

KARADENİZ TECHNICAL UNIVERSITY

GENDER EQUALITY ACTION PLAN (2026–2029)

1. INTRODUCTION

Karadeniz Technical University (KTU) has prepared its “Gender Equality Plan” (GEP) based on the principle of gender balance. The primary objective of the Plan is to demonstrate that Karadeniz Technical University—whose goal is to establish a safer and more accessible campus—is an institution that respects equality and diversity, remains free from discrimination, and ensures equal academic advancement and promotion opportunities for all; to further strengthen its existing strengths; and to reinforce areas requiring improvement. Karadeniz Technical University believes that equality and diversity are values that foster the advancement of science. Equality policies in scientific research and higher education support the development of practices that contribute to a better working environment while simultaneously promoting academic competencies. Furthermore, this approach strengthens enhanced and inclusive dialogue.

The promotion of equality, as the starting point of the Gender Equality Plan, is essential for the effective improvement of practices and activities. Numerous studies have demonstrated that university members may encounter institutional barriers over time and may not fully benefit from opportunities for academic and administrative advancement. These barriers generally manifest in the form of gender discrimination, sexual harassment, and difficulties in balancing professional work and family life. Such circumstances constitute significant obstacles to the advancement of science both nationally and within universities. Universities that focus on science and education implement integrated activities to support research environments. Within this framework, the KTU GEP aims to prevent gender-based discrimination, ensure equal research and working conditions for all members of our University, institutionalize these practices, and incorporate gender mainstreaming into our governance vision.

1.1. NATIONAL CONTEXT

According to the most recent data as of 2025, the total number of students enrolled in higher education is 6,835,115, of whom 3,201,895 are male and 3,633,220 are female¹. In accordance with regulations issued by the Council of Higher Education (YÖK), Women’s Research Centers have been established at universities under various titles. In addition, cooperation commissions have been formed with relevant institutions to encourage the greater participation of women academics in research and innovation.

Across higher education institutions in Türkiye, the total number of academics increased from 75,135 in 2003 to 180,065 in 2020, of whom 98,404 were male and 81,661 were female. As of 2025, the total number of academics has risen to 185,169, including 98,562 male and 86,607 female academics². As of 2025, female academics hold the



following academic titles: 13,799 Professors, 11,149 Associate Professors, 21,729 Assistant Professors, 18,395 Lecturers, and 21,538 Research Assistants³.

An examination of the legal framework indicates that Article 10 of the Constitution of the Republic of Türkiye guarantees equality before the law: "Everyone is equal before the law without distinction as to language, race, color, sex, political opinion, philosophical belief, religion, or sect." (Additional paragraph added by Law No. 5170, dated 7 May 2005). Women and men have equal rights. The State is obliged to ensure that this equality exists in practice (sentence added on 12 September 2010; Law No. 5982). Measures taken for this purpose shall not be interpreted as contrary to the principle of equality (additional paragraph added by Law No. 5982, dated 12 September 2010).

In 1985, Türkiye signed and ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). In 2007, the General Directorate on the Status of Women prepared the 1st National Action Plan on Gender Equality (2008–2013). The Directorate also prepared the 2nd National Action Plan on Combating Violence Against Women (2012–2015) and the 3rd National Action Plan (2016–2020). In 2020, the Ministry of Family and Social Policies prepared the 4th National Action Plan on combating violence under the motto "Zero Tolerance for Violence." In 2015, the Council of Higher Education (YÖK) published its Position Paper on Gender Equality in Higher Education. In 2019, the Scientific and Technological Research Council of Türkiye (TÜBİTAK) issued the Policy Guide on Increasing the Participation of Women Researchers in TÜBİTAK Processes.

1 <https://istatistik.yok.gov.tr/>.

2 <https://istatistik.yok.gov.tr/>.

3 <https://istatistik.yok.gov.tr/>.



1.2. UNIVERSITY VISION

Karadeniz Technical University aims to increase the number of women researchers, women administrators, and women enrolled in master's and doctoral programs, and affirms its commitment to gender balance in academic advancement. One of the most significant challenges in this regard concerns the lack of gender balance in senior scientific positions among administrative staff and students engaged in professional activities. Ensuring equal representation in academic and administrative positions at KTU constitutes a fundamental priority. Achieving gender balance is particularly important in technical and administrative positions. Female students tend to be equally represented alongside male students in most fields of study.

Equality is not solely a matter of gender balance; it also encompasses equal access to opportunities and the fair distribution of resources. Ensuring equality between genders requires long-term planning. This Plan serves as a guiding framework to address, in the medium term, the issues that give rise to inequalities between female and male academic staff within KTU's institutional structure as part of its gender equality efforts in the coming years.

