specified in the decisions of the Institute Board,

• To ensure the implementation of academic plans and programs as well as the academic calendar,

• To draft proposals for the investment schemes, programs and budget of the Institute,

• To decide on all matters brought up by the Director concerning Institute administration,

• To decide on questions regarding the admission of students, equivalency of courses, dismissal and other matters related to education and examinations,

• To perform other duties assigned by The Law of Higher Education.

II.4. Admission of Students
To Post-Graduate Programs

Determination and Announcement of the Quota: The Institute's Administrative Board determines the admittance and the quotas of post-graduate programs, taking into consideration the suggestions from the heads of the relevant departments. After these matters gain final certainty by The Senate, names of the programs, their quotas, application deadlines, dates of examinations and other matters of necessity are notified to the Rectorate and announced altogether.

Provisions of Application: Those applying to Master's programs are obliged to hold a Bachelor's Degree, and hold a Master's Degree in case applying to a Doctorate or Competency in the Arts program. Regardless of their application level, all applicants are obliged to prove that they have received a score of at least 45 out of 100 in the Post-Graduate Education Entrance Examination, which is centrally administered by the Student Selection and Placement Centre (OSYM). Those who have graduated from a Non-thesis Master's Program are not entitled to apply to a Doctorate program.

Research assistants who have been appointed by newly established or developing universities or higher institutes of technology with the aim of studying for a post-graduate degree may, upon the proposal of the institute concerned, and the recommendation of the "Board for the Training of Academic Staff and Researchers", be assigned by the Council of Higher Education to carry out their studies in the post-graduate program in the institutes of Marmara University without being required to take an additional examination.

The Application Process: Candidates petition the Institute displaying their request of being admitted to the desired program, in addition to the document displaying their current position of education and other documents sought by the relevant administrative board within the announced time period. Those who are the subject of

taking a foreign language examination make and state their choice among the examinations of the languages, which The Senate approves to be given. In case of the diploma being granted from a foreign nation's university, the Document of Equivalence should be obtained from the Council of the Higher Education.

Applications From Foreign Nations: The Regulations on Post-Graduate Studies are to be respected for procedures concerning the admission of those residing abroad, regardless of their nationality. The relevant Administrative Board decides on how the proficiency of the applicant's Turkish language knowledge will be determined, required to be able to follow the courses.

Admission To Programs: Students are admitted to the post-graduate programs according to their Post-Graduate Education Entrance Examination scores, transcripts and interview (oral examination) scores. Evaluation of the results is calculated on 50% of Post-Graduate Education Entrance Examination score, 30% of Interview and 20% of Transcript basis. All matters related to this decision and the effect of other documents sought at the calculation of success score (letters of recommendation, a written composition on why the applicant seeks post-graduate education, international standard examinations, etc.) are decided by the Administrative Board, taking into account the suggestions from the heads of relevant departments.

Those applying to a Doctorate or a Competency in the Arts program are to receive a score of 60 in the foreign language examination, which is centrally administered by the Rectorate to be evaluated of their application. However, applicants who prove that they have received a score of 60/100 in the Foreign Language Proficiency Examination for State Employees (KPDS) or a score of 50/100 in the Inter-University Language Examination (UDS) are exempted from taking this examination. In addition to Post-Graduate Education Entrance Examination score, an applicant's grade point average of Bachelor's/Master's Degree, result of the interview, or talent examination/portfolio evaluation for Competency in the Arts programs can be taken into determination while admitting.

Announcing The Results and Registration: In respect to the decision given by the Institute Administrative Board, in case the numbers of successful students are more than the quota, all candidates are sorted according to their grades and selection is made in respect to the quota. In case sorting those with the same success grade, Bachelor's Degree for Master's and Master's Degree for Doctorate or Competency in the Arts is taken into consideration, respectively.

Those entitled to post-graduate programs register during the time period announced and providing documents sought by the Administrative Board. Those, who fail to register within this time, lose their rights. In case of those admitted to a post-graduate program are equal to or less than five, the relevant administrative board decides if that program will be given in that semester or year.

