

## ABSTRACT

Atılım University manages the creation of its annual “Internal Evaluation Report” successfully, and regularly. Since the year 2019, Atılım University has exercised its efforts in report creation at a level of diligence that matches “project management” procedures, and in a manner that fits the methodology of PMI – PMBOK. With the relevant efforts towards preparation underway as per the pre-defined and [published schedule](#), regardless of the presence of a request via an Official Letter by the Higher Education Quality Council (THEQC); the Call for Action based on the official letter is announced internally, as seen in the document titled [Örnek İcra Kurulu İç Değerlendirme Raporu Komisyon Çalışması 2020.pdf](#). A decision was reached towards improving the document production stage for the IIER of 2022 as per the preliminary studies initiated earlier, unlike previous operating mechanisms. In this regard, as per the Quality Commission resolution, accepted unanimously by the members of the Commission in the meeting chaired by Mr. President on 13.12.2022:

- The [official](#) THEQC “Accreditation Decree Letter” dated and numbered 17.10.2022-47332, and its [appendix](#), were taken into consideration, and
- The University shall focus on the “areas to improve” as per the appendix to the official letter in question, and present studies and evidence on this topic.

Driven by our success in being granted a full 5-year accreditation as a result of our Institutional Accreditation Program (IAP) studies of 2022, and outside of the aforementioned resolution, the general stages that Atılım University has adopted towards the production of our IIE reports are as follows.

- In the first meeting taking place in January 2022; the project managers are presented with:
  - the scope, and the details of the previous Institutional Evaluation Report (in this case, the version titled “*Kurum İç Değerlendirme Raporu 2021*”).
  - Then, THEQC provides their feedback and guidance regarding the 2021 report.
  - THEQC has also provided details on the studies conducted within the framework of the “follow-up evaluation” performed in 2021, and the “institutional accreditation program” that took place in 2022.
  - Expectations and requests are conveyed in the light of previous experiences, and on the basis of the recently published Guide of its time regarding the Internal Evaluation Report of 2022.

Study sub- and cross-groups are determined for each title within the framework of the work in question (A. LEADERSHIP, MANAGEMENT, AND QUALITY; B. EDUCATION; C. RESEARCH AND DEVELOPMENT; D. SOCIAL), and specific online meetings are held with each study sub-group. Therefore, while a sense of belonging is nurtured around the components of the report in preparation, with the aim to envelope the institution in its entirety with a sense of quality.

As mentioned above, with the “Follow-Up Evaluation” in which the University participated in 2021, and the “IAP - Institutional Accreditation Program” in which we participated in 2022; Atılım University has exercised active participation in the programs organized by THEQC in line with our approach of sustainable and continuous improvement. [In their official letter dated 27.05.2022 numbered 36374](#), THEQC notified Atılım University that we have been granted a full accreditation for 5 years, as a result of their Institutional Accreditation Program evaluations of 2022. Thus, Atılım University is regarded to set an example in terms of our structure where we continuously question our level of institutional maturity, a structure allowing us to monitor our performance in an internalized way in line with our policies, and one with solidified self-evaluation mechanisms.

A sense of belonging was nurtured around the report within the framework of the working model, and the project management approach; with the active participation by the internal shareholders of the University, through a flexible, intense professional discipline, and by spreading that sense of belonging among all organizational functions of Atılım University.

The main functions of the self-evaluation efforts of Atılım University, as well as the findings acquired, are presented in the report in detail, and are available under their respective headings with justifications.

## **0. INSTITUTION INFORMATION**

### **1. Contact Information**

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### **2. History**

Holding a public legal personality, Atılım University is a foundation higher education institution established by Atılım Foundation in accordance with Higher Education Law no. 2547 and the provisions of the relevant legislation and as per Law no. 4281 dated 09/07/1997 and Additional Article 40 of the Law no. 2809. (Republic of Türkiye Official Gazette no. 23050, dated 15.07.1997) Atılım University was established with the a) School of Arts and Sciences, b) School of Business, c) School of Engineering, d) Graduate School of Natural and Applied Sciences, and e) Graduate School of Social Sciences under Atılım University Presidency. (Article 40, Law on the Organization of Higher Education Institutions no. 2809)

Educational activities began at Atılım University in the Academic Year of 1997-1998 with the Departments of Economics, and Business Administration under the School of Business; the Department of English Language and Literature under the School of Arts and Sciences; as well as Associate Degree Programs in Public Relations, Tourism and Hotel Management, Computer Aided Accounting, and Computer Programming under the Vocational School.

The history of Atılım University is available in detail in the [2019 Internal Evaluation Report under the “Institution Information” section](#).

### **3. Mission, Vision, Values and Goals**

The Atılım University [mission](#) is defined as “Raising qualified individuals who are equipped with national and international knowledge by creating high-performance spaces in the production and application of scientific knowledge with the understanding of social sensitivity and sustainability.”

The [core values](#) of Atılım University are inquisitiveness, scientificity, universality, trust and reliability, respect for people and the environment, a focus on quality, corporate sense of belong, corporateness, respect for professional ethics, a focus on shareholders, productivity, innovation, and creativity.

Atılım University defines its [vision](#) as “Being among the top 10 Turkish universities and top 500 universities around the world in the fields of research and education.”

#### **3.1. Atılım University Units that Offer Educational Services**

The relevant studies of Atılım University are available in detail in the [2019 Internal Evaluation Report under the “Institution Information” section](#).

#### **3.2. Atılım University Units Undertaking Research Activities**

The relevant studies of Atılım University are available in detail in the [2019 Internal Evaluation Report under the “Institution Information” section](#).

#### **3.3. The Organizational Structure of Atılım University**

To view the organizational structure of Atılım University, [please visit this page](#).

## **A. LEADERSHIP, MANAGEMENT, and QUALITY**

### **A.1. Leadership and Quality**

In our governance model, Atılım University has adopted continuous improvement with our quarter-century-old corporate culture, structured with an organizational architecture positioned on the pillar of human – process – technology. With our governance model, Atılım University considers all the shareholders of the University in internal functioning and decision-making mechanisms; adopts the philosophy of continuous development with an outside-in approach by means of professional sector companies; provides internal control and balance elements with its existing structures; and clearly defines the duties, authorities and responsibilities of our members and prioritizes sustainability.

Studies on the efforts regarding the “reconfiguration of operational processes”, one of the vital projects regarding the improvements made on the internal operations of, and by, Atılım University, prioritized and realized within the scope of the strategic plan, are detailed in the [2021 Institutional Internal Evaluation Report \(page 3/75\)](#).

Having been executed with an integrated scope of re-configuration of our working processes, and activation of the entire re-organization and technology platform, the project is titled “Change Management Project”, in a way that expresses continuous improvement and development. Considering the details of the project, the unique approach devised by Atılım University in line with our requirements will succeed once the sub-headings below, within the scope of the 3 main ones mentioned above.

- Definition of operational procedures,
- Creation of a process inventory,
- Creation of an advanced process map,
- Creation of a map of mutual relationships between processes,
- Determination of SLAs and KPIs for processes,
- Determination of input-output relationships of processes,
- Devisal of a business model,
- Devisal of a personnel training & investment plan,
- Creation of IT infrastructure and inventory data,
- Detection of IT requirements, integration of the technological platform
- Re-organization
- Creation of a transition plan, a road map on the entirety of the outputs mentioned

The University organized meetings with all departments and functions within its organizational architecture within the scope of the aforementioned “Change Management Project”. Similarly, workshops were organized to make the concept of “change” viable and more common, as one of the key project objectives. The project constitutes a pioneering effort in the way academic and academic processes are taken into account entirely, the way it is integrated, as well as merged with a technology platform. In this regard, Atılım University is an institution having adopted the culture of progress in line with the approach of continuous improvement.

Furthermore, Atılım University Quality Commission convenes regularly, chaired by the President, to evaluate the efforts regarding institutional development. As per the resolution out of the final evaluation meeting of the year on December 13, 2022, improvement studies on the performance management system would be executed, and a project team would be established. Therefore, a study group was established, comprising on the academic staff knowledgeable in the field, as well as managers with professional experience, to review the performance management mechanism in place at the University.

Atılım University has a governance model in which the internal quality assurance mechanism is well-structured, the senior management actively participates in the studies and performs an encouraging function. Within the scope of the monitoring and evaluation workshop held as of November 23, 2020, University processes were examined by THEQC external evaluators and the workshop resolved efficiently with the participation of all senior management, quality commission members, students, alumni and employer representatives. The monitoring and evaluation activities have reached a successful conclusion, and have been included in the "IAP - Institutional Accreditation Program" of Atılım University. As detailed in the preliminary visit plan for the evaluation team ([A.1.1 EK 3A Degerlendirme Takimi On Ziyaret Plani 08122021.docx](#)), the IAP team assigned by THEQC held an initial meeting with Atılım University online on December 08, 2021, and visited the University between December 26 – 29, 2021. Within the framework of these visits and accreditation evaluations, the functions included in the [organizational chart of our University](#) were ready, and the requested event was held in accordance with the preferences of the IAP team.

The report prepared by the THEQC evaluation team as a result of their detailed evaluation, available at [A.1.1 Atılım Üniversitesi AccreditationReport\\_25052022.pdf](#) , was evaluated by the THEQC Board in May 2022, and the University was granted full accreditation for a period of 5 years. The accreditation was announced to the University with the official letter available at [27.05.2022 tarih ve 36374 sayılı ve A.1.1 Kurumsal Akreditasyon Programı Kararı\\_27052022.pdf](#) . The accreditation certificate was presented by the Chairperson of THEQC in the [Certification Ceremony at Atılım University on 21.06.2022.](#)

In addition to their financial and managerial support, the senior management actively contributes to and leads efforts to realize the strategic aims and objectives determined within the scope of the strategic plan. In this regard, the Atılım University President presented a series of seminars, and action was taken to potentially train executives internally. The first seminar of the series was on February 11, 2022. The set of seminars saw the participation by all administrative and academic managers, as well as potential prospective managers.

