SWOT Analysis in Educational Institutions: The Example of Universities in Turkey

Eğitim Kurumlarında SWOT Analizi: Türkiye'deki Üniversiteler Örneği

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ABSTRACT

As a result of the acceleration of technological developments, the change in environmental factors, and the growth and expansion of enterprises, the competition between organizations has increased considerably. The increase in competition has resulted in the need to rethink strategic plans. Therefore, the efficiency and productivity of organizations that cannot adapt to change and development have decreased. One of the most important tools of strategic planning is the SWOT analysis technique. Through power analysis, internal and external effects are evaluated. With the SWOT analysis technique, the strengths and weaknesses, opportunities, and threats of the organization are revealed. It is aimed to transform threats into opportunities and weaknesses into strengths. Education is a very important element in the development and development of countries or societies. Education, which developed in informal environments before the settled life, turned into formal structures called schools with the transition to the settled life. This study aims to examine the SWOT analyses included in the strategic plans of universities in Turkey. It is considered that this study, which was prepared with a descriptive method and using the information in the literature, will contribute to the academic literature in the field of management sciences.

Anahtar Kelimeler: SWOT, Universities, Opportunities, Threats

ÖZET

Teknolojik gelişmelerin hız kazanması, çevre faktörlerinin değişmesi, işletmelerin büyümesi ve genişlemesi sonucu organizasyonlar arasındaki rekabet oldukça artmıştır. Rekabetin artması stratejik planlar üzerinde yeniden düşünülmesi gerektiği sonucunu doğurmuştur. Dolayısıyla değişime ve gelişime uyum sağlayamayan kuruluşların etkinlik ve verimliliği düşmüştür. Stratejik planlamanın en önemli araçlarından biri SWOT analizi tekniğidir. Güç çözümlemeleri sayesinde iç ve dış etkiler değerlendirilir. SWOT analizi tekniğiyle örgütün güçlü ve zayıf yönleri, fırsat ve tehditleri ortaya konulur. Tehditlerin fırsatlara, zayıf yönlerin güçlü yönlere dönüştürülmesi amaçlanır. Eğitim, ülkelerin veya toplumların gelişmesi ve kalkınmasında oldukça önemli bir unsurdur. Yerleşik hayata geçilmeden önce resmi olmayan ortamlarda gelişmekte olan eğitim yerleşik hayata geçilmesiyle okul ismi verilen biçimsel yapılara dönüşmüştür. Bu çalışmanın amacı, Türkiye'deki üniversitelerin stratejik planlarında yer alan SWOT analizleri incelemektir. Betimleyici bir yöntemle ve literatürdeki bilgilerden faydalanılarak hazırlanmış olan bu çalışmanın yönetim bilimleri alanındaki akademik literatüre katkı sağlayacağı değerlendirilmektedir.

Keywords: GZFT, Üniversiteler, Fırsatlar, Tehditler

1. INTRODUCTION

Turkey has got state and private foundation universities all around the country. Turkey has more than two hundred universities, highly values education. Each university determines its strengths and weaknesses, opportunities, and threats within the scope of its strategic plan. In this direction, it makes strategic plans and aims to minimize threats. Transforming weaknesses into strengths and threats into opportunities is very important for the future of universities and education.

The subject of this study is "SWOT Analysis in Educational Institutions: The Case of Universities". Within the scope of the study, SWOT analyses included in the strategic plans of universities in Turkey were examined. This study aims to examine the SWOT analyses available in the strategic plans of universities and to evaluate the current situation analysis of universities in Turkey in this direction. As a result of the research, the SWOT or SWOT matrix of the universities was briefly discussed.

In the first part of the study, there is "History of Universities and Universities in Turkey" under the title of the conceptual framework. Under the title of "SWOT Analysis", information about this analysis is given. In the second part of the study, a SWOT matrix was created from the universities whose strategic plans were examined. In this matrix, the existing strengths and weaknesses, opportunities, and threats of universities are listed as items.

Globalization of the world has brought several developments to the humanity. These developments have occurred in the fields of technology and science as well as in many other fields. This has enabled organizations to become more sensitive to their environment. The current and future success of organizations has been all

about how much they can analyze the present and the future. Universities play a major role in the good management, implementation, and sharing of information (Engin et al., 2019: 526-550). Universities appear as a very important element for regional development (YOK, 2017: 7). Universities can identify their strengths and weaknesses, and accordingly, identify opportunities and threats. He can also create and implement his strategic plans. Universities can realize their strategic planning through the SWOT analysis technique (Calik, 2003: 267).

One of the most important tools of strategic planning is the SWOT analysis technique. Strategy, mission, and visual elements are very important to achieve sustainable success. Strategy increases the competitiveness of an organization (Kluvyer and Pearce II, 2015: 1). Strategy represents the effort or effort that the organization has made to achieve success (Bolland, 2017: 1).