Transfer: Students, who have successfully completed at least two semesters of a post-graduate program given at a university other than Marmara University, may be admitted to a post-graduate program of Marmara University via transfer in the frame of the following stipulations:

• A quota may be assigned to the program that will accept transfers, on a condition of not being greater than the sum of the students registered a year before. The provisions governing the transfer between programs and their quota are decided by the administrative board, taking into account the suggestions from the heads of the relevant departments and announced after gaining certainty by The Senate.

• Those applying to transfer are obliged to succeed in the evaluation of the jury, which is appointed by the Administrative Board taking into consideration the opinion of the heads of the relevant department.

• The remaining course requirements, the time to be granted and other relevant matters are decided by the Administrative Board, if the transfer application of the student is accepted.

Admission of Special Students: Graduates or students of an institution of higher education who wish to expand their knowledge of a given subject can be admitted as special students to a maximum of two courses, with the approval of the Administrative Board upon suggestion from the head of the relevant graduate school. These special students are also obliged to meet the requirements of the courses and examinations.

Special students cannot enjoy the rights granted to regular students. However, in case of their admittance to a post-graduate program of Marmara University as a regular student in the following year, they can be respected successful in the courses pre-taken, only if the total credits of these courses are not greater than one thirds of the requisite total of credits.

Application of Academic Preparation Programs: Academic Preparation Programs for prospective Master's and Doctorate students may be held to compensate for the deficiencies of the following categories of applicants:

• Applicants who hold a Bachelor's Degree in a field other than that of the Master's or Doctorate program applied to,

• Applicants for a Master's program who hold a Bachelor's Degree granted by an institution other than the institution applied to,

• Applicants for a Doctorate program who hold a Bachelor's and Master's degree granted by an institution other than the institution applied to,

• Applicants who hold a Master's degree in a field other than that of the Doctorate program applied to.

Compulsory courses in Academic Preparation Programs are not respected in place of courses required for completion of graduate programs. However, a student enrolled in an Academic Preparation Program may be permitted to take graduate courses alongside academic preparation program courses.

Attendance to courses: Those who fail to meet attendance requirements, 70% in theoretical and/or 80% in practical courses, are not entitled to take final and make-up examinations for that semester/year. At the end of semester, each lecturer informs the Institute on the situation of those students that fail to meet the attendance requirements.

Examinations: At least one mid-term grade is given for each course, in respect to the program's semester/year basis. This may either be given according to a written and/or oral examination or the evaluation of a dissertation and/or the student's participation in courses. The number of mid-term examinations is decided by the Board.

Evaluation of Examinations: To be respected successful in a course, a student must receive a final grade of at least 65/100 in Master's programs, or 75/100 in Doctorate or Competency in the Arts programs at final or make-up examinations. In case of having practical courses, the Board decides on the weight of practical courses upon final grade.

Final Grade: The final grade for a course is calculated by taking into consideration the average of mid-term examinations' grades and final or make-up examination's grade. The effect of mid-term examination grade of the average of these examinations' grades on final grade is %40.

II.5. The Content of Post-Graduate Studies

II.5.1. Master's Programs

II.5.1.1. Master's Programs Requiring A Thesis

Aim and Scope: The aim of these programs is to enable students acquire the ability to conduct academic research leading to the acquisition, evaluation and interpretation of information. Programs consist of a minimum of seven courses, one seminar course, and a thesis, for a minimum of 21 credits. The seminar course and thesis are non-credit and graded on a pass/fail basis.

Period of Study: The period of study to complete a Master's program with thesis is four semesters. However, in case of those having course exemptions and those who have proved their capability to put their thesis forward earlier in the eye of their thesis supervisors, this period of study may be reduced to three semesters upon the decision of the Administrative Board.