1.2.1. KTU's Objectives within the Scope of the Gender Equality Plan

- To raise awareness in multiple areas regarding the importance of gender equality and to strengthen positive attitudes toward diversity,
- To encourage women to pursue postgraduate studies and to support their academic career development,
- To ensure gender equality in recruitment processes and academic activities,
- To increase the number of women in all managerial positions,
- To institutionalize measures aimed at evaluating governance and decision-making mechanisms on the basis of gender equality and inclusivity,
- To improve existing mechanisms to prevent sexual harassment, gender-based violence, and discrimination,
- To introduce courses on gender equality in all academic programs,
- To raise awareness of "gender-based violence" in educational materials and seminars,
- To establish "Emergency Support Units" on each campus to provide assistance to students and staff within the framework of a safe and women-friendly campus,
- To announce national and international project calls focusing on women and to provide project-writing support in this field with the contribution of the Technology and Transfer Office,
- To raise awareness among students from different disciplines to ensure that they do not engage in discriminatory treatment in any sector and to promote gender equality consciousness.



1.2.2. Priority Areas in Gender Equality Planning (2026–2029)

Karadeniz Technical University has identified six main priority areas to further strengthen its commitment to gender policies. These strategic areas and the proposed measures related to them were carefully selected following comprehensive internal and external analysis processes and were discussed with senior and mid-level management. The Gender Equality Plan aims to improve gender equality in the field of human resources by reviewing recruitment and promotion procedures and by establishing measures to support the career advancement of the gender that is underrepresented at the institutional level. In order to ensure and sustain gender equality across all priority areas, it is also essential to monitor processes through the collection of gender-disaggregated data.

Karadeniz Technical University will organize activities to raise awareness among senior management regarding gender balance in decision-making processes in order to ensure equality in institutional governance. In addition, an empowerment program will be developed and implemented to support young women researchers. A “declaration of intent” document will be prepared to demonstrate the University’s commitment to gender equality in decision-making processes.

In the field of research, measures will be implemented to integrate the Gender Equality Plan into the institutional strategic plan and institutional funding mechanisms, along with awareness-raising activities regarding the application of gender equality analysis and the integration of the gender dimension into research. In addition, a Gender Equality Research Group will be established, as well as a commission composed of individuals who have received Gender Equality Monitoring training. In order to ensure gender-sensitive teaching practices, guidelines will be prepared for the integration of gender equality into curricula and teaching, and pilot training and implementation will be carried out in one department from each faculty.

Through the development and implementation of a Gender-Sensitive Institutional Communication Guide, as well as the training of staff and the promotion of gender-sensitive communication, it is aimed to adopt gender equality as a fundamental value and an integral part of the institutional identity.

Finally, the Karadeniz Technical University Gender Equality Plan will include measures demonstrating a commitment to preventing gender-based discrimination, violence, and sexual harassment, and will set forth a roadmap toward becoming a gender-sensitive university grounded in equality. To this end, an institutional policy document will first be prepared, and a support unit will be established to prevent gender-based discrimination, violence, and sexual harassment.



2. HUMAN RESOURCES

2.1. Recruitment and Selection

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Gender-sensitive recruitment procedures	Development and implementation of gender-sensitive recruitment procedures for administrative staff	<ul style="list-style-type: none">• Adoption of implementation principles for establishing institutional gender-sensitive recruitment procedures• Inclusion of a gender-sensitive recruitment provision in the recruitment regulation• Approval of the regulation by the University Senate• Organization of awareness training sessions for all academic and administrative staff involved in recruitment processes• Implementation and monitoring of gender-sensitive recruitment procedures	<ul style="list-style-type: none">• Rectorate	January 2026 - June 2029



2.2. Career Development

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Review of Promotion Criteria for Administrative Staff	Establishing transparent and flexible criteria for the promotion of administrative staff	<ul style="list-style-type: none">• Development of transparent and flexible criteria for the promotion of administrative staff• Integration of the revised criteria into existing Human Resources regulations• Development of a gender-sensitive recruitment guideline• Organization of training programs for all academic and administrative staff involved in promotion and performance evaluation processes• Implementation, monitoring, and evaluation	<ul style="list-style-type: none">• Rectorate	January 2026 - December 2029
2	Support Measures for the Underrepresented Gender at the Institutional Level	Establishing measures to support the career advancement of the gender that is underrepresented at the institutional level	<ul style="list-style-type: none">• Organization of dialogue meetings with senior and mid-level management• Initiation of collaboration activities aimed at developing institutional mentoring programs for women researchers• Development and delivery of career development mentoring programs, mentoring activities, and training sessions for women researchers and staff	<ul style="list-style-type: none">• Rectorate• Vice Rector responsible for Academic Affairs	January 2026 - December 2029