Schools are almost as old as human history. Education, which developed in informal environments before settled life, turned into formal structures called schools with the transition to settled life (Yoruk and Akdag, 2010: 66). Education is a very important element in the development and development of countries or societies. It is also very important for the sustainability of societies (Aksoy, 2006: 1).

The only thing that does not change, of course, is to change itself. Just as there are innovations and innovations in every field, such developments are also experienced in the education sector. Therefore, it is essential to be able to adapt to change. For this situation, institutions need to make very good strategic planning. Vision and mission should be determined and necessary steps should be taken in this direction (Calik, 2003: 267).

2. THEORETICAL FRAMEWORK AND HISTORICAL BACKGROUND

In this part of the study, the historical process of universities in Turkey has been examined. In addition, the current number of universities in Turkey is also mentioned in this section. The origins of Istanbul University, Istanbul Technical University, and Ankara University, which are among the first universities in Turkey, date back to the Ottoman Empire. Karadeniz Technical University, ODTU (Middle East Technical University), and Ataturk University are among the first universities of the Republican period. While there were only seven universities in the 1960s, today this number is more than two hundred (Komurlu, 2019: 50-57).

In 1933, there was proportional and increasing progress in the number of universities. By 2008, there was no city in our country without a university. In the 1960s, there were also problems in terms of personnel due to the insufficient number of universities (Sen, 2016; Sargin, 2007). The fact that the Ottoman period was backward compared to the Western states made effective studies on this subject even more necessary in the Republican period.

During the Ottoman period, the Darulfunun (Science House) was a place where only men were educated. Darulfunun (Inas Darulfununu) was established in 1914 for girls who want to receive an education (Dolen, 2006). The Ottoman Empire, which tried to establish a university, as it can be understood from here, of course, does not coincide with Europe in terms of structure. This situation continued in the Republican period as well. In 1933, these institutions were closed. Most of the educators in this school continued to serve science and education at Istanbul University (Komurlu, 2019: 50-57).

The first university not rooted in the Ottoman Empire was KTU (Black Sea Technical University). In the same year, Izmir Ege University was established. Later, Ataturk University and Middle East Technical University were established (Caliskan, 2002). These are among the leading universities in Turkey.

The term university is of Latin origin. It is derived from the Latin word "universitas" (Oztunali, 2001). Universities came to the fore in the 11th century in the Middle Ages. The concept of "universitas" used in this period does not fully meet the concept of "university" in the modern sense. In this period, this expression is mostly equivalent to guild, association, or institution (Subjektif, 2006). The modern equivalent of the university is "Studium Generalle" (Rukanci and Anameric, 2004). For many years, this expression has been used instead of universities (Oztunali, 2001).

We can say that the emergence of the first universities is related to urbanization (Versan, 1989). Their infrastructures and curricula for modern science made Medieval European universities different from other universities (Grant, 1997). Wherever we base the history of universities, it is possible to say that today's universities are homogeneous and work for the same purpose.

The Universities of Bologna, Paris, and Oxford were the first universities in Europe. It is known that the first university established among these was the University of Bologna. The University of Bologna is one of the oldest universities established in the world. Salaries at the University of Bologna are met by students, at the

University of Paris by the churches, and at Oxford University by the state (Wikipedia, 2006). After these three universities, four more (Montpellier, Padua, Orleans, and Cambridge University) were founded. These universities are among the seven oldest universities (Donelly, 2002).

Periodically, we can list the missions of universities as follows (Scott, 2006; Antalyali, 2008: 25-40):

✓ Medieval – Education Mission

✓ First Modern Universities (Europe and Latin America) – Nationalization Mission

✓ 19th Century American Universities – Democratization Mission

✓ 19th Century German Universities – Research Mission

✓ Second Quarter of the Last Century as America Became a Superpower American Universities – Public Service Mission

✓ 20th Century Universities – Education, Research, Nationalization, Democratization, and Public Service

While there were only seven universities in Turkey in the 1960s, today this number is more than two hundred.