Thesis and Appointment of The Thesis Supervisor: By the end of the second semester of each student's program, the relevant department proposes a supervisor to the Institute, for each student enrolled in a Master's program requiring a thesis. The appointment of a thesis supervisor requires the formal approval of the relevant administrative board. When the nature of the thesis topic requires more than one supervisor, a joint-supervisor may be appointed. The thesis supervisor must either hold a minimum rank of lecturer, or be an instructor having a degree of Doctorate or Competency in the Arts.

Conclusion and Defence of Thesis: A student enrolled in a Master's program requiring a thesis is required to submit his/her thesis in the format specified by the relevant committee and defend his/her thesis orally before an examining jury. Members of the examining jury are appointed by the Administrative Board upon the recommendation of the head of relevant department. The examining jury consists of either 3 or 5 members, including thesis supervisor and at least one member from a different department in the same institution or from a different institution.

The student defends the thesis one month after it has been submitted to the jury members, at the latest. The thesis defence consists of an oral presentation followed by a question-and-answer period. The duration of the examination is at least 45, at most 90 minutes. Following the thesis defence, the examining jury decides by absolute majority to "accept", "reject" or "require revision" of the thesis.

Master's Degree: A student who has passed the thesis defence, met all other requirements, and submitted at least three bound copies of the thesis to the Institute within one month will be granted the Master's degree, on condition that the thesis is acceptable in terms of format. The Master's Degree Diploma bears the official name of the master's program completed and the title awarded.
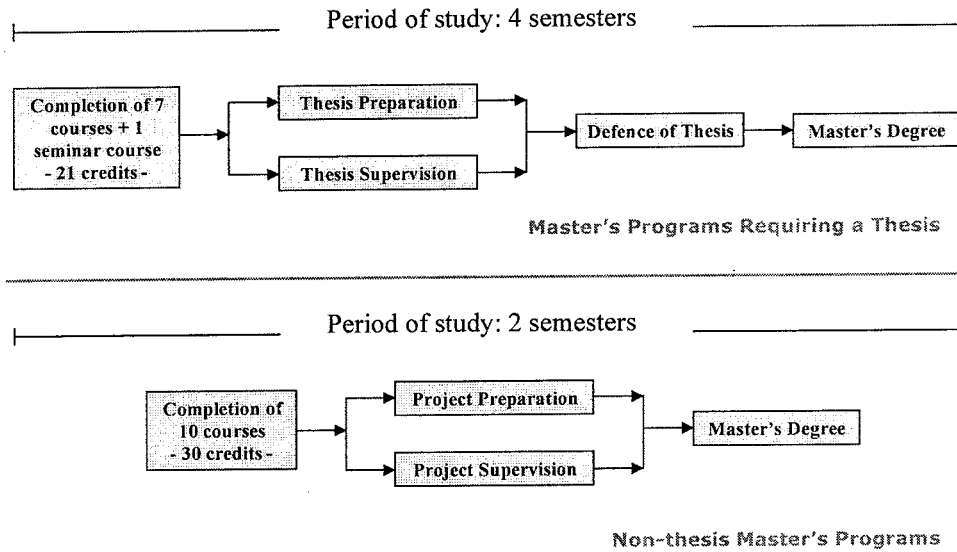
Period of study: 4 semesters

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┌──────────────┐      ┌────────────────────┐
│ Completion of 7│     │ Thesis Preparation │────▶
│  courses + 1  │────▶ └────────────────────┘        ┌──────────────────┐      ┌────────────────┐
│ seminar course│                                    │ Defence of Thesis│────▶│ Master's Degree │
│  - 21 credits-│────▶ ┌────────────────────┐        └──────────────────┘      └────────────────┘
└──────────────┘      │ Thesis Supervision │────▶
                      └────────────────────┘
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Master's Programs Requiring a Thesis

Period of study: 2 semesters

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┌──────────────┐      ┌────────────────────┐
│ Completion of│      │ Project Preparation│────▶
│  10 courses  │────▶ └────────────────────┘        ┌────────────────┐
│ - 30 credits-│                                    │ Master's Degree │
└──────────────┘────▶ ┌────────────────────┐   ────▶└────────────────┘
                      │ Project Supervision│────▶
                      └────────────────────┘
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Non-thesis Master's Programs

Figure 8 – Master's Programs at a Glance

II.5.1.2. Non-Thesis Master's Programs

Aim and Scope: The aim of such programs is to enable the student to acquire in-depth knowledge in a professional field and to expand his/her awareness of how such knowledge can be used in practical applications. Such programs are carried out with the framework of secondary post-graduate education, consisting of a minimum of 30 credits, including at least 10 courses and a non-credit semester project.