Atılım University monitors its internal quality assurance mechanism via its unique “Atılım University Quality Commission Business Model”, developed in line with its needs. The working discipline and the mechanism established in this regard are detailed in the [2021 Institutional Internal Evaluation Report \(page 6/75\)](#).

Therefore; the Strategic Plan has brought about a mechanism that integrates and operates with quality assurance management, and the performance management system. The “Performance Management System”, first implemented in 2017, is the mechanism that allows for basic traceability, measurement, improvements and updates regarding the extent of strategic plan realization, as well as the extent of reaching strategical goals, and the realization of strategic performance targets. The working discipline and the mechanism established in this regard are detailed in the [2021 Institutional Internal Evaluation Report \(page 7/75\)](#).

The realization status of the objectives and targets within the scope of the strategic plan within Atılım University, according to the related performance indicators, was gathered from the responsible departments in July 2022 for monitoring and evaluation purposes, and consolidated afterwards. The analysis and monitoring results are available at [A.1.4 Kurumsal Karne 2021 Yılı Sonu Raporu Temmuz2021.pptx](#) to constitute an example. A status summary for the year 2022 regarding the strategic priority areas under which the strategic plan is executed is as follows ([A.1.4 KurumsalKarne\\_Genel DurumSonuçlari.pptx](#)):

- Education: 53% realized, 27% not yet realized, 18% underway.
- R&D: 58% realized, 17% not yet realized, 25% underway.
- Internationalization: 83% realized, 17% not yet realized.
- Corporate Governance: 35% realized, 37% not yet realized, 19% underway.
- Student-Oriented University: 34% realized, 34% not yet realized, 19% underway.
- Overall: 42% realized, 33% not yet realized, 18% underway.

Since the follow-up of the planned strategic plan actions may take years, it should be remembered that the targets that have not yet been realized are due to the fact that their realization is scattered throughout the years 2020-2024.

Being a pioneer in higher education for more than 25 years, Atılım University skipped the evaluation stages of a leveled maturity mechanism such as those of “external evaluation”, “monitoring evaluation”, and the “internal accreditation program”; to land, and successfully navigate through the final evaluation stage, the institutional accreditation program, to be accredited in full, for a duration of 5 years. The studies conducted in this regard are detailed in the [2021 Institutional Internal Evaluation Report \(page 7/75\)](#).

In line with our Corporate Governance Principles, Atılım University follows an effective information policy to ensure that all shareholders, especially our employees, academics, students, and the entire public are accurately informed. In this context, the public disclosure and accountability approach, as well as the current organization and mechanism regarding the current activities and operations were detailed in the previous documentation [such as the section titled [E. Management System in the IIER 2019](#) (pages 16-18)]. Please refer to the relevant documentation for more information.

The [2021 Institutional Internal Evaluation Report \(page 8/75\)](#) includes data on Atılım University, also available through Atılım University [Department for Queries](#), as well as the institutional open archive of the University Library, and online as open-source pieces of data; in addition to those on public notification activities and all relevant activities undertaken by the [Directorate of Corporate Communication and Promotion](#). Similarly, [undergoing annual audits by the Council of Higher Education](#), Atılım University presents in detail, and publicizes, our outputs regarding the quality assurance system, the management and administration system, and institutional productivity. The details presented in this context are also available in the [2021 Institutional Internal Evaluation Report \(page 8/75\)](#).

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of A.1. Leadership and Quality, within the scope of this report.

A.1.1\_EK 3A Degerlendirme\_Takimi\_On\_Ziyaret\_Plani\_08122021.doc  
A.1.1\_Atılım Üniversitesi\_AccreditationReport\_25052022.pdf  
A.1.1\_Kurumsal Akreditasyon Programı Kararı\_27052022.pdf  
A.1.4\_KurumsalKarne\_Genel DurumSonuçlari.pptx

## **A.2. Mission and Strategic Goals**

The core objective and goal of Atılım University is to realize the idea of “a university that offers quality education, creates science and technology, conducts studies, brightens and contributes to the future of Türkiye through its students.” With this target came the sense of gradual development and sustainable renewal, based on the fundamental approach of “initiative-improvement-innovation”, and the principle of “enlightening the public with the vision formed within the framework of having been able to read the world, the geography, and the country.”

The Atılım University mission is to train qualified individuals who are equipped with national and international knowledge by creating high-performance spaces in the production and application of scientific knowledge with the understanding of social sensitivity and sustainability. In this regard,

and realizing the core aim to “be the top international university in Türkiye”, the concrete vision to “remain among the top 10 universities in Türkiye, and the top 500 universities worldwide” was formed as a means of guidance to create a sustainable future.

A series of analyses, evaluations, and reports; such as our mission, vision, core values, strategic plan studies (past and present), the way we execute efforts to improve our strategic plan, the contents and details of our current strategic plan, our policy improvement studies and their concrete outputs (our policies on education, research, social contribution, quality, etc.), our configuration and improvement studies on social contribution activities, as well as the association with the [United Nations Sustainable Development Goals](#); is available in the [2021 Institutional Internal Evaluation Report \(page 10/75\)](#).

Atilım University has an infrastructure that encompasses the administrative managers and staff, and academic managers with the studies it executes regarding its institutional performance management system, unlike other higher education institutions. The quality commission resolved on December 13, 2022, in line with the room to grow detected in the aforementioned infrastructure and system, as expressed in the section titled “A.1. Leadership and Quality”. The studies undertaken by the study group are to finalize in the year 2023.

The [official](#) “Accreditation Decree Letter” by THEQC dated and numbered 17.10.2022-47332 and its [appendix](#) was taken into consideration, and the “areas to improve” at Atilım University were reviewed, as per the appendix. In this regard, as per the Institutional Accreditation Program (IAP) evaluation procedure on the statement “transparent publication of the strategic plan, and determination of financial resource allocations within the scope of the plan”, our strategic plan and relevant efforts are available in their entirety at our official web page; and our progress on the strategic aims and objectives are circulated via pieces of information such as institutional report cards under the IIER documentation set. However, the details on our strategy are only accessible from within our campus.

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of A.2. Mission and Strategic Objectives, within the scope of this report.

A.2.3\_PerformansYönetimSistemiProsedürü.pdf

### **A.3. Management Systems**

Atilım University follows an effective [information management](#) policy in the technology and process-oriented management of information, taking into account shareholder participation in terms of effectiveness and efficiency throughout the university, in addition to the administrative functioning within its academic bodies. The University has a set of integrated systems that collects, consolidates, stores, analyzes and produces the necessary information and data with its own resources in order to effectively manage its managerial and operational activities.

The [Directorate of Information and Communication Technologies](#) manages the information systems and the information technology infrastructure of Atilım University. The Directorate manages and maintains the software, the hardware, the data, the system tracks and the information

networks. In addition, the university has an [Information System \(ATACS - Atılım Academic System\)](#), developed using its own internal resources, and now operational across the entire university. The establishment and mechanism regarding the current operations of the Directorate were modeled in the context of operational processes; made traceable via the technology platform within the scope of the change management project; with job descriptions clarified, and publicized.

"Information security management" is guaranteed and configured for sustainability in the compliance of Atılım University with the requirements for the [ISO 27001 ISMS certification](#), as an integral part of our information and communication technologies.

The [Directorate of Archive and Document Management](#) is another unit tasked with information, a unit where information is managed effectively and one that is critical to maintain the institutional memory and information flow of the University. Details on the studies regarding the activities undertaken by the department in question are available in the [2021 Institutional Internal Evaluation Report \(page 15/75\)](#).

Atılım University ensures the security of information on students, faculty members and courses within the scope of distance/ co-education in accordance with access authorizations. These studies by the [Directorate of Distance Education and Education Technologies](#) are constantly improved. In this context;

- The Directorate monitors the fast-paced developments worldwide after the Pandemic, and operates to provide Atılım University academicians and students with the most recent technology.
- In this regard, the Moodle server pathway was improved; with the data flow speed of 70 Mbps bumped up to 400 Mbps.
- The Moodle infrastructure was improved; with better features it now has to offer.
- After the pandemic, studies have been underway regarding models based on Education 4.0 such as Adaptive Learning, Flipped Classroom, and Immersive learning (2 VR headset models are currently being studied).
- Systems such as gamification, Self-Certification have been integrated into, and are now available at the Moodle platform (29 students downloaded their online certificates after having completed [OHS Training for Engineering Students](#)).
- Every semester, we organize [Career Planning Events](#), solely online, to aid our students.
- [Our students](#) are also offered up-to-date training sessions on Moodle, Zoom, and MS Teams.
- For our academicians, we offer 2 different training modules on Moodle, [Zoom, and MS Teams](#).
- In addition, 8 live hands-on training sessions on Moodle, Zoom, Moodle and Turnitin were also provided over Zoom.

Details on the studies by the Directorate of Distance Education and Education Technologies and by other relevant functions, executed in this regard, are available in the [2021 Institutional Internal Evaluation Report \(page 15/75\)](#).



As a result, Atılım University has established information management mechanisms, keeps them internalized, systematically and sustainably updated, and has an exemplary infrastructure by integrating global digital needs with its own dynamics.