Table 1. Universities in Turkey (YOK, 2022)

University	City	Type	Founded Year
Abdullah Gul University	Kayseri	State	2010
Acibadem Mehmet Ali Aydinlar University	Istanbul	Foundation	2007
Adana Alparslan Turkes Science and Technology University	Adana	State	2011
Adiyaman University	Adiyaman	State	2006
Afyon Kocatepe University	Afyonkarahisar	State	1992
Afyonkarahisar Health Sciences University	Afyonkarahisar	State	2018
Agri Ibrahim Cecen University	Agri	State	2007
Akdeniz University	Antalya	State	1982
Aksaray University	Aksaray	State	2006
Alanya Alaaddin Keykubat University	Antalya	State	2015
Alanya Hamdullah Emin Pasa University	Antalya	Foundation	2011
Altinbas University	Istanbul	Foundation	2008
Amasya University	Amasya	State	2006
Anadolu University	Eskisehir	State	1973
Anka Technology University	Ankara	Foundation	2013
Ankara Science University	Ankara	Foundation	2020
Ankara Haci Bayram Veli University	Ankara	State	2018
Ankara Medipol University	Ankara	Foundation	2018
Ankara Music and Fine Arts University	Ankara	State	2017
Ankara Social Sciences University	Ankara	State	2013
Ankara University	Ankara	State	1946
Ankara Yildirim Beyazit University	Ankara	State	2010
Antalya Akev University	Antalya	Foundation	2015
Antalya Science University	Antalya	Foundation	2010
University	**City**	**Type**	**Founded Year**
Ardahan University	Ardahan	State	2008
Artvin Coruh University	Artvin	State	2007
Atasehir Adiguzel Vocational School	Istanbul	Foundation	2014
Ataturk University	Erzurum	State	1957
Atilim University	Ankara	Foundation	1997
Avrasya University	Trabzon	Foundation	2010
Aydin Adnan Menderes University	Aydin	State	1992
Bahcesehir University	Istanbul	Foundation	1998
Balikesir University	Balikesir	State	1992
Bandirma Onyedi Eylul University	Balikesir	State	2015
Bartin University	Bartin	State	2008
Baskent University	Ankara	Foundation	1994
Batman University	Batman	State	2007
Bayburt University	Bayburt	State	2008
Beykent University	Istanbul	Foundation	1997
Beykoz University	Istanbul	Foundation	2016
Bezm-i Alem Foundation University	Istanbul	Foundation	2010
Bilecik Seyh Edebali University	Bilecik	State	2007
Bingol University	Bingol	State	2007

University	City	Type	Founded Year
Biruni University	Istanbul	Foundation	2014
Bitlis Eren University	Bitlis	State	2007
Bogazici University	Istanbul	State	1971
Bolu Abant İzzet Baysal University	Bolu	State	1992
Burdur Mehmet Akif Ersoy University	Burdur	State	2006
Bursa Technical University	Bursa	State	2010
Bursa Uludag University	Bursa	State	1975
Cag University	Mersin	Foundation	1997
Canakkale Onsekiz Mart University	Canakkale	State	1992
Cankaya University	Ankara	Foundation	1997
Cankiri Karatekin University	Cankiri	State	2007
Cukurova University	Adana	State	1973
Demiroglu Science University	Istanbul	Foundation	2006
Dicle University	Diyarbakir	State	1973
Dogus University	Istanbul	Foundation	1997
Dokuz Eylul University	Izmir	State	1982
Duzce University	Duzce	State	2006
Ege University	Izmir	State	1955
Erciyes University	Kayseri	State	1982
Erzincan Binali Yildirim University	Erzincan	State	2006
Erzurum Technical University	Erzurum	State	2010
Eskisehir Osmangazi University	Eskisehir	State	1993
Eskisehir Technical University	Eskisehir	State	2018
Fatih Sultan Mehmet University	Istanbul	Foundation	2010
Fenerbahce University	Istanbul	Foundation	2016
Firat University	Elazig	State	1975
University	**City**	**Type**	**Founded Year**
Galatasaray University	Istanbul	State	1994
Gazi University	Ankara	State	1982
Gaziantep Islam Science and Technology University	Gaziantep	State	2018
Gaziantep University	Gaziantep	State	1987
Gebze Technical University	Kocaeli	State	1992
Giresun University	Giresun	State	2006
Gumushane University	Gumushane	State	2008
Hacettepe University	Ankara	State	1967
Hakkari University	Hakkari	State	2008
Halic University	Istanbul	Foundation	1998
Harran University	Sanliurfa	State	1992
Hasan Kalyoncu University	Gaziantep	Foundation	2008
Hatay Mustafa Kemal University	Hatay	State	1992
Hitit University	Corum	State	2006
Igdir University	Igdir	State	2008
Isparta University of Applied Sciences	Isparta	State	2018
Isik University	Istanbul	Foundation	1996
Ibn Haldun University	Istanbul	Foundation	2015
İhsan Dogramaci Bilkent University	Ankara	Foundation	1985
Inonu University	Malatya	State	1975
Iskenderun Technical University	Hatay	State	2015
Istanbul Arel University	Istanbul	Foundation	2007
Istanbul Atlas University	Istanbul	Foundation	2018
Istanbul Aydin University	Istanbul	Foundation	2007
Istanbul Bilgi University	Istanbul	Foundation	1996
Istanbul Esenyurt University	Istanbul	Foundation	2013
Istanbul Galata University	Istanbul	Foundation	2019
Istanbul Gedik University	Istanbul	Foundation	2011
Istanbul Gelisim University	Istanbul	Foundation	2011
Istanbul Kent University	Istanbul	Foundation	2016
Istanbul Kultur University	Istanbul	Foundation	1997
Istanbul Medeniyet University	Istanbul	State	2010
Istanbul Medipol University	Istanbul	Foundation	2009
Istanbul Okan University	Istanbul	Foundation	1999
Istanbul Rumeli University	Istanbul	Foundation	2015
Istanbul Sabahattin Zaim University	Istanbul	Foundation	2010
Istanbul Vocational School of Health and Social Sciences	Istanbul	Foundation	2010