Students must complete the semester project by the end of the semester in which they have registered for, and submit the project in written form. Students enrolled in non-thesis master's programs may be required to take a comprehensive examination at the end of the program, in accordance with the provisions of the regulations enacted by the relevant administrative board.

Appointment of Adviser: The relevant department will appoint an adviser for each student to assist in the selection of courses and supervise the semester project. The adviser must either hold a minimum rank of lecturer, or be an instructor having a degree of Doctorate or Competency in the Arts.

Master's Degree: A student who has completed all credit courses and the semester project is granted the Master's Degree. The Master's Degree Diploma bears the official name of the master's program completed and the title awarded, where relevant.

II.5.2. Doctorate Programs

Aim and Scope: The aim of doctorate programs is to enable students to acquire the ability to conduct independent scholarly research, to interpret phenomena from a broad perspective, in an in-depth manner, and to determine the necessary procedures for arriving at original syntheses. These programs consist of a minimum of seven courses, for a minimum of 21 credits, a qualifying examination, a dissertation proposal, and a dissertation. The dissertation to be prepared at the end of the Doctorate program of study must meet one of the following criteria:

1. Introducing an innovation in a scientific/scholarly field,

2. Developing a new scientific/scholarly method,

3. Applying an already-known method in a new area.

Doctorate programs may also be designed in a manner, which integrates components in Turkey and abroad. The procedures governing such programs is enacted by the Council of Higher Education upon the proposal of the individual universities or higher institutes of technology and the approval of the Board for the Training of Academic Staff and Researchers.

Period of Study: The period allotted for the completion of Doctorate programs is eight semesters. However, those having course exemptions and those who have proved their capability to put their dissertation forward and defend earlier in the eye of their dissertation supervisors, this period of study may be reduced to six semesters upon the decision of the Administrative Board.
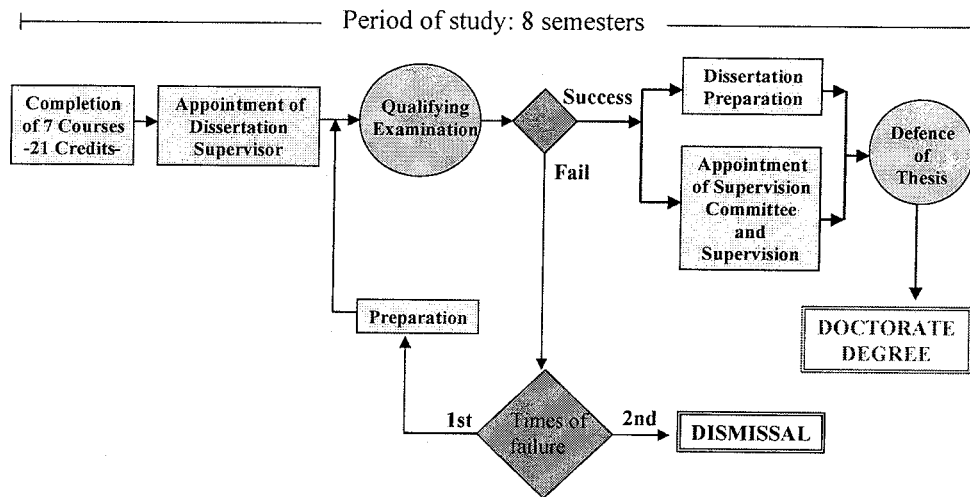
Figure 9 – *A Flowchart for Doctorate Programs*

Qualifying Examination: The aim of this examination is to determine whether the student has in-depth knowledge of fundamental concepts and of concepts related to his study for the doctorate. This examination is held twice a year and consists of two parts: written and oral. The duration of the written examination is at least 90 minutes, 120 minutes at most; the duration of the oral examination is at least 60 minutes, 90 minutes at most.