The [Directorate of Human Resources](#) is the administrative unit responsible for the execution of all administrative human resources processes for the university with a focus on "continuity in the employment quality of administrative personnel" and "continuous improvement of personnel rights, orientation to work and productivity environment" as elements of the Strategic Human Resources Policy of the University. The Directorate is the administrative unit responsible for the “sustainability in the employment quality of administrative personnel”, and “continuous improvements on personal rights, job direction, and the productivity atmosphere”. The establishment and mechanism regarding the current operations of the Directorate were modeled in the context of operational processes; made traceable via the technology platform within the scope of the change management project; with job descriptions clarified, and publicized.

The prominent activities of the Directorate of Human Resources in 2022 are as follows:

1. New positions are identified by analyzing corporate needs and relevant positions are included in the recruitment process.
2. [Orientation sessions and effective training seminars](#) are organized. An annual orientation program is organized by the Center for Students, Teaching, and Learning for new administrative and academic personnel to help them adapt to work, as well as learn more about topics such as the values, the general operations, and the history of the University. Similarly, the Directorate of Human Resources [executes a mini program, steps of which are detailed via the hyperlink here](#), to help new personnel adapt to work faster on the day they join Atılım University.
3. A study was initiated in the year 2022 on the establishment of an administrative personnel initiative system, one of the areas to improve as per the IAP evaluation process at Atılım University. A project team was established to convene periodically, and produced the “[Directive on the Incentive for Achievement Awards for Administrative Personnel](#)”.
4. Studies are also underway in collaboration with consulting companies within the framework of HR processes regarding the determination or betterment of wages with regards to the market conditions and the responsibilities of current and prospective personnel. In this regard, the external shareholders are able to contribute to the evaluation and the betterment of processes.
5. The [training and informative notifications](#) that our personnel may require are provided and issued by the University periodically. In addition, technical and competency training deemed required as a result of the surveys are organized with internal or external trainers and/ or ATÜSEM, and relevant training records are kept. Furthermore, the University sees [professional and technical training sessions](#) provided to certain personnel, with the authorization by their manager, and within the budget determined at the start of the academic year for all departments.

The information on the structure and establishment of the [Directorate of Financial Affairs and Budget](#) is available. The establishment and mechanism regarding the current operations of the Directorate were modeled in the context of operational processes; made traceable via the

technology platform within the scope of the change management project; with job descriptions clarified, and publicized. Details on the studies regarding the activities undertaken by the department in question are available in the [2021 Institutional Internal Evaluation Report \(page 17/75\)](#).

Atılım University has completely internalized the concept of process management; and, within the scope of the strategic plan studies in 2020, in accordance with the continuous improvement approach, performed certain activities regarding "restructuring and reorganization of operational processes" with the "Change Management Project". Negotiations with professional consultancy firms representing the sector were tendered in accordance with the prepared technical specifications and studies in this regard initiated in March 2021. Accordingly, a "kick-off" meeting was held as of April 13, 2021, and the project officially initiated with the participation of Atılım University higher management, and our internal shareholders. The studies are monitored with great care and in accordance with the PMI - PMBOK project management methodology. As per the methodology, the project has seen:

- 210 individual meetings,
- 310 people/ hours of time spent at meetings,
- Participation by 1215 people,
- And 1900 people/ hours' worth of effort.

As a result of these labor-intensive activities, over 200 operational processes were created under "Education", with the creation of over 60 operational processes under "Research and Development", over 260 operational processes under "Administrative Support Processes", and over 40 operational processes under "Senior Management Processes", none without the participation of our internal and external shareholders. An integrated process map was then finalized on the technology platform; as well as the finalization of process design and determination efforts, and the clarification of job descriptions, within the framework of these studies. We defined and described about 600 operational processes in total, associated them with the process map, and elevated them onto the "technology platform", purchased in line with organizational connections and job descriptions. Under the title "re-organization" within the scope of the project, examples from all over the world were reviewed, and the organizational structure was reconfigured, taking into consideration the University culture.

Upon its completion, we could state that the project will be one that is entirely complete, involving all academic and administrative processes, and one that may be managed via the technology platform in an integrated and systematic manner among others in the field of higher education. Currently, it is clear that an exemplary process management philosophy is in the works in terms of having an original but internalized and sustainable structure in line with the needs of the institution. [Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of A.3. Management Systems, within the scope of this report.

A.3.2. [2022\\_2023\\_Oryantasyon\\_ve\\_Etkili\\_Eğitim\\_Sertifika\\_Örneği.pdf](#)  
A.3.2. [Bilgi\\_Güvenliği\\_Eğitim\\_Duyurusu.pdf](#)  
A.3.2. [Finansçı\\_Olmayanlar\\_için\\_Temel\\_Finans\\_Semineri.pdf](#)

A.3.2. İdari Personel Başarı Ödülü Taslak Yönergesi.pdf  
A.3.2. İK Mini Oryantasyon Programı Uygulama Adımları.pdf  
A.3.2. Oryantasyon ve Etkili Eğitim Semineri Programı.pdf

#### **A.4. Shareholder Participation**

Atılım University continues its activities with an approach that attaches importance to shareholder participation in all its activities under A.1. Mission and Strategic Purposes, A.2. Internal Quality Assurance, and within the scope of this report. Similarly, the University conducts surveys evaluating academic and administrative performance, as well as courses and instructors, making it possible for internal shareholders to contribute to quality. External shareholders also contribute to decision-making, governance and improvement mechanisms as an important part of processes (such as the processes of accreditation). The entirety of the study undertaken within the scope of the Institutional Accreditation Program - IAP in the year 2022 constitutes a concrete example regarding the participation of “external shareholders”.

The Atılım University Quality Commission convened 13 times last year, all chaired by the President. The resolutions reached in these meetings involved the institutional dissemination of the studies on quality, and integrated operation dynamics, concerning the University as a whole. A resolution was reached to bring about improvements with regards to “the establishment of defined processes towards ensuring shareholder participation, and the provision of increased shareholder participation in closing the PDCA rings”, as stated in the [official](#) “Accreditation Decree Letter” by THEQC dated and numbered 17.10.2022-47332, and its [appendix](#). In this regard, the quality commission of June 15, 2022, resolved in these elements:

- The development of a new mechanism as demonstrated below to allow for external shareholder participation in the Atılım University Quality Commission;
  - The allowance for increased contribution to processes by a strengthened University-Industry Cooperation Advisory Board; with their resolutions documented, and provided as input for the Quality Commission meetings;
  - The establishment of “external shareholder advisory board rules”, already in place for accredited programs, for programs without accreditation; the establishment of an “External Shareholder Advisory Board of Deans” out of external shareholders determined by Deans in a similar manner; and the request by the Presidency over an official letter on the formal conditions and content thereof;
  - The establishment of the “External Shareholder Board of Deans” to convene at least once a year; the production of a report on the resolutions of the meeting(s) in question and the presentation of the report to the Presidency, and as input for Quality Commission meetings;
  - The establishment of a similar external shareholder board within individual “research centers”, and the provision of the production of reports to constitute input for IAP / Quality Commission meetings.

Relevant internal correspondences then took place, and relevant managers were encouraged to take action on the matter. For example, as a result of a correspondence by the School of Engineering, a convention with representatives from the sector, as detailed in [A.4.1. Mühendislik Fakültesi](#)

[Sektör Temsilcileri Listesi 2022.pdf](#), was finalized and organized. The data on the meeting are detailed, and available, in the [A.4.1. Mühendislik Fakültesi 2022 Yılı Sektör Danışma Kurulu Toplantı Tutanağı.pdf](#). Similarly, this report includes data on the meetings organized by other Atılım University schools in the documentation presented as proof. In addition, as for the suggested improvement as per the accreditation decree letter regarding the “provision of increased student participation in decision-taking mechanisms”, students and sector representatives were brought together, as detailed at [A.4.1. Sağlık Hizmetleri MYO Öğrenci Sektör Çalışanı Buluşması.pdf](#), which allowed for the discussion and exchange of mutual expectations of all sides (University - Sector - Students), giving way to action taken to increase student participation in managerial decision-taking mechanisms.

With the aim to allow for student suggestions to be considered at departments and schools in managerial processes, a student representative advisory board was established with at least one Year Two, Year Three, and Year Four student each, from all departments under the School of Engineering (already in place under our MÜDEK-accredited departments), and departments did the necessary work with the help of these representatives. Then, the [Dean-Student Meetings](#) took place with the student representatives from all departments; and students shared their suggestions, complaints, and opinions without subject limitations, all of which were logged.

Some examples for the actions taken within the scope of continuous improvement are as follows:

- Within the scope of Article 19, a PC Laboratory of 84 computers is now being established at our School; to become available in Spring 22-23.
- As for Article 12, sector representatives were asked about the currently sought-after software languages in the School Sector Advisory Board, and their feedback has made the agenda to be discussed in the School Board.
- As for the notification issued in Article 28, Ali İhsan Maraş, the Coordinator for Technical Affairs, was contacted for more information; and the required maintenance and repair efforts shall be underway to have the issue resolved by summer.
- As for the suggestion in Article 30, a new Multi-Disciplinary course was designed for the entire School, and it is planned to open next year.

Therefore, the Plan - Do - Control – Act (*PDCA*) ring is closed for the studies on internal and external shareholder participation and room is provided for students to become involved in managerial processes. A different approach may be presented regarding the fact that participation mechanisms are open and defined for internal shareholders (students, primarily) to participate in decision-taking, governance, and improvement processes. In this regard, national and international student workshops, initiated in 2019 to become a tradition, provide important results in terms of the adoption of student participation in management.