3. INSTITUTIONAL GOVERNANCE

3.1. Gender Equality Policies and Bodies

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Gender Equality Monitoring Unit	Establishment and monitoring of the gender equality structure	<ul style="list-style-type: none">• Establishment of a Gender Equality Monitoring Unit composed of individuals trained in monitoring practices	<ul style="list-style-type: none">• Rectorate	January 2026 - December 2029
2	Collection of Sex-Disaggregated Data	Establishment of procedures for collecting sex-disaggregated data	<ul style="list-style-type: none">• Development of procedures for collecting sex-disaggregated data to monitor progress on gender equality, and designation of personnel responsible for data collection• Systematic collection of sex-disaggregated data• Monitoring and evaluation of the collected data within annual activity reports, and follow-up of the implementation of the strategic plan• Planning of additional gender equality measures based on the collected data	<ul style="list-style-type: none">• Rectorate• All Academic Units• All Administrative Units	January 2026 - December 2029



3.2. Gender Balance in Decision-Making Processes

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Awareness-Raising Activities	Enhancing the awareness of managers involved in decision-making processes regarding gender balance	<ul style="list-style-type: none">• Planning awareness-raising activities such as meetings with managers involved in decision-making processes, gender equality training sessions, and webinars	<ul style="list-style-type: none">• Rectorate• KTU Women and Family Studies ARC	January 2026 – December 2029
2	Support Program	Development and implementation of a support program to assist early-career women researchers	<ul style="list-style-type: none">• Establishment of the support program through a collaborative approach with the participation of academic and administrative units• Implementation of a pilot phase• Monitoring and evaluation of the pilot implementation• Review and enhancement of the program, followed by its continued implementation	<ul style="list-style-type: none">• Rectorate• All Academic Units• All Administrative Units	January 2026 – December 2029
3	Statement of Commitment to Gender Equality in Decision-Making	Preparation and implementation of a statement of commitment to ensuring gender equality in decision-making bodies	<ul style="list-style-type: none">• Organization of consultation meetings with senior management regarding the content of the statement• Preparation of the initial draft of the statement• Publication of the statement by the University Senate	<ul style="list-style-type: none">• Rectorate• University Senate	January 2026 – December 2029



4. RESEARCH

4.1. Research Content and Methodologies

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Integration of the Gender Equality Plan into the Institutional Strategic Plan and Funding Mechanisms	Ensuring alignment of the Gender Equality Plan with the institutional strategic plan and funding mechanisms	<ul style="list-style-type: none">• Incorporation of the measures and objectives of the Gender Equality Plan into the institutional strategy of Karadeniz Technical University• Approval of the strategy by the University Senate• Inclusion of the Gender Equality Plan as a priority area within the institutional funding program of Karadeniz Technical University	<ul style="list-style-type: none">• Rectorate• University Senate• Vice Rector Responsible for Research and Application Centers	January 2026 – December 2029
2	Awareness-Raising Activities	Organization of awareness-raising activities (workshops, training sessions) regarding the implementation of the Gender Equality Plan	<ul style="list-style-type: none">• Design of awareness-raising activities and development of their content• Conducting studies to integrate gender equality into faculty research agendas• Organization of seminars at Karadeniz Technical University to support the integration of gender equality into the research agendas of graduate students• Organization of webinars on international funding programs for gender studies research	<ul style="list-style-type: none">• Rectorate• All Academic Units• All Administrative Units	January 2026 – December 2029
3	Gender Studies Research Group	Establishment of Gender Studies Research Groups within the University	<ul style="list-style-type: none">• Designing the structure of the Gender Studies Research Group based on existing researchers currently working on gender-related topics, as well as potential researchers who may wish to join the group following awareness-raising activities• Determination of the objectives and sub-working groups of the Gender Studies• Planning the research activities of the groups• Implementation of research projects	<ul style="list-style-type: none">• Rectorate• Vice Rector Responsible for Research and Application Centers <ul style="list-style-type: none">• KTU Women and Family Studies ARC	January 2026 – December 2029



5. EDUCATION AND TRAINING

5.1. Gender-Sensitive Teaching

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Guidelines for the Integration of the Gender Dimension into Curriculum and Teaching	Development and adoption of guiding principles for integrating the gender dimension into curricula and teaching	<ul style="list-style-type: none">•Preparation of the guidelines•Approval of the directive by the competent authority of the University	<ul style="list-style-type: none">• Rectorate• Vice Rector for Academic Affairs	January 2026 - December 2029
2	Training and Pilot Implementation	Training academic staff on gender-sensitive teaching and conducting a pilot integration of the gender dimension into the curriculum in one department from each faculty	<ul style="list-style-type: none">•Preparation of training materials•Planning of the training schedule•Revision of the curriculum as a pilot implementation (in one department from each faculty)•Monitoring and evaluation of the process	<ul style="list-style-type: none">•Rectorate•Vice Rector for Academic Affairs•Academic Units	January 2026 - December 2029
3	Increasing the Number of Courses on Gender Equality	Ensuring that a greater number of students gain knowledge on gender equality	<ul style="list-style-type: none">•Inclusion of at least two gender equality-related courses in the University's elective course pool	<ul style="list-style-type: none">• Rectorate• Vice Rector for Academic Affairs• Relevant Faculty Deans, Department Chairs, and Academic Departments	January 2026 - December 2029