These examinations are organized and administered by a five-member standing Doctorate Qualifying Committee, proposed by the relevant department and approved by the Administrative Board. This committee can appoint examining committees to prepare, administer, and assess examinations in the various academic fields. The Committee determines by absolute majority whether a candidate has passed or failed the examination, taking into account the findings of the examining committee and candidate's performance on the written sections.

Appointment of The Dissertation Supervision Committee and Dissertation Supervisor: Within one month of passing the qualifying examination, a Dissertation Supervision Committee will be appointed for each doctorate student, upon the recommendation of the relevant department and the approval of the Administrative Board. Such committees consist of three members, including the dissertation supervisor. One member of the committee is appointed from the department concerned and one from a different department. In the event of there being joint-supervisors, the second supervisor may attend meetings of the committee.

Defence of the Dissertation Proposal: Within six months of having passed the doctorate qualifying examination, the student orally defends his/her dissertation proposal before the Dissertation Supervision

Committee. The proposal, to be distributed in written form to the committee members, at least fifteen days prior to the oral defence, will specify the aim, method, and plan of research to be conducted. The decision, by absolute majority, as to whether to accept or reject the proposal, is submitted in written form to the relevant Institute by the department concerned within three days.

Dissertation Supervision Committees meet twice a year for students whose dissertation proposal has been accepted; once between the months of January and June, and once between the months of July and December. At least one month prior to each meeting, the student submits a written report to the committee members summarizing the work so far completed and containing a plan for the work to be completed in the year ahead. The committee decides whether the work in progress is "successful" or "unsuccessful".

Conclusion of The Dissertation: In the final step of dissertation preparation, the student defends the dissertation orally in front of an examining jury. Members of the examining jury are appointed by the Administrative Board upon the recommendation of the department concerned. The jury consists of five members, three of which are the members of the student's dissertation supervision committee, and at least one of which will be an academic staff member of a different university, holding a minimum rank of assistant professor. Following the dissertation defence, the examining committee decides by absolute majority whether to "accept", "reject", or "require revision" of the dissertation. Within three days after the dissertation defence, the decision is to be submitted by the department concerned to the Institute, in written form.

Doctorate Degree: A student who passes the dissertation defence, meets all other requirements, and submits at least three bound copies of the dissertation to the relevant institute within one month is granted the

doctorate degree, on condition that the thesis is acceptable in terms of format. The Doctorate Degree Diploma bears the official name of the doctorate program completed.

II.5.3. Competency In The Arts Programs

Aim and Scope: The aim of competency in the arts programs is the creation of an original work of art, or, in the case of the performing arts (music, drama, and dance), a superior creative production or performance. These programs consist of a minimum of seven courses and practices, for a minimum of 21 credits, in addition to a thesis, exhibition, project, recital, concert, or stage performance.

Period of Study: The period allotted for the completion of such programs is eight semesters. However, those having course exemptions and those who have proved their capability to put their dissertation forward and defend earlier in the eye of their dissertation supervisors, this period of study may be reduced to six semesters upon the decision of the administrative board.

Appointment of Supervisor: The department concerned proposes the appointment of supervisor for each student to assist in the selection of courses and practices and supervise the thesis, exhibition, or project to the Institute. Such appointments must have the approval of the Administrative Board. It is compulsory that the appointment be made by the end of the fourth semester at the latest. When the nature of the competency in the art study topic requires more than one supervisor, a joint-supervisor may be appointed.

The supervisor is to be appointed from professors and assistant professors, or associate professors if not possible. A joint-supervisor may be appointed from the academic staff, which holds an expert degree in the relevant field.