The event constitutes a good example that decision-making mechanisms are in place and involve [our student representative under the quality commission](#), that decisions are being taken and implemented towards better actions, that the University is determined to progress with the approach of continuous improvement, and that the PDCA process always comes to a full cycle at Atılım University. In this regard, the programs for the workshops of 2022 are available in the workshop programs titled [A.4.2. Uluslararası Öğrenci Çalıştayı Programı.pdf](#), and [A.4.2. Öğrenci Çalıştayı Programı.pdf](#). Taking into consideration the student feedback to

conclude these workshops, professional café operations that operate through “franchising” were contacted, and contracted to set up shop at the campus.

Studies have been performed on the reflection of the shareholder participation and quality assurance approach within the framework of corporate governance, on Education. Detailed data on the evaluations, the operation mechanism and results are available in the [2021 Institutional Internal Evaluation Report \(page 20/75\)](#).

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of A.4. Shareholder Participation, within the scope of this report.

A.4.1. Mühendislik Fakültesi 2022 Yılı Sektör Danışma Kurulu Toplantı Tutanağı.pdf

A.4.1. Atılım Üniversitesi TİHEK Anlaşması.jpg

A.4.1. Hukukta Kariyer Günleri 17.04.22.jpg

A.4.1. Hukukta Kariyer Günleri 16.04.22.jpg

A.4.1. Mühendislik Fakültesi Sektör Temsilcileri Listesi 2022.pdf

A.4.1. Sağlık Hizmetleri MYO Öğrenci Sektör Çalışanı Buluşması.pdf

A.4.1. Sağlık Hizmetleri MYO Öğrenci Sektör Çalışanı Buluşması\_021222.pdf

A.4.1. GSTMF Paydaş Danışma Kurulu Listesi.pdf

A.4.2. Mühendislik Fakültesi Dekan Öğrenci Buluşmaları 2022.pdf

A.4.2. GRT Bölüm Kurulu Kararı.pdf

A.4.2. GSOD 2021\_2022 Bahar Anket Sonuçları.pdf

A.4.2. GSOD 2022\_2023 Güz Anket Sonuçları.pdf

A.4.2. İşletme Fakültesi Bölüm ve Program Çıktıları Değerlendirme Formu.pdf

A.4.2. Sağlık Hizmetleri Meslek Yüksekokul Müdürü Öğrenci Buluşması.pdf

A.4.2. Uluslararası Öğrenci Çalıştay Programı.pdf

A.4.2. Öğrenci Çalıştay Programı.pdf

A.4.2. Sağlık Hizmetleri MYO 2022-23 Güz Dönemi Öğrenci Değerlendirme Sonuçları.pdf

A.4.2. SBF 1. Sınıf Öğrenci Temsilcileri Toplantısı.pdf

## **A.5. Internationalization**

Atılım University regards “internationalization” as a strategic area to constitute the key to be “among the top 10 universities in Türkiye and the top 500 universities in the world in education and research” within the framework of its mission to “become a world university”, and its [vision](#). Similarly, “internationalization” has made its way as a specific “area of strategic priority” in the 2020-2024 Strategic Plan.

The functions responsible for the management and the organizational structure of internationalization processes are [Vice-Presidency Responsible for Research](#), and the [Directorate of International Relations](#). Operational processes were modeled and designed, process description documents were produced, and job descriptions were defined for both functions through studies, all of which were then made accessible online via the technology platform. The Directorate of International Relations includes the International Student Resources Office, and the Exchange and International Mobility Office; at both of which internationalization policies are executed; along

with a committee on international cooperation and strategy determination towards determining and implementing internationalization policies.

The Internationalization Policy demonstrates sustainable practices with a proactive approach in terms of innovation and contribution in the fields of education, research, and social service at a global scale; unique to the structure of Atılım University. In this regard, our [internationalization policy](#) is in line with the targets, goals, and performance indicators resulting from the evaluations by quality commission members, and publicly available at our official web page.

The Directorate of International Relations developed the [SalesForce Online Application System](#) in line with the requirements of the University, and now allows for the management of international student application processes, and better planning through analyses on data provided by prospective students, shedding light on current developments. Atılım University is one of the few foundation universities to have implemented the CRM infrastructure.

Evaluations and analyzes were made in 2022 regarding the realization of the strategic goals, strategic targets and performance indicators under the title of "internationalization", an area of strategic priority within the scope of the Atılım University strategic plan. In this regard, the levels of realization under the targets regarding internalization are as follows:

- Internationalization: 83% realized, 17% not yet realized.
- Overall: 42% realized, 33% not yet realized, 18% underway.

From this point of view, it is clear that Atılım University performs well above the general expectations. As for “rankings”, a critical indicator for our internationalization studies, the function closely monitors the process and provides periodical reports to the senior management, through regular analyses and follow-ups. Detailed data on the evaluations, the operation mechanism and results are available in the [2021 Institutional Internal Evaluation Report \(page 22/75\)](#).

These studies have transformed into success in terms of [National and Global Rankings of 2022](#).

## **B. EDUCATION**

### **B.1 Program Design, Evaluation, and Updates**

Atılım University follows systematic processes in the design and approval of programs in line with its education policy. Within the scope of the change management project, all processes of education and training are defined and the design and approval of programs at our university are subject to [common processes](#) across all Atılım university schools. As for program design, programs that match the current [education policy](#), as well as the mission statements and visions of the University, its schools, and departments have been determined, taking into account the requirements of internal and external shareholders; and a certain structure, subject to regular updates, has emerged in line with these requirements.

Within the scope of the change management project, and as a result of labor-intensive activities, over 200 operational processes were produced only under “Education”, with a high level of participation by all shareholders, be it internal, or external. An integrated process map was then finalized on the technology platform; as well as the finalization of process design and determination

efforts, and the clarification of job descriptions, within the framework of these studies. We defined and described about 600 operational processes in total, associated them with the process map, and elevated them onto the "technology platform", purchased in line with organizational connections and job descriptions.

Program Qualifications or Program Outcomes are compatible with the [National or European Qualifications Framework](#) and the [Turkish Higher Education Qualifications framework](#). Undergraduate Degree Program Purposes and their relation to the Turkish Higher Education Qualifications framework are available in the [ECTS and THEQ catalog](#) of Atılım University. The information on programs in the ECTS and the THEQ catalogs were updated in line with the institutional accreditation studies within the Academic Year of 2022. Official internal correspondences were initiated for missing or ambiguous elements in the updated catalogs, arising as a result of the reviews within the scope of [B.1.1 ECTS-AKTS ve TYYÇ Katalođu Düzeltilmeler.pdf](#), rendering the PDCA ring closed throughout process follow-up.

The entire structure regarding program design, evaluation, and updates; such as studies on shareholder participation to program design processes, those on the monitoring and improvements on the program design and authorization processes, those conducted by education commissions operating actively and established for each school, those by continuous improvement commissions established for each school; as well as evaluations on the unique approaches exercised by each school, updates on curricula, and evaluation studies in distance education, is available in detail in the [2021 Institutional Internal Evaluation Report \(page 24/75\)](#).

The principles, rules, and methods on course distribution within programs are defined internally at Atılım University. Course distribution depends on the areas of expertise of instructors, as well as their work load; allowing for an inclusive course distribution to be the case. The way our education programs (curricula) are structured safeguards the balance between compulsory and elective courses, as well as between those within and outside of their respective fields, allowing students to reach a certain cultural depth, and learn more about various disciplines. The number of courses, and the weekly course hours have been arranged to allow for free time for students to engage in extracurricular activities. In this regard, the course packs at hand are monitored, and improved where required, for relevance and practicality. The data on these activities, as well as the studies conducted on the subject matter are available in the [2021 Institutional Internal Evaluation Report \(page 26/75\)](#).

Atılım University systematically matches course objectives with program outputs with a holistic approach. To bring the process to a full cycle, students were provided with a form on course objectives ([B.1.3. Ders Çıktıları Deđerlendirme Formu.pdf](#)), form results were analyzed ([B.1.3. GSOD Anket Sonuçları.pdf](#)), and program outputs were matched accordingly ([B.1.3. MTT401 Ders Föyü.pdf](#)). A similar working discipline is underway, and available in the document titled [B.1.3. Sađlık Hizmetleri MYO Program Çıktıları.pdf](#).

As for matching program outputs with course objectives, as well as monitoring and improving the harmony between these two elements, courses were defined in terms of their learning objectives (including hybrid and distance education courses), and program outputs were matched accordingly with course objectives. A consolidated data set on these efforts, and their announcement, is

provided in the [2021 Institutional Internal Evaluation Report \(page 27/75\)](#).

The ECTS values of all courses offered at our university are published both on the department web pages and in the ECTS THEQ catalog. When establishing the Atılım University student workload-based course design, the [workload calculation systematics](#) were used in line with program competencies, course learning outputs, measurement and evaluation for learning outputs, the time students would be expected to study inside and outside of classrooms. In addition, all students were asked about the time they spent studying, and the workloads of the time were compared with the data acquired. The effort and time to be spent by students on courses to achieve program learning outputs were finalized in line with the *workload* required for the course, or its ECTS value ([see the ECTS and THEQ catalog](#)). Within the scope of Bologna process studies, instead of the previous equation where 30 hours of study equaled the ECTS value of 1, the Senate has resolved in an updated equation where 25 hours equal 1 ECTS.

With the aim to allow for student suggestions to be considered at departments and schools in managerial processes, a student representative advisory board was established with at least one Year Two, Year Three, and Year Four student each, from all departments under the School of Engineering (already in place under our MÜDEK-accredited departments), and departments did the necessary work with the help of these representatives. Then, the [Dean-Student Meetings](#) took place with the student representatives from all departments; and students shared their suggestions, complaints, and opinions without subject limitations, all of which were logged ([B.1.4 Dekan Öğrenci Buluşmaları 1-05.10.2022-Tutanak.pdf](#)). An example for the actions taken within the scope of continuous improvement would be as follows: As for the suggestion in Article 30, a new Multi-Disciplinary course was designed for the entire School, and it is planned to open next year.