6. INSTITUTIONAL COMMUNICATION

6.1. Gender-Sensitive Institutional Communication

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Gender-Sensitive Institutional Communication Guidelines	Development and implementation of gender-sensitive institutional communication guidelines	<ul style="list-style-type: none">•Conducting research on gender-sensitive institutional communication•Developing the institutional gender-sensitive communication guidelines through collaboration with all relevant academic and administrative units•Submitting the guidelines to senior management and obtaining formal approval of the document•Implementation of the guidelines, and monitoring and evaluation of the process	<ul style="list-style-type: none">•Rectorate•Deputy Secretary General Responsible for Institutional Communication•KTU Corporate Communication Office•KTU Women and Family Studies ARC	January 2026 - December 2029
2	Gender-Sensitive Institutional Communication Training	Training relevant personnel on gender-sensitive institutional communication	<ul style="list-style-type: none">• Preparation of training materials• Planning of the training schedule• Delivery of the training sessions• Monitoring and evaluation of the process	<ul style="list-style-type: none">• Rectorate• Deputy Secretary General Responsible for Institutional Communication• All Academic and Administrative Units	October 2026 - December 2029



7. SEXUAL HARASSMENT

7.1. Gender-Based / Sexual Harassment

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Development of an Institutional Policy Document	Establishment and adoption of a policy document against sexism and sexual harassment	<ul style="list-style-type: none">• Drafting of a policy document against sexism and sexual harassment• Formal adoption and approval of the policy document	<ul style="list-style-type: none">•Rectorate•University Senate•KTU Women and Family Studies ARC	January 2026 - July 2029
2	Support Unit for the Prevention of Gender-Based Discrimination, Violence, and Sexual Harassment	Establishment of a Support Unit for the Prevention of Gender-Based Discrimination, Violence, and Sexual Harassment	<ul style="list-style-type: none">• Establishment of the Support Unit for the Prevention of Gender-Based Discrimination, Violence, and Sexual Harassment• Establishment of a commission under the Support Unit to address harassment cases• Integration of the prevention of gender-based discrimination, violence, and sexual harassment into all orientation training programs (undergraduate, graduate, and all academic and administrative staff)	<ul style="list-style-type: none">•Rectorate•KTU Women and Family Studies ARC	January 2026 - July 2029
3	Establishment of Emergency Support Units	Establishment of "Emergency Support Units" on each campus to ensure that students and staff can access support, in line with the objective of creating a safer and more accessible / women-friendly campus	<ul style="list-style-type: none">• Establishment of at least one unit on each campus capable of providing immediate response to incidents occurring on campus	<ul style="list-style-type: none">• Rectorate	January 2026 - July 2029



8. COOPERATION ACTIVITIES

N	Measures/Actions	Objective	Activities	Responsible Units/Departments	Implementation Period
1	Joint Research and Projects	Conducting research activities	<ul style="list-style-type: none">• Organization of regular collaborative research and project development meetings with stakeholders following the establishment of the Gender Studies Research Group• Publication of research results (reports, articles, etc.)• Submission of applications to existing grant calls through jointly developed projects	<ul style="list-style-type: none">•Research and Application Centers•KTU Technology Transfer ARC•Universities, public institutions, and municipalities•KTU Women and Family Studies ARC	September 2026 - July 2029
2	Awareness-Raising and Capacity-Building Training	Provision of awareness training on Sexual Harassment and Institutional Communication	<ul style="list-style-type: none">• Conducting a training needs assessment and current situation analysis• Development of the training agenda and content• Organization of the training sessions• Monitoring and evaluation of the training programs	<ul style="list-style-type: none">•Research and Application Centers•KTU Technology Transfer ARC•Non-Governmental Organizations, Professional Organizations, Universities, Public Institutions•KTU Women and Family Studies ARC	January 2026 - December 2029



3	Women in Innovation Events (WIN Event)	Provision of services in Research, Education/Teaching, and Student Support	<ul style="list-style-type: none">•Development of the annual Women in Innovation (WIN Event) program•Invitation of women entrepreneurs and business leaders•Establishment of contact with high schools through the Provincial Directorate of National Education•Promotion of Women in Innovation events in local and national high schools•Organization of Women in Innovation events each year prior to the university preference and enrolment period	<ul style="list-style-type: none">• Universities, Business Sector, Professional Organizations, Public Institutions, Schools	September 2026 – December 2029
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