Thesis/ Exhibition/ Project Supervision Committee: Within three months of successfully completing courses and practices, a Thesis/Exhibition/Project Supervision Committee is appointed for each Competency in the Arts student upon the recommendation of the department and the approval of the Administrative Board.

Such committees consist of three academic staff members. In addition to the dissertation supervisor, one member will be appointed from the department concerned and one from a different department. In the event of there being joint supervisors, the second supervisor may attend meetings of the committee.

Defence of the Thesis/ Exhibition/ Project Proposal: Within six months of having successfully completed the courses and practices, the student orally defends the proposal before the Thesis/Exhibition/Project Supervision Committee. The proposal, to be distributed in written form to the committee members, at least fifteen days prior to the oral defence, specifies the aim, method, and plan of research to be conducted. The decision, by absolute majority, as to whether to accept or reject the proposal, is submitted in written form to the relevant Institute by the department concerned within three days.

Thesis/ Exhibition/ Project Supervision Committees for students whose dissertation proposal has been accepted meet twice a year: once between the months of January and June, and once between the months of July and December. At least one month prior to each meeting, the student submits a written report to the committee members summarizing the work completed so far and containing a plan for the work to be completed in the year ahead. The committee decides whether the work completed has been "successful" or "unsuccessful". Students whose work has been judged to be unsuccessful at the end of two consecutive periods or three non-consecutive periods are dismissed from the institution.

Conclusion of The Competency in the Arts Project: Students are required to submit their thesis, or a written text elaborating upon and documenting their exhibition or project in the format specified by the relevant committee, and to defend it orally before an examining jury. Members of the examining jury are appointed by the Administrative Board upon the recommendation of the department. The examining jury consists of five members, including the student's supervisor. At least two of the remaining members will be selected from other institutions of higher education.

The student defends the thesis or text one month after it has been submitted to the committee members, at the latest. The defence consists of an oral presentation followed by a question-and-answer period. The duration of this examination is at least 75 minutes and 120 minutes at most.

Following the defence, the jury, in closed session, decides by absolute majority whether to "accept", "reject", or "require revision" of the thesis, exhibition, project, recital, concert, or stage performance. Within three days, the decision is to be submitted in written form to the Institute by the department concerned.

Certificate of Proficiency in the Arts: A student who has passed the thesis/exhibition/project defence, met all other requirements, and submitted at least three bound copies of the dissertation to the Institute within one month will be granted the Competency in the Arts Degree, on condition that the thesis is acceptable in terms of format. The Competency in the Arts Degree Diploma bears the official name of the doctorate program completed.

II.6. Academic Staff

According to the system applied in our Institute, the lecturers of post-graduate programs are eventually the academic staff of the Faculties. Hence, the 76 research assistants make up the academic staff of the Institute of Social Sciences. Among these 76 research assistants, 34

are appointed by newly established or developing universities with the aim of studying for a post-graduate degree. After being granted their Post-Graduate Degree, these research assistants are obliged to continue their studies back in their own universities.

II.7. Research Facilities and Publications

II.7.1. Projects Sponsored by the Research Fund of Marmara University

a) **Projects of Priority:** This program is designed in order to support the international level research facilities of the academic staff of Marmara University, upon their publication or paper presentation proposal.

b) **Periodical Projects:**

1. Post-graduate Thesis Projects: Projects that cover the post-graduate level research facilities. The executioners of these projects are thesis supervisors. The Rectorate allocates a fund of $3000 for each approved project of research assistants, through its Research Fund.

Table 7 - The Number of Post-graduate Thesis Projects Of Research Assistants in Social Sciences						
Years	1995	1996	1997	1998	1999	2000
Number of projects	10	10	9	5	6	38

2. Independent Projects: Projects lasting for 1-3 years.

3. Comprehensive Projects: Governed by strict rules, these projects last for at least 2 years.

II.7.2. The Journal of The Institute of Social Sciences

Oneri, which means "Suggestion" in Turkish, is the Institute's Journal, which is published twice a year and includes articles from all degrees of the academic staff, as well as contributions from other institutes of Turkey. In its seventh publication year, we have reached the number of 15 journals and approximately 1600 articles. The Publication committee consists of 27 professors and an editor.