In addition, a joint meeting with the Presidency, the Dean of School of Engineering, and the Directorate of Student Affairs resolved in the standardization of the contents of the menu “[Registration and Admission Conditions](#)” on the ECTS-THEQ web pages; to be linked from the web pages associated with the Directorate of Student Affairs, and from the ECTS-THEQ pages under each department.

A consolidated data set on the definitions of student work load credits, their dissemination among relevant shareholders, the establishment of the relationship between professional practices and work load credits, the directives prepared and implemented on the subject matter, as well as diploma supplements, and the execution of other relevant processes is available in the [2021 Institutional Internal Evaluation Report \(page 28/75\)](#).

The monitoring and follow-up of the programs at our university are carried out by measuring the level of accessibility of learning outcomes on a course basis and the level of achievement regarding the educational objectives of the program. All units use a matching mechanism based on the relationship between course outcomes and program outcomes to ensure access to learning outcomes. Students starting a program appear on tables, and as they progress, their level of access to program outputs are matched with the measurement and evaluation tools that they used in their courses. In addition, data is collected from students about their level of access to program learning outcomes through questionnaires. Access to program outputs is monitored with both objective course-program output calculation and opinion-based data collected through questionnaires.



As previously stated, our efforts progress as planned to monitor program objectives and learning outputs for each department, and each course. The execution, and the results of this process are evaluated with shareholders. The statistical indicators on education are monitored, discussed, evaluated, and compared periodically and systematically; as we continue working towards providing quality education. Accreditation plans, incentives, and practices are in place for programs; the institution has a clear accreditation strategy, and relevant strategic objectives which are implemented as projects. Becoming accredited is deemed to add to our internal quality assurance system. Other than program accreditation, Atılım University also focuses on institutional accreditation, and has been fully accredited for 5 years. A consolidated data set on the mechanisms in place regarding these efforts is available in the [2021 Institutional Internal Evaluation Report \(page 29/75\)](#).

The education procedures at Atılım University are managed in a holistic way. The Atılım University President, the Vice President for Education, the [Atılım University Senate](#), the Education Commission, the Quality Commission, the Dean of Students, the [Learning and Teaching Center](#), the Directorate of Information and Communication Technologies, the Directorate of Distance Education and Education Technologies, the Directorate of Library and Documentation, the Directorate of Student Affairs, the Directorate of Career Planning and Cooperative Education are key players in these processes, and their management. The Deans, Directorates, and the Heads of Department under them collaborate in the coordination of these processes. Education processes are detailed with the principles, rules, directives and regulations created by the higher management. Education constitutes a key component of the [Strategic Plan](#). Strategic targets are conveyed to the Offices of Deans and Directorates, and from there, to the Heads of Departments, through the Presidency. Heads of Departments evaluate the objectives with the faculty members of the departments. Heads of Departments and their academic staff manage the processes in line with the requirements of higher management and the legislation. Implementation, control and prevention cycles and processes are carried out under the coordination of all relevant functions. The duties and responsibilities of each unit manager are definite. With the change management project, all processes, executives and shareholders relevant to the process family under education are now defined. With its change management project, Atılım University has devised a unique approach and practices as required by and for the institution, other than standard practices and legislations.

A consolidated data set on the organizational structure and work flow charts regarding the management of educational processes of the University, as well as the principles, rules, and the calendar regarding the management of educational and managerial processes, and the monitoring and improvement studies on the management of educational processes, is available in the [2021 Institutional Internal Evaluation Report \(page 31/75\)](#).

Within the scope of this report, [see our detailed evidence library](#) to sample our academic and administrative indicators, studies and outputs under B.1 Program Design, Evaluation and Updates.

- B.1.1 \_ECTS-AKTS ve TYYÇ Katalođu Düzeltilmeler.pdf
- B.1.3. \_Ders\_Çıktıları\_Deđerlendirme\_Formu.pdf
- B.1.3. \_GSOD\_Anket\_Sonuçları.pdf
- B.1.3. \_MTT401\_Ders\_Föyü.pdf
- B.1.3. \_Sađlık Hizmetleri\_MYO\_Program\_Çıktıları.pdf

- B.1.3. Mühendislik Fakültesi Dekanlığı E-93211074-710.01-48183 Sayılı Resmi Yazı.pdf  
B.1.4. Endüstriyel Tasarım Lisans Diploma Eki.pdf  
B.1.4. İç Mimarlık ve Çevre Tasarımı Lisans Diploma Eki.pdf  
B.1.4. İç Mimarlık ve Çevre Tasarımı Yüksek Lisans Diploma Eki.pdf  
B.1.4. Hemşirelik Bölümü Dönem Sonu Öğrenci Ders Değerlendirme Formu.pdf  
B.1.4. Sağlık Hizmetleri MYO Ders Düzenlemesine Yönelik Yüksekokul Kurul Kararı.pdf  
B.1.4. Sağlık Hizmetleri MYO LAP Önerileri.pdf  
B.1.4. Sağlık Hizmetleri MYO Otizm Vakfı Ziyareti.pdf  
B.1.4. Dekan Öğrenci Buluşmaları1-05.10.2022-Tutanak.pdf

## **B.2. Program Execution (Student-Centered Learning, Teaching, and Evaluation)**

Our education policy also includes the principle of "making learning enjoyable, productive and permanent through student-oriented teaching methods, techniques and interactive tools in learning and teaching processes". In this direction, all academic units are encouraged to use methods to support student focus in teaching. Student assistantship/ mentoring/ peer education mechanism in practice at each school also supports student-centered teaching approaches. A consolidated data set on the educational methods and techniques in place at Atılım University is available in the [2021 Institutional Internal Evaluation Report \(page 36/75\)](#).

Based on our education and training policy, measurement and evaluation efforts are carried out as a student-centered process in which measurements are made on the basis of competence and performance, in accordance with the student-centered planning of learning and teaching activities. In accordance with the nature of the courses, and in addition to result-oriented measurements, we rely on process-oriented measurements such as projects, and portfolios. A consolidated data set on the practices regarding the measurement and evaluation approach in place at Atılım University is available in the [2021 Institutional Internal Evaluation Report \(page 38/75\)](#).

A central student admission process is in place at all schools; and student admission is performed in line with the [dates on the academic calendar](#) approved by the University Senate, as per the provisions of the effective regulations (Law no. 2547, and relevant regulations and directives). Methods of registration within this scope may be classified into Undergraduate Placement Examination, Student Transfer, Vertical Transfer, Special Talent Exam, International Graduate Degree Registration (Graduate and Doctorate Degrees). In all applications and processes, the criteria are clear and in compliance with the legislation. A consolidated data set on the practices regarding student admission, the recognition and crediting of previous education in place at Atılım University is available in the [2021 Institutional Internal Evaluation Report \(page 40/75\)](#).

Certification of student qualifications at our university is determined by defined processes. Qualification approval of all academic units, graduation conditions, and graduation decision processes are announced to shareholders with the relevant legislations, and directives by the Directorate of Student Affairs. A consolidated data set on the certification of competences and diploma transactions in place at Atılım University is available in the [2021 Institutional Internal Evaluation Report \(page 41/75\)](#).

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of B.2. Program Execution (Student-Centered Learning, Teaching, and Evaluation), within the scope of this report.

B.2.3\_Sağlık\_Hizmetleri\_MYO\_Muafiyet\_Yönetim\_Kurulu\_Kararı.pdf

### **B.3. Learning Resources and Academic Support Services**

Atılım University offers multiple opportunities to support its students and faculty members in terms of learning environments and resources. All classrooms at our university have a projector, a computer equipped to meet all needs, and a projection screen. In addition, there are classrooms equipped with "smart boards" to use where needed. The main areas that are used in teaching are classrooms, reading rooms and laboratories, all of which enhance learning environments. All instructors have computers, but laptops are also available for their use.

With the academic support mechanisms in place, Atılım University ensures more efficient education. Operations are monitored in line with definite processes through the [Office of Dean of Students](#) to support the academic and career development of students. These processes include recognition of student profiles, monitoring our students' academic development, and supporting their career development. The academic counseling mechanism is definite, students are able to contact their advisors either through the ATACS information management system, via e-mail or by phone.

Atılım University supports its students with necessary equipment such as classrooms, lecture halls, laboratories, computer systems, data communication and networks, manufacturing tools, experimentation and testing equipment, all established in contemporary spaces in order to ensure their scientific development. In line with the importance it attaches to scientific infrastructure, and adding to its existing laboratories, Atılım University continues its efforts to establish new laboratories and classrooms, and expand its campus, for education and research purposes.

Access to educational opportunities for disadvantaged, vulnerable and under-represented groups (people with disabilities, people with financial challenges, minorities, immigrants, etc.) at our University is ensured through safeguarding equality, equity, diversity and inclusion. Our distance education infrastructure has been created with the needs of these groups in mind. During the pandemic period, students who needed computers were provided accordingly. In addition, accessible university practices are also in place at the campus. The levels of access to such groups to education opportunities are monitored, and improved in line with their feedback.

At Atılım University, spaces are available for student clubs and their events, as well as their social, cultural and sportive activities. The relevant processes are managed by the [Directorate of Culture and Social Affairs](#). This unit is supported with budgeting and guidance. In addition, there is [an administrative organization that undertakes and manages](#) social, cultural and sports activities. The activities are monitored and improved in line with the needs.

A consolidated data set on the learning resources and academic support services at Atılım University is available in the [2021 Institutional Internal Evaluation Report \(page 44/75\)](#).