University	City	Type	Founded Year
Istanbul Health and Technology University	Istanbul	Foundation	2018
Istanbul Sisli Vocational School	Istanbul	Foundation	2012
Istanbul Technical University	Istanbul	State	1944
Istanbul Commerce University	Istanbul	Foundation	2001
Istanbul Topkapi University	Istanbul	Foundation	2016
Istanbul University	Istanbul	State	1933
Istanbul University-Cerrahpasa	Istanbul	State	2018
Istanbul New Century University	Istanbul	Foundation	2009
University	**City**	**Type**	**Founded Year**
Istanbul 29 Mayis University	Istanbul	Foundation	2010
Istinye University	Istanbul	Foundation	2015
Izmir Bakircay University	Izmir	State	2016
Izmir Democracy University	Izmir	State	2016
Izmir University of Economics	Izmir	Foundation	2001
Izmir Katip Celebi University	Izmir	State	2010
Izmir Kavram Vocational School	Izmir	Foundation	2008
Izmir Tinaztepe University	Izmir	Foundation	2018
Izmir Institute of Technology	Izmir	State	1992
Kadir Has University	Istanbul	Foundation	1997
Kakas University	Kars	State	1992
Kahramanmaras Istiklal University	Kahramanmaras	State	2018
Kahramanmaras Sutcu Imam University	Kahramanmaras	State	1992
Cappadocia University	Nevsehir	Foundation	2005
Karabuk University	Karabuk	State	2007
Karadeniz Technical University	Trabzon	State	1955
Karamanoglu Mehmetbey University	Karaman	State	2007
Kastamonu University	Kastamonu	State	2006
Kayseri University	Kayseri	State	2018
Kirikkale University	Kirikkale	State	1992
Kirklareli University	Kirklareli	State	2007
Kirsehir Ahi Evran University	Kirsehir	State	2006
Kilis 7 Aralik University	Kilis	State	2007
Kocaeli Health and Technology University	Kocaeli	Foundation	2020
University of Kocaeli	Kocaeli	State	1992
Koc University	Istanbul	Foundation	1992
Konya Food and Agriculture University	Konya	Foundation	2013
Konya Technical University	Konya	State	2018
KTO Karatay University	Konya	Foundation	2009
Kutahya Dumlupınar University	Kutahya	State	1992
Kutahya University of Health Sciences	Kutahya	State	2018
Lokman Hekim University	Ankara	Foundation	2017
Malatya Turgut Ozal University	Malatya	State	2018
Maltepe University	Istanbul	Foundation	1997
Manisa Celal Bayar University	Manisa	State	1992
Mardin Artuklu University	Mardin	State	2007
Marmara University	Istanbul	State	1982
MEF University	Istanbul	Foundation	2012
Mersin University	Mersin	State	1992
Mimar Sinan Fine Arts University	Istanbul	State	1982
Mudanya University	Bursa	Foundation	2022
Mugla Sitki Kocman University	Mugla	State	1992
Munzur University	Tunceli	State	2008
Mus Alparslan University	Mus	State	2007
Necmettin Erbakan University	Konya	State	2012
University	**City**	**Type**	**Founded Year**
Nevsehir Haci Bektas Veli University	Nevsehir	State	2007
Nigde Omer Halisdemir University	Nigde	State	1992
Nisantasi University	Istanbul	Foundation	2009
Nuh Naci Yazgan University	Kayseri	Foundation	2009
Ondokuz Mayis University	Samsun	State	1975
Ordu University	Ordu	State	2006
Middle East Technical University	Ankara	State	1956
Osmaniye Korkut Ata University	Osmaniye	State	2007
OSTİM Technical University	Ankara	Foundation	2017
Ozyegin University	Istanbul	Foundation	2007
Pamukkale University	Denizli	State	1992