III. THE WEAK AND STRONG SIDES OF OUR INSTITUTE IN THE MAKING OF STRATEGIC POLICIES

III.1. Strong Sides

Education in different languages: Our Institute offers education in different languages (Turkish, English, German, French) with an international outlook. Universal values have always been taken into consideration in choosing study areas and young academics have been recruited. Due to the multidimensional education in our Institute, research areas have been extended and research activities have increasingly been promoted and different approaches and disciplines have been used. As a result,

the quality of education has thus become better and these developments have brought increasing attention from the rest of society, and hence the mission and vision of our Institute have strongly been supported.

Integration with European Quality Standards: We believe such efforts in the integration with European quality standards and multidimensional education will make our Institute more attractive. With this in mind, we have applied the European Foundation of Management Development (**efmd**) for membership. In this way benchmarking with foreign universities will be possible, decision-making mechanisms will be speeded up, a democratic understanding of administration will be accepted, cooperation with foreign universities and research institutes will be increased and our university will achieve a respected status. As a result of these activities, a system of education and research in different areas, with special emphasis on creativity will be adopted.

Co-operation with Industry: Our Institute attaches great importance to information sharing with industry. According to the regulations, to be respected successful in the eye of the examining jury, each thesis or dissertation must be supported with an application. These applications are held in private sector and in addition, the industry enjoys the benefit of obtaining useful information from these papers. As a result of such co-operation, an educational discipline that can exchange information with industry has been established.

Relations with the Rectorate: The Rectorate has been supporting our understanding of multidimensional and high quality education by creating flexible working conditions, in order to enhance institutionalisation. As a reflection of the dynamic values that the Rectorate promotes, talented and creative academics have been recruited, who successfully represent our university and country on international educational platforms. In addition, the Rectorate sponsors the projects through its Research Fund.

Using Information Technologies: We have set up a local area network within the Institute that connects computers of internal co-operating administrative units which enables file transfers and pace in the decision-making process. Our Institute is in a similar communication network that connects the Rectorate and the other units of our University. The programs and general information of our Institute can be reached through Internet. (**www.marmara.edu.tr/sbe**)

III.2. Weak Sides

Economic Situation of Turkey: Financial problems also present a barrier to research activities. It becomes more and more difficult to do research in order to follow the rapid changes in international education platforms. In short, lack of financial resources is a serious threat to our university. When the Treasury and State Planning Organisation's data are taken into consideration

while preparing the budget systems, several problems are encountered. It becomes difficult to advance universal values of education, to recruit creative academic personnel and to cooperate with universities on the international level. Due to limited financial resources, the salaries are well below standards and being an academic is not attractive any more. Because of criteria such as, fighting against inflation, diminishing the public sector and privatisation, the budget system does not meet the expectations and demands of our university.

Ministry of Treasury and State Planning Organisation limit the budgets that will be used for research purposes at our university and this has negative effects on research activities. This attitude is in conflict with our university's consciousness of quality, our mission and vision. Our intellectual capital investment is curtailed and, because of low salaries, it becomes difficult to train young academics. Our university cannot offer sufficient social facilities to our students, due to economic problems in the country and budget limitations. These conditions show that these two important state institutions pose a threat to our Institute.

The Threat of Private Education Institutions: Private and Foundation universities and their institutes of social sciences pose a threat to our Institute, as they pay high salaries, they have great financial opportunities. It is a fact that our Institute has been losing intellectual capital due to insufficient state support for public universities and their institutions. Private universities have made themselves well known by transferring famous academics. Using the same economic means, they also transfer administrative personnel.

Physical Infrastructure: Our limited financial resources prevent the development of physical infrastructure. Both the ongoing investments and new projects are negatively effected by this financial situation. At the same time the number of students increases each year. Under these circumstances, administrative personnel cannot work efficiently.