## **B.4. Teaching Staff**

For all programs, these procedures are subject to [Regulations on Academic Staff Appointment and Promotion](#), and [Regulations on Promotion and Appointment as Faculty Member](#). Regulations and opportunities for the appointment, promotion and development of academic staff are [announced](#) openly to everyone. All these criteria and processes are transparent, fair and systematically monitored. A consolidated data set on the rules and manners of operation regarding appointments, promotions, and assignments at Atılım University is available in the [2021 Institutional Internal Evaluation Report \(page 54/75\)](#).

[Systematic training activities for instructors \(courses, workshops, lectures, seminars etc.\)](#) are provided at the University through the center for learning-teaching, to ensure that our teaching staff learns and uses interactive-active teaching methods, and distance education processes. Atılım University is making efforts to increase the pedagogical and technological competences of our instructors. A consolidated data set on the studies and efforts on teaching competences and their improvement is available in the [2021 Institutional Internal Evaluation Report \(page 54/75\)](#).

The preparatory work carried out with the inclusion of our university in the scope of the Institutional Accreditation Program in 2021 contributed to our determination to work on our areas open to development, and our planning regarding the studies needed for improvement. As a result of these studies, the "Achievement in Education Award" mechanism was established in December 2021, and its directive was prepared in 2022. A consolidated data set on the studies and efforts on the incentives and awards regarding educational activities is available in the [2021 Institutional Internal Evaluation Report \(page 55/75\)](#).

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of B.4. Teaching Staff, within the scope of this report.

B.4.2. [Uluslararası LET-IN 2022 Konferansı.jpg](#)

B.4.2. [Uluslararası Uzaktan Eğitim Semineri.jpg](#)

B.4.2. [Uluslararası Uzaktan Eğitim Semineri\\_281122.jpg](#)

B.4.2. [Uzaktan Eğitim Semineri.jpg](#)

## **C. RESEARCH AND DEVELOPMENT**

### **C.1. Management of Research Processes, and Research Resources**

The research policies of Atılım University have taken form in line with its vision to “rank among the top 10 Turkish universities and top 500 universities around the world in the fields of research and education”. It is the main objective of the university to contribute to science within the framework of the criteria determined by reputable and reliable national and international ranking organizations, and acknowledged worldwide. At Atılım University as a university that has an established strategic roadmap, that is able to act in line with its plan, and that has adopted the belief that the concept of recognition does not solely rely on research activities, but also on education, as well as knowledge production and sharing; undergraduate students are not excluded in research activities. Within the scope of the efforts towards the 2020-2024 Strategic Plan, special studies have been conducted under “Research-Development and Innovation”. The university aims to manage the infrastructure and qualifications that it offers via a mechanism that integrates with its

strategic purpose, strategic target, performance indicators, and other parameters. Apart from this study; and within the scope of the current strategic plan; [the “research” strategy of Atılım University](#) stands on 3 different strategic purposes, and relevant strategic targets, and performance indicators. [Research policies of the university](#) are available to the public.

Prepared for each calendar year, the “Research Volume-Quality Criteria and Objectives” by Atılım University contains most of the information regarding the strategies. The document is updated each year to reflect new objectives. To determine the criteria of research volume and quality, the elements taken into consideration as much as possible by Atılım University are the criteria used by the prominent ranking organizations around the world. These criteria are included not only in the determination of the research volume criteria but also in the preparation of the academic performance evaluation system of the university. “Research Volume-Quality Criteria and Objectives” was first presented in the Atılım University Research Board meeting in October 2017. In the Atılım University Research Board meeting held in February 2022, the realization levels of the 2021 targets and the targets for 2022 were emphasized. Decisions taken at the meeting were reported to the Board of Trustees [[C.1.1 Üniversite Araştırma Kurulu Toplantısı Notları\\_2022.pdf](#)].

Atılım University has clearly defined the adopted approaches on managing research processes, the way the function of motivation and direction is designed, how short- and long-term goals are clearly framed, as well as the research management team, and their job descriptions. Within the scope of the change management project; the entirety of research operation processes, the restructured organizational architecture, and the tasks regarding all shareholders taking the initiative in processes were defined in a holistic and integrated manner. The relevant data was then presented, and necessary pieces of information were provided to the relevant shareholders for discussion and evaluation purposes. The management of scientific research processes is continuously monitored and improved for increased effectiveness, and success. The data on this structure are available in the [2021 Institutional Internal Evaluation Report \(page 57/75\)](#).

The [Directorate of ARGEDA-TTO](#) is the unit tasked to ensure that the experience and knowledge gained through various studies are used in the most efficient way, that technologies emerging as a result of the a wide range of studies conducted within the University gain commercial value and are used by institutions and organizations that require such technologies. The Directorate of ARGEDA-TTO operates within the scope of the TÜBİTAK 1513 and BIGG-ATILIM projects. Our Technology Transfer Office has completed the first five-year process of institutional capacity building within the scope of the TÜBİTAK 1513 project, and has reached the target-oriented growth phase. The support received by TTO within the scope of the TÜBİTAK 1513 program continues.

In general, the items to constitute the R&D budget are the funds required for internal support programs (those unique to the University, such as LAP, BAD, and ATÜÇAP), publication incentive expenses, library expenses, Research database expenses, Intellectual Property Rights expenses, and grants for national/ international scientific meetings. The university also makes use of a performance monitoring mechanism [[C.1.2 BAD ve ADP Analiz.pdf](#)] for the funds utilized within the scope of its internal support programs. For example, within the scope of the “[Starting](#)

[Research Fund](#)”, following the finalization for a granted project, at least one expectation is required to be realized within the two years that follow the project start date.

The physical, technical, and financial research funds of the institution are in compliance with and sufficient for its mission, goals, and strategies. Resources are monitored and improved for variety and sufficiency. The university offers easily-accessible core funds for new researchers, starting out. The university also offers projects, conferences, trips, grants to host experts, personal funds, motivational rewards, and has competitive promotion criteria. The data on this structure are available in the [2021 Institutional Internal Evaluation Report \(page 59/75\)](#).

Graduate and Doctorate Degree programs of Atılım University have a significant impact on the research activities of the university. Atılım University has defined the procedures and subsidies for guest and postdoctoral researchers to be hosted at the university for joint studies with Atılım University researchers; as well as providing more scholarship opportunities for the students registered in the Graduate and Doctorate Degree programs of the university as two of the most important elements for research. A directive on practices regarding guest and post-doctorate researchers is in place, and within the scope of the directive, Atılım University offers partial support for guest researchers from outside of Türkiye, visiting to conduct research with Atılım University researchers. Details are available in the easily-accessible [directive](#) itself.

As for doctorate degree programs (numbers of alumni, and tendencies), and “post-doc” opportunities; details on the doctorate programs available at our Graduate Schools, processes regarding post-doc researchers, the management of our research and development resources in line with our research and development strategy, as well as its inclusion in the strategic plan studies where it is deemed to be an area of specific-strategic priority are available in the [2021 Institutional Internal Evaluation Report \(page 61/75\)](#).

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of C.1. Management of Research Processes, and Research Resources, within the scope of this report.

C.1.1\_Üniversite Araştırma Kurulu Toplantısı Notları\_2022.pdf

C.1.2\_BAD ve ADP Analiz.pdf

C.1.2\_Baslangic Arastirma Destek Programi.pdf

## **C.2. Competence in Research, Collaborations and Support**

Various training activities are carried out to increase the research competency of the current faculty members. Aside from the activities undertaken by the Directorate of ARGEDA-TTO, our [Directorate of Library and Documentation](#) organized training sessions on issues directly related to research, such as article writing, and database utilization during the year. As for the research evaluation of faculty members; the competence levels of the current research staff members are measured via the academic performance evaluation system ([C.2.1 AÜ Öğretim Elemanı Basarım Performans Ölçme Kriterleri Yonergesi.pdf](#)). Annual performance evaluation ([C.2.1 2022 Akademik Performans Formu.xlsx](#)) is measured with a controllable system that takes into account both research and educational activities and is compatible with the vision of the university. Research expectations were built taking into account inter-disciplinary differences. The projects of our faculty members are supported with the internal

support programs, funded by the resources of the University. With the mini tele-conference regarding the Metal Forming Center of Excellence at Atılım University, feedback was received regarding the Center from relevant faculty members ([C.2.1\\_MŞMM-Arama Konferansı.pdf](#)).

As for the development of research competence as a concept, and of the research competence of faculty members; the competence of the newly/ almost appointed research personnel is measured as per the evaluation and assignment-promoting criteria by the relevant units. [Regulations on Academic Staff Appointment and Promotion](#) include these regulations. Atılım University organizes systematic activities such as training sessions, workshops, and project markets to add to the research and development competences of our academic personnel. The data, and details, on this structure are available in the [2021 Institutional Internal Evaluation Report \(page 62/75\)](#).

Multiple research activities such as cooperative programs, joint research units, cooperative in-house and inter-institutional programs at national and international levels, membership in research networks, and establishing cooperation are regularly monitored by the Directorate of ARGEDA-TTO, and the necessary information is shared within Atılım University. Studies on the potential cooperative projects and potential cooperation to be established within the framework of TÜBİTAK bilateral cooperation programs between the Directorates of International Relations and ARGEDA-TTO, and our contracted universities abroad; as well as the UDP (International Cooperation Fund) program ([C.2.2\\_Uluslararası Isbirliği Destek Programı.pdf](#)) to encourage our faculty members towards international cooperation are available. This program is funded with the resources of Atılım University. Atılım University has also devised the ATÜSAD (University-Industry Cooperation Fund) program ([C.2.2\\_ATÜSAD.pdf](#)) and a system based on cooperative funding between the University and the relevant institution/ organization, to support the potential cooperative projects between the University and the Industry. The University organizes, and [invites our external shareholders to, the event titled ATAG \(Atılım Research Day\)](#), where our students are presented with the opportunity to receive feedback from our internal and external shareholders regarding their projects.