University	City	Type	Founded Year
Piri Reis University	Istanbul	Foundation	2008
Recep Tayyip Erdogan University	Rize	State	2006
Sabanci University	Istanbul	Foundation	1996
University of Health Sciences	Istanbul	State	2015
Sakarya University of Applied Sciences	Sakarya	State	2018
Sakarya University	Sakarya	State	1992
Samsun University	Samsun	State	2018
SANKO University	Gaziantep	Foundation	2013
Selcuk University	Konya	State	1975
Siirt University	Siirt	State	2007
Sinop University	Sinop	State	2007
Sivas Science and Technology University	Sivas	State	2018
Sivas Cumhuriyet University	Sivas	State	1974
Suleyman Demirel University	Isparta	State	1992
Sirnak University	Sirnak	State	2008
Tarsus University	Mersin	State	2018
TED University	Ankara	Foundation	2009
Tekirdag Namik Kemal University	Tekirdag	State	2006
TOBB University of Economics and Technology	Ankara	Foundation	2003
Tokat Gaziosmanpasa University	Tokat	State	1992
Toros University	Mersin	Foundation	2009
Trabzon University	Trabzon	State	2018
Trakya University	Edirne	State	1982
University of Turkish Aeronautical Association	Ankara	Foundation	2011
Turkish-German University	Istanbul	State	2010
Turkey International Islamic, Science and Technology University	Istanbul	State	2015
Turkish Japanese Science and Technology University	Istanbul	State	2017
Ufuk University	Ankara	Foundation	1999
Usak University	Usak	State	2006
Uskudar University	Istanbul	Foundation	2011
Van Yuzuncu Yil University	Van	State	1982
Yalova University	Yalova	State	2008
Yasar University	Izmir	Foundation	2001
Yeditepe University	Istanbul	Foundation	1996
University	**City**	**Type**	**Founded Year**
Yildiz Technical University	Istanbul	State	1982
Yozgat Bozok University	Yozgat	State	2006
Yuksek İhtisas University	Ankara	Foundation	2013
Zonguldak Bulent Ecevit University	Zonguldak	State	1992

3. SWOT ANALYSIS

SWOT analysis is a technique that was first used for business management purposes in the 1970s. In the following years, it was evaluated as a planning and analysis tool (Devrim, 2006: 1). It consists of the initials of the English S (Strenghts), W (Weaknesses), O (Opportunites), and T (Threats) words (Cebecioglu, 2006). In Turkish, it consists of the initials of the words G (Güçlü), Z (Zayıf), F (Fırsat), and T (Tehdit) (Hill and Westbrook, 1997: 47; Bryson, 1995; 127; cited by Yildirim, 2008: 126, Kucuksuleymanoglu, 2008: 407).

With the SWOT analysis technique, the strengths and weaknesses, opportunities, and threats of the organization are revealed. Thanks to this technique, organizations try to minimize the threats and weaknesses they face or may encounter (Dyson, 2004: 631-632; cited in Arioz and Yildirim, 2012: 183). Organizations can sometimes be faced with threats and sometimes with opportunities. This is where SWOT analysis comes into play. The current environmental analysis is made and the system is tried to be made more compatible with environmental conditions (Isik and Aypay, 2004: 353; cited by Agaoglu, Simsek and Altinkurt, 2006: 44).

It is an analysis technique that is widely applied in the field of education. Boundaries are set for the needs of the society and better service is aimed (Balamuralikrishna and Dugger, 1995: 37). SWOT analysis mediates for organizations to determine detailed and deep strategies (Peng, Wang, & Gao, 2014: 41). Through power analysis, internal and external effects are evaluated (Birel, 2008: 8). Opportunities and threats are determined, needs are revealed (Sahin and Aslan, 200: 174). The SWOT analysis technique is a very effective method for transforming threats into opportunities and weaknesses into strengths (Birel, 2008: 15).

Power analysis or SWOT analysis allows for analysis of the current situation of the organization (Ozan et al., 2015: 1-28). After the 1960s, companies opened up to new markets and therefore faced many threats. Firms

have entered a very tough competitive environment. Now efficiency and productivity have become very important in the new market. Companies that have noticed this change, analyzed it, and tried to complete its deficiencies have already started to look for ways to be efficient. Although some of the analyzes are not valid today, the SWOT analysis has survived to the present day and has remained valid. Today, this analysis method is still preferred in many companies and sectors (Ozkose et al., 2013: 42-57).

Prof. While Heinz Weihrich was a professor of management at the University of San Francisco, he introduced SWOT analysis with his article in "Long Range Planning". This technique is still a valid research method today (Cebecioglu, 2006). It has a key role in the success of businesses (Dincer, 2004).