**APPENDIX 1 - The Post-Graduate Programs of the 2000-2001 Academic Year
of the Institute of Social Sciences of Marmara University**

FACULTY OF ECONOMIC AND ADMINISTRATIVE SCIENCES

DEPARTMENTS & SUB-DEPARTMENTS	POST-GRADUATE PROGRAMS		
	Master's (1)	Master's (2)	Doctorate
Economics			
Economics Policy	+	+	+
Economic Theory	+		
Economic History	+		+
International Economics	+	+	+
Development Economics and Economic Growth	+		+
Finance			
Theory of Public Finance	+		+
Fiscal Economy	+		
Fiscal Law	+		+
Business Administration			
Accounting and Finance	+	+	+
Production Management and Marketing	+	+	+
Management and Organization	+	+	+
Quantitative Methods	+	+	+
Cooperatives	+		
International Quality Management	+	+	
International Management	+	+	
Labor Economics and Industrial Relations			
Labor Economics	+		+
Industrial Relations	+		
Public Administration			
Political and Social Sciences (3)	+		
Human Resources Management & Dev. (4)	+		
Political and Social Sciences			+
Local Authorities and Decentralization	+		+
Human Resources Management & Dev.	+		
Econometrics			
Econometrics	+		+
Statistics	+		+
Operations Research	+		+
Economics (Lectured in English)			
Economics	+		+
Business Administration (Lectured in English)			
Marketing	+		+
Accounting and Finance	+		+
Organizational Behaviour	+		+
Political Science and International Relations			
International Relations (4)	+		
International Relations			+
Business Administration (Lectured in German)			
Accounting and Finance	+		
Production Management and Marketing	+		
Informatics (Lectured in German)			
Informatics	+		

NOTE: (1) Indicates master's program requiring a thesis. (2) Indicates master's program with none thesis. All programs are lectured in Turkish, except programs marked with (3) are lectured in French, and programs marked with (4) are lectured in English. (+) Shows the availability of the program.

FACULTY OF ARTS AND SCIENCES

DEPARTMENTS & SUB-DEPARTMENTS	POST-GRADUATE PROGRAMS		
	Master's (1)	Master's (2)	Doctorate
History			
Ancient History	+		+
Western Language and Literature			
German Language and Literature	+		

FACULTY OF LAW

DEPARTMENTS & SUB-DEPARTMENTS	POST-GRADUATE PROGRAMS		
	Master's (1)	Master's (2)	Doctorate
Public Law			
Public Law	+		+
Private Law			
Private Law	+		+

FACULTY OF COMMUNICATION

DEPARTMENTS & SUB-DEPARTMENTS	POST-GRADUATE PROGRAMS		
	Master's (1)	Master's (2)	Doctorate
Journalism			
Journalism	+		+
Media Economy and Administration	+		+
Information Sciences	+		+
Public Relations and Advertising			
Public Relations	+		+
Advertising and Publicity	+		+
Radio-Television and Cinema			
Communication Sciences	+		+
Radio-TV	+		+

FACULTY OF DIVINITY

DEPARTMENTS & SUB-DEPARTMENTS	POST-GRADUATE PROGRAMS		
	Master's (1)	Master's (2)	Doctorate
Basic Islamic Sciences			
Koranic Commentary	+		+
(The Study of) The Prophet Muhammad's	+		+
Science of Islamic Law	+		+
Kalam	+		+
Islamic Mysticism (Tasawwuf)	+		+
Arabic Language and Rhetoric	+		+
History of Islamic Sects	+		
Philosophy and Religious Sciences			
Philosophy and Religious Sciences	+		+
Islamic History and Islamic Arts			
Islamic History and Arts	+		+

TOTAL	52	8	39
TOTAL NUMBER OF PROGRAMS	96		

NOTE: (1) Indicates master's program requiring a thesis. (2) Indicates master's program with none thesis. All programs are lectured in Turkish, except programs marked with (3) are lectured in French, and programs marked with (4) are lectured in English. (+) Shows the availability of the program.