There are mechanisms to encourage inter-institutional collaborations, interdisciplinary initiatives and joint ventures to create synergy; they are effective and are structured as mentioned above. Some of our efforts towards devising cooperative research and/ or graduate degree programs, participating in research networks, and establishing cooperative research units, are detailed and available in the [2021 Institutional Internal Evaluation Report \(page 63/75\)](#).

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of C.2. Competency in Research, Collaborations and Support, within the scope of this report.

C.2.1\_AÜ\_Oğretim\_Elemanı\_Basarım\_Performans\_Olcme\_Kriterleri\_Yonergesi.pdf

C.2.1\_MŞMM-Arama Konferansı.pdf

C.2.1\_2022 Akademik Performans Formu.xlsx

C.2.2\_Uluslararası Isbirliği Destek Programı.pdf

C.2.2\_ATÜSAD.pdf

### C.3. Research Performance

Research performance is monitored by the University Research Board at the end of each calendar year. The board is responsible for evaluations whether research objectives were achieved, or failed ([C.3.1\\_ Üniversite Araştırma Kurulu Toplantı Notları\\_2022.pdf](#)). Meanwhile, the Directorate of ARGEDA-TTO is supported within the scope of the TÜBİTAK 1513 program, and the performance of the TTO is monitored by TÜBİTAK TEYDEB. Since the performance indicators of TTO include various research indicators such as the number of projects, the project budget, patents etc., the realization status of the objectives provided in relation to these indicators is monitored by TÜBİTAK, one of our key external shareholders. The University has unique programs, designed in line with the research objectives of, and entirely funded by, the University. For example, in the University Research Board meeting of February 15, 2022, internal support programs were decided to be configured in a way to be provided for projects both in the fields of research pre-determined by the University, and to support the processes of the University, as of the Academic Year of 2022-2023; and the ATÜÇAP program emerged for these purposes as a research support program on a call-to-action basis ([C.3.1\\_ Atılım Üniversitesi Çağrılı Destek Programı.pdf](#)).

The research efforts of Atılım University are monitored and evaluated on a yearly basis, with comparisons with objectives, and examinations of the reasons behind any deviation. The analyses and reports regarding these examinations were mentioned earlier. Systematic analyses are performed in terms of the intra- and inter-university recognition of the areas of focus of the institution, as well as its international visibility, issues of expertise allegations, and compliance with objectives. Encouragement and acknowledgement mechanisms are in place on a performance basis. Performance evaluations are ensured to be systematic and permanent. Some of the practices regarding these mechanisms are available in the [2021 Institutional Internal Evaluation Report \(page 64/75\)](#).

The research performance of Atılım University faculty members is regularly monitored. The relevant mechanism and the structuralized methodology is detailed above. [C.3.2\\_ Araştırma Hacim-Kalite Ölçütleri ve Hedefleri.pdf](#) is prepared, monitored and transparently evaluated with relevant shareholders every year, and continuous improvement activities are carried out in line with institutional policies. Our academics have made the list of the most influential scientists worldwide, as presented at [C.3\\_2\\_ Akademisyenlerimiz Dünyanın En Etkili Bilim İnsanları Arasında.msg](#), within the framework of the effective research and development process and organization structure developed by Atılım University.

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of C.3. Research Performance, within the scope of this report.

[C.3.1\\_ Üniversite Araştırma Kurulu Toplantı Notları\\_2022.pdf](#)

[C.3.1\\_ Atılım Üniversitesi Çağrılı Destek Programı.pdf](#)

[C.3.2\\_ Araştırma Hacim-Kalite Ölçütleri ve Hedefleri.pdf](#)

[C.3.2\\_ Akademisyenlerimiz Dünyanın En Etkili Bilim İnsanları Arasında.msg](#)



## D. SOCIAL CONTRIBUTION

### D.1. Management of Social Contribution Processes, and Social Contribution Resources

Education is one of the policies that play a role in the development of societies at local, national and global levels. Higher education institutions, on the other hand, represent the last and highest stage of the education system, with a vital role in the advancement of society. YÖK (*The Council of Higher Education*) determines the basic functions of universities as education, research and service to the society, and Atılım University has considered the main functions pointed out by YÖK among its main objectives since its establishment. As the reflection of the aforementioned approach, the Atılım University [mission](#) is defined as “raising qualified individuals who are equipped with national and international knowledge by creating high-performance spaces in the production and application of scientific knowledge with the understanding of social sensitivity and sustainability.” The core values of Atılım University are determined as inquisitiveness, scientificity, universality, trust and reliability, respect for people and the environment, a focus on quality, corporate sense of belong, corporateness, respect for professional ethics, a focus on shareholders, productivity, innovation, and creativity.

With the [official](#) THEQC letter dated and numbered 17.10.2022-47332, and its [appendix](#) in mind; and as per the final resolution of 2022 by the Atılım University Quality Council; the University has decided to focus on the “areas to improve” as stated in the appendix of the official letter in question, and to present the studies and evidence relating to the statement in question. The issue stated in the official letter referenced as “the establishment of an organizational structure catered to social contribution activities, as well as a plan that allows for a balanced distribution of social contribution resources, and the assurance to have the PDCA rings closed” was evaluated regarding the title in question.

The detailed analyses and studies from 2011 to precede the actions and studies relevant to the topic of social contribution to take place within the year 2022 are presented in the [2021 Institutional Internal Evaluation Report \(66/75\)](#).

As per the quality commission resolution dated 03.12.2021 following the meeting chaired by Mr. President, a decision was reached to establish a social quality commission. Relevant individuals were assigned and authorized accordingly ([D.1.1 Toplumsal Katkı Komisyonu Kurulması Kararı.docx](#)). Similarly, as per the quality commission meeting chaired by Mr. President, and the resolution dated 27.10.2021, the preparations regarding “the collection of data between the period of 2017-2021 from our internal shareholders to constitute evidence for social contribution” were presented, to be shared as per a decision with the relevant individuals, and the general public.

In the year 2022, the Quality Commission reached a decision to establish a specialized structure for the management of social contribution processes, under the name of Social Contribution Commission ([D.1.1 Toplumsal Katkı Komisyonu Kurulması Kararı.docx](#)). The resolution preceded the establishment of the Social Contribution Commission on 14.02.2022; and their first meeting took place on 22.03.2023 ([D.1.1 Komisyon toplantı bildirim.pdf](#)). Our Directorate of Corporate Development and Planning prepared a document on how the Commission would

operate, available at [D.1.1\\_Yönetişim\\_modeli.pdf](#). Thus, the aforementioned THEQC recommendation towards “the establishment of an organizational structure to allow for social contribution activities” was taken into consideration. In addition, within the scope of the re-organization studies within the scope of the change management project; a decision was reached to have “social contribution” adopted as an independent function within the organizational architecture of the University. In this regard, in the re-organization presentation to the senior management of the University on September 07, 2022, suggestions were raised to have the relevant function structured as the “Directorate of Institutional Diversity and Inclusion”, and have the Directorate organize the relevant function with our students with disabilities, as well as our operations and activities towards social diversity, in addition to coordinating the social contribution activities.

The expenditures in the budget system of the University involve the expenses in separate categories such as consumables, accommodation, or academic events; the financial resources for social contribution are separated into these categorical items. As per the resolution dated 06.05.2022 by the Social Contribution Commission, active since 2022 ([D.1.2\\_Toplumsal\\_Katkı\\_Komisyonu\\_Toplantı\\_Notu.pdf](#)), the Event Request Form ([D.1.2.Etkinlik\\_Talep\\_Formu.pdf](#)) in the Atılım University Electronic Document Management System was amended to involve a prompt for whether the event requested contributes to society. This way, the University is able to determine the amount of resources allocated for the events organized within the University and contributing to society. Taking the action has brought about certain improvements within the limitations of the current structure with regards to the THEQC feedback stated as “the establishment of a plan that allows for a balanced distribution of social contribution resources”.

A structured mechanism was defined, the activities organized by the social quality commission were made visible, and the function in question was matured once its organizational standing became clear through re-organization studies, within the scope of the studies performed in this regard. Within this context, [Atılım University devised a specific module to include on its corporate web page](#). The public module may be detailed as follows:

- Our social contribution policy,
  - Atılım University Social Contribution Policy.
- [Social contribution strategy and objectives](#)
  - The objectives in the Atılım University Strategic Plan relating to social contribution
- [Resources and Shareholders in Social Contribution Studies](#)
  - The resources used in the social contribution efforts by Atılım University, and an overview on shareholder participation.
- [Management of Social Contribution Processes, and the Organizational Structure](#)
  - Details on the members of the Social Contribution Commission (information and contact details), the organizational flowchart of the commission, as well as its principles and procedures.
- [The Sustainable Development Goals of the United Nations](#)
  - Details on the Sustainable Development Goals of the United Nations
- [Social Contribution Report](#)
  - Social contribution reports encompassing the efforts of a particular year are prepared and published.

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of D.1. Management of Social Contribution Processes and Social Contribution Resources, within the scope of this report.

- D.1.1\_Akreditasyon Karar Mektubu Ek\_1.pdf
- D.1.1\_Akreditasyon Karar Mektubu ResmiYazi.pdf
- D.1.1\_Komisyon\_toplantı\_bildirimi.pdf
- D.1.1\_Toplumsal Katkı Komisyonu Kurulması Kararı.docx
- D.1.1\_Yönetişim\_modeli.pdf
- D.1.2\_Toplumsal Katkı Komisyonu Toplantı Notu.pdf
- D.1.2.Etkinlik\_Talep\_Formu.pdf

## **D.2. Social Contribution Performance**

Social contribution processes were managed by the Quality Commission in the year 2021; and the relevant evidence was collected via Moodle ([D.2.1 Moodle.pdf](#)), the online education platform at Atılım University, with the help of the Evidence Form ([D.2.1 Toplumsal Katkı Performans Kaynak Formu.pdf](#)) prepared by the Commission.