SWOT analysis determines the needs of the organization and its limits for a better service (Ucar and Dogru, 2005: 2). SWOT analysis allows organizations to realize the advantages and disadvantages they have (Cooper, 2011: 15; Akt: Sabbag, 2011: 208). Thanks to the SWOT analysis, institutions can perform strong strategic planning (Shinno et al., 2006: 257: As cited in Celik and Murat, 2010: 201).

The environment is very effective and decisive in the creation of strategies (Erkut, 2009: 116-117; Eryigit, 2013: 159). Planning, monitoring, analysis, and evaluation activities are called strategic management. These strategies usually cover periods of three or five years (Engin et al., 2019: 526-550).

Strategic management consists of three dimensions (Panfil and Danut, 2015: 6):

✓ Economic

✓ Organizational

✓ Human Dimensions

The elements of strategic management are as follows (Celik, 1997; Barca et al., 2004; Anonim, 2003: 7-20; Jain, 1993; Aktan, 2005; Coban, 2010):

✓ Vision

It is the future goal or setup of the business.

✓ Mission

It is the purpose of the existence of the business. It represents the task it undertakes. It is the concept that reveals the existence of the organization and the reason for its existence.

✓ Strategy

It is the planning made in line with the mission and vision of the organization. With the SWOT analysis, the current situation is analyzed and the threats that may be encountered in the future are tried to be eliminated.

✓ Action

Strategies express the path to be followed in line with goals or plans.

Figure 1. SWOT Analysis (Internal and External Analysis)

Internal Analysis (Coban et al., 2010: 342-352):

Strengths

✔ What are the advantages of the organization?

✔ What is done well in the organization?

✔ What do others see as your strengths?

Weaknesses

✔ What are you doing wrong in the organization?

✔ What do you need to improve in the organization?

✔ In what subjects are others better than you?

✔ What weaknesses do you see through the eyes of others?

External Analysis (Coban et al., 2010: 342-352):

Opportunities

✔ What are the opportunities ahead of you?

✔ What interesting developments are taking place in the environment?

Threats

✔ What obstacles do you encounter?

✔ What are your competitors doing?

✔ Are expected business, product, or service standards changing?

✔ Is changing technology threatening your position?

✔ Do you have financial problems?
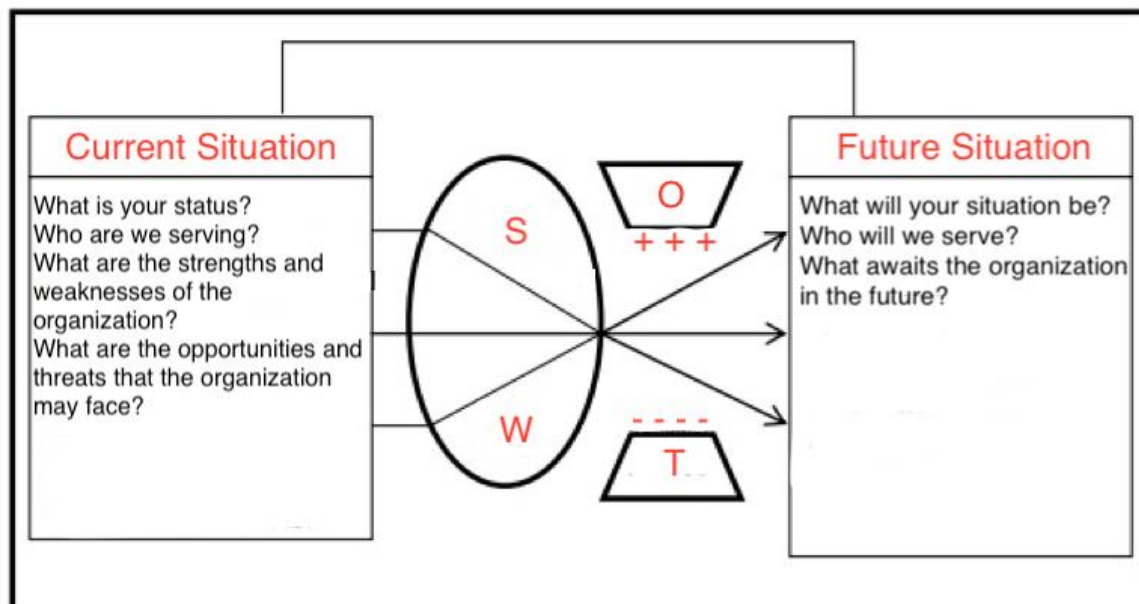
Figure 2. Current Situation and Future Situation
Source: (Aktan, 1999; Ozkose et al., 2013: 42-57)

SWOT analysis of an organization;

✔ Analyzes strengths.

✔ Analyzes weaknesses.

✔ Analyzes opportunities.

✓ Analyzes threats.

✓ Analyzes its internal structure.

✓ Analyzes the activity area and environment.

✓ It analyzes the developments that it may encounter or be affected by in the future.

✓ Analyzes the interested parties.

✓ It analyzes the target audience of the organization and those who are positively or negatively affected by the activities of the organization.

In which situations should SWOT analysis be used?

✓ A strategic plan under development

✓ Problem identification and solution generation

✓ In cases where quantitative data is insufficient and information is in people's memories

What does SWOT analysis do?

✓ It provides a better perception of the organization and its environment.

✓ It provides an analysis of the current situation and shapes the future. It enables healthier, more effective, efficient, and strategic steps to be taken.

✓ It provides awareness of threats and opportunities.

✓ It makes it easier to take advantage of opportunities and take precautions against threats.

4. SWOT ANALYSIS MATRIX OF UNIVERSITIES IN TURKEY

In this section, the SWOT (SWOT) data included in the strategic plans of universities in Turkey were examined. In general, some strengths and weaknesses, opportunities, and threats of universities are included. These data are listed as items. In this study, the strategic plans of the universities, which were prepared by the Public Financial Management and Control Law No. 5018, and published on their web pages or at (www.sp.gov.tr) were examined. This study aims to examine the SWOT analyses included in the strategic plans of universities in Turkey. The strengths and weaknesses, opportunities, and threats stated in the SWOT analyses included in the strategic plan were evaluated in general.
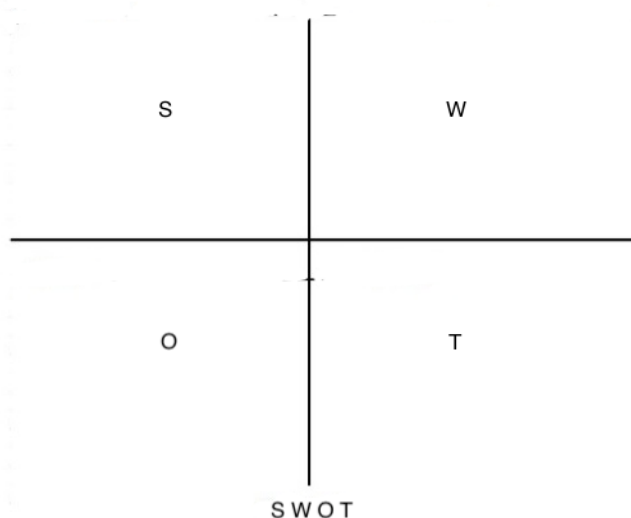

Figure 3. SWOT Analysis Matrix

Strengths

✓ Young, dynamic, and qualified staff

✓ A participatory and transparent management approach

✓ Active use of the Internet

✔ The openness of management and academic staff to innovations

✔ Academic program diversity

✔ A good relationship with NGOs, municipalities, and private organizations

✔ Library service

✔ Supporting projects

✔ Scientific events

✔ University collaborations (national and international)

✔ Erasmus opportunities

✔ Scientific publications and citations

✔ Geolocation

✔ Social and cultural services for students

✔ Master's and doctoral programs

✔ Foreign language education and training

✔ The image of the university in society

✔ Student–academic staff relationship

✔ Senior campuses

✔ Student clubs

✔ Technopark

✔ Technocity

✔ Presence of a peaceful and safe environment

✔ Shelter and transportation

Weaknesses

✔ Quantitative inadequacy of academic staff

✔ Lack of financial resources

✔ Lack of communication with graduate students

✔ The low number of administrative staffs

✔ Insufficient sports fields

✔ Insufficient foreign language education

✔ Performance evaluation

✔ Clutter of campuses

✔ Lack of central libraries

✔ Insufficient work of R&D units

✔ Too many undergraduate students in some departments

✔ Uneven distribution of academic staff

✔ Housing and transportation difficulties

✔ Absence of counselling services

✔ Insufficient archive

✔ Lack of communication

✔ Lack of congress and cultural centers

✓ Unopened sections or programs

✓ Inadequacy of qualified academic staff

✓ Language inadequacy of academic staff

✓ Lack of green space

✓ Low and insufficient elevation

Opportunities

✓ Geolocation

✓ NGO and municipality cooperation

✓ Presence of funding organizations such as The Scientific and Technological Research Council of Turkey

✓ Need for the workforce (skilled workforce)

✓ The increase in the value given to universities in our country

✓ Young population

✓ Ease of transportation

✓ Increasing demand for universities

✓ The start of the strategic planning process at universities

✓ Opportunity to receive project support from the EU

✓ Increasing demand for knowledge and quality

✓ Existence or construction of a research hospital

✓ The need for scientific publication

✓ Presence of philanthropists and charitable organizations

✓ Opening of new universities

Threats

✓ Low budget

✓ Pandemics bugs

✓ Insufficient salary

✓ Employment problem

✓ Limited staff or workforce at the university

✓ Socio-cultural structure of the province

✓ Competitive environment

✓ Brain drains

✓ Lack of industry in the city

✓ Political obstacles

✓ Overload of lectures

✓ Inadequacy in graduate programs

✓ Technical and physical inadequacies

✓ Scholarship, dormitory, and transportation problems

✓ Financial difficulties

✓ Techno city shortage

✓ Poor communication and technical support

5. CONCLUSION AND EVALUATION

If SWOT analyses are not done objectively, an accurate result cannot be obtained. SWOT analyses are based on personal recommendations and if not supported by data, the result will fail. If the correctly applied SWOT analyses are not applied, the analysis evaluations remain on paper and are of no use. If the results of the SWOT analysis, what to do and the steps to be taken are not communicated to the relevant people in the company, it will still be meaningless to make the analysis. SWOT analysis is a work that requires effort. As a result, countries, organizations, individuals, and organizations should anticipate and design measures to keep up with the times by revealing their current situation. Because not being able to adapt to the age is to disappear. ***The threats we are aware of are our possible sources of opportunity!***

In a study, the most concentrated items of SWOT analysis in the context of universities were measured as follows (Karaman, 2011):

✓ Strengths: Young, dynamic, and qualified staff, participatory and transparent management approach, effective use of the internet and local network, the openness of management to innovations, diversity, and quality of graduate academic programs.

✓ Weaknesses: Quantitative inadequacy of academic staff, insufficient financial resources of the university, insufficient relations with public institutions and the private sector, insufficient communication with alumnus, and the inadequacy of social, cultural, and sports areas.

✓ Opportunities: Geographical location, increased cooperation between universities, industry, NGOs, and public institutions, the existence of funding organizations such as The Scientific and Technological Research Council of Turkey and European Union, and student and academic staff exchange programs such as Socrates-Erasmus.

✓ Threats: Limited budget, insufficient salaries, lack of academic staff, decrease in secondary education quality.

SWOT analysis is a strategic planning tool used to identify an organization's strengths, weaknesses, opportunities, and threats. The acronym SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The summary of the SWOT analysis is a concise overview of the key findings from the analysis. It highlights the most significant internal and external factors affecting the organization and provides insights into the potential strategic directions the organization could take to leverage its strengths, mitigate its weaknesses, capitalize on its opportunities, and address its threats. The strengths identified in a SWOT analysis are typically internal factors that the organization can control or influence, such as unique capabilities, valuable resources, or a strong brand reputation. Weaknesses, on the other hand, are also internal factors but represent areas where the organization may be lacking or vulnerable, such as outdated technology or inadequate resources. Opportunities and threats, on the other hand, are typically external factors that the organization cannot control but can respond to. Opportunities represent potential areas for growth or competitive advantage, such as new markets or emerging technologies. Threats represent potential risks or challenges that the organization may face, such as new competitors, changes in regulations, or economic downturns.

The summary of the SWOT analysis provides a high-level overview of these factors and their impact on the organization. It can be used to inform strategic planning, identify areas for improvement, and prioritize initiatives. Overall, the SWOT analysis is a valuable tool for any organization looking to develop a clear understanding of its position in the market and the potential opportunities and challenges it may face.

Sure, here are our recommendations for those who will conduct a SWOT analysis**:**

✓ Define Your Purpose: Before conducting a SWOT analysis, it is important to clarify your purpose. What is the subject or goal you want to analyze? By conducting the SWOT analysis with a clear purpose in mind, you can obtain more productive results.

✓ Gather Data: When conducting a SWOT analysis, it is important to collect your data from reliable sources. This data may include market research, customer feedback, employee opinions, competitor analysis, and other information.

✓ Create A Swot Table: Using a SWOT table can be helpful when conducting a SWOT analysis. This table includes columns for "Strengths," "Weaknesses," "Opportunities," and "Threats." This allows you to view the results of your analysis more clearly.

✓ Conduct Analysis: After gathering your data, you can conduct the SWOT analysis. During this stage, identify your strengths and weaknesses. Consider your opportunities and threats, and develop strategies to improve your strengths and address your weaknesses.

✓ Prioritize: Based on the results of your SWOT analysis, determine your priorities. Decide which areas you need to focus on and which strategies to prioritize.

✓ Implement Strategies: Based on the results of your SWOT analysis, identify and implement your strategies. During this process, remember to periodically conduct analysis to track progress and update your strategies.

These recommendations can help those conducting a SWOT analysis to obtain the best results from their analysis.

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