Following the establishment of the Social Contribution Commission, the monitoring and evidence collection method regarding social contribution performance across the University went under a review. Certain shortcomings were detected by the Commission in the evidence collection method then in place through the form on Moodle. Thus, the Evidence Collection Form ([D.2.1 Toplumsal Katkı Bilgi Formu.pdf](#)) was updated as required, and evidence collection efforts shifted from Moodle to Drive, through a document accessible to all commission members ([D.2.1 Toplumsal Katkı Komisyonu Toplantı Notu.pdf](#)). In the midst of the evidence collection efforts, the Commission saw another convention where the challenges in evidence collection, and possible improvements, were discussed; with decisions reached, as for social contribution, regarding the re-circulation of the THEQC seminar video and the sample evidence list regarding sustainable development goals, previously circulated across the University; the re-transfer of the information by commission members with the units under their jurisdiction; and the establishment of interactive communication between the commission members and the units under their jurisdiction as required by the units in question ([D.2.1 Toplumsal Katkı Komisyonu yönetim\\_modeli\\_toplantı\\_notu.pdf](#)).

A Social Contribution Commission resolution was reached to have a separate tab on the official web page of the University in an effort to publicize the social contribution efforts making the IIE reports each year ([D.2.1 Toplumsal Katkı Komisyonu yönetim\\_modeli\\_toplantı\\_notu.pdf](#)). Regarding the resolution in question, a draft was prepared ([D.2.1 Toplumsal Katkı İnternet Sayfası.pdf](#)), and discussions took place with the relevant components of the University ([D.2.1 Toplumsal Katkı İnternet Sayfası Toplantı Bilgileri.pdf](#)). In the end, a tab was prepared to show the strategies and activities of the University regarding Social Contribution ([D.2.1 Toplumsal Katkı Sayfası Linki.pdf](#)). Therefore, the THEQC recommendation in their feedback to Atılım University towards having our “PDCA rings closed” was taken into consideration.

The detailed analyses and studies from 2011 to precede the actions and studies relevant to the topic of social contribution performance to take place within the year 2022 are presented in the [2021 Institutional Internal Evaluation Report \(70/75\)](#).

[Our detail evidence library is available](#) for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic of D.2. Social Contribution Performance, within the scope of this report.

D.2.1\_Moodle.pdf

D.2.1\_Toplumsal\_Katkı\_Bilgi\_Formu.pdf

D.2.1\_Toplumsal\_Katkı\_İnternet\_Sayfası.pdf

D.2.1\_Toplumsal\_Katkı\_İnternet\_Sayfası\_Toplantı\_Bilgileri.pdf

D.2.1\_Toplumsal\_Katkı\_Komisyonu\_yönetişim\_modeli\_toplantı\_notu.pdf

D.2.1\_Toplumsal\_Katkı\_Komisyonu\_Toplantı\_Notu.pdf

D.2.1\_Toplumsal\_Katkı\_Performans\_Kaynak\_Formu.pdf

D.2.1\_Toplumsal\_Katkı\_Sayfası\_Linkı.pdf

## RESULTS AND EVALUATIONS

Established in accordance with Law no. 2547, Atılım University exhibits the characteristics of foundation universities at its core. Within the scope of the current legislation; and in cooperation with other foundation universities, as well as national and international higher education institutions, Atılım University continuously improves its management structure in line with the changing global conditions within the framework of a total quality management approach.

Evaluations relating to the external THEQC evaluation studies initiated in the Academic Year of 2016-2017 at Atılım University, the “follow-up evaluation” studies of 2020, and finally, the “institutional accreditation program evaluation” of 2021 are detailed in the [2021 Institutional Internal Evaluation Report \(page 73/75\)](#).

With the “IAP - Institutional Accreditation Program” initiated at Atılım University in the year 2021, Atılım University exercised active participation in the programs organized by THEQC in line with our approach of sustainable and continuous improvement. [In their official letter dated 27.05.2022 numbered 36374](#), THEQC notified Atılım University that we have been granted a full accreditation for 5 years, as a result of their Institutional Accreditation Program evaluations of 2022. Thus, Atılım University is regarded to set an example in terms of our structure where we continuously question our level of institutional maturity, a structure allowing us to monitor our performance in an internalized way in line with our policies, and one with solidified self-evaluation mechanisms.

At this point, we see the need to mention our positive aspects, and the rooms to improve provided under the relevant headings in the IAP Report by THEQC. These were shared and reported as follows:

A. The Quality Assurance System:

a. Strengths:

- i. The belief in and adoption of quality and accreditation studies by the senior management (the Board of Trustees, and the President); as well as their active participation in leadership and follow-up in all processes.
- ii. The accreditation of more than 30% of our undergraduate degree programs, with preparations underway for new accreditation applications.
- iii. The Atılım University vision statement “To always rank among the top 10 Turkish universities and top 500 universities around the world in the fields of research and education”; our objective to be a research university since Day One and our efforts to reach a certain level of achievement in terms of research and development; the establishment of a unit in this regard, and the efforts of the University to succeed with consideration to various criteria of various organizations.
- iv. The fact that our quality policies are prepared in a clear, understandable way that explains the processes and their relations to other activities.
- v. The publication of our Internationalization Policy; the fact that it is regarded as a core element of the Strategic Plan; and that Atılım University is one of the foundation universities in Ankara with the most international students in this regard.
- vi. Our efforts in closing the PDCA ring, making use of an academic performance system.

b. Areas to improve:

- i. The lack of a shareholder analysis in the 2020-2024 Strategic Plan; and that of definite key performance indicators in the 207 performance indicators.
- ii. No provision of budgets allocated for the objectives in the Strategic Plan.
- iii. No publication of the Strategic Plan in the official web page of the institution due to the competition with other foundation universities.
- iv. The fact that a total of 20 indicators, included as indicators to be realized in the 2020 Strategic plan but not yet realized, were delayed “as per Presidency resolution”.
- v. No new values set for 15 indicators the values of which exceeded the relevant 5-year objectives as of the 2020 Institutional Monitoring Report.

B. Education:

a. Strengths:

- i. The fact that the University safeguards the balance in the distribution of compulsory/ elective courses in its entirety, and the existence of the

Department of Elective Courses offering a multitude of extra-curricular electives.

- ii. The low number of employees with doctorate degrees within the institution.
- iii. The existence of a student information system, namely the ATACS, that sets a good example, allowing for student admission transactions, the certification of diplomas and rankings, and the automation of the academic life cycle of students.
- iv. The existence of an effective consultation system that is exercised with the open door approach.
- v. The existence of a rich, modern library that is open to all.
- vi. The existence of an effective alumni tracking system, and an association for alumni.
- vii. The existence of EAP (English for Academic Purposes) practices, such as blog writing, at the Preparatory School.
- viii. The fact that practical training sessions are supported by guests from relevant sectors.
- ix. The fact that the University has the right and eligibility to display the EQF and TQF logos on their diplomas from 10 of their undergraduate degree programs.

b. Areas to improve:

- i. The missing course objective-program output pairings for compulsory courses from different departments in ECTS and NQF-HETR catalogs, and the missing IQF program output pairings.
- ii. The lack of variety in the transportation and accommodation opportunities for students, expensive meals.
- iii. The limited number of international student exchange opportunities other than Erasmus+.
- iv. The fact that the students are not sufficiently familiar with the quality assurance system.
- v. The weak communication between the student representative for the Quality Commission and the student representatives from other schools and departments.
- vi. The lack of an award mechanism towards the educational capabilities of instructors.
- vii. Despite the existence of various mechanisms for student feedback, the lack of representation of students in administrative boards.

C. Research and Development:

a. Strengths:

- i. Research and Development as the area of priority exhibiting the highest success rate at 67% in our “Institutional Report Card”.
- ii. The existence of the Metal Forming Center of Excellence, and the Defense Technologies Application and Research Center.
- iii. The fact that Atılım University relies on TÜBİTAK 1513 Supporting Program for Technology Transfer Offices to set its objectives relating to the research and development process, and that the aforementioned program acts as a catalyst for the R&D objectives of the University.
- iv. The diligent implementation of the Academic Performance Evaluation System by the University; and the fact that the system is specialized basing on discipline.
- v. The establishment of a commission, with the inclusion of faculty members, to review the criteria for appointments and promotions; and the fact that the conditions are specialized basing on discipline.
- vi. The existence and variety of Internal Support Programs.
- vii. The fact that the institution is in the Entrepreneurial and Innovative University Index.
- viii. The existence of a reward mechanism for R&D.
- ix. The support for doctorate degree programs abroad.

b. Areas to improve:

- i. The lack of a definite process regarding the transformation of the results tracked via the Academic Performance Evaluation System to the improvement stage; and the means to ensure sustainability in the performance of faculty members.
- ii. The existence of academic departments not making use of the Internal Support Programs.
- iii. The lack of evaluation through a systematic and definite process on the effect of Internal Support Programs; and that of systematic improvements in line with evaluation results.
- iv. The fact that the “external shareholder” contribution in the PDCA ring for R&D is limited.

D. Social Contribution:

a. Strengths:

- i. The existence of units executing social contribution efforts, such as

KASAUM, the Migration Studies Application and Research Center, and others.

- ii. The existence of plans to structure a center relating to the Social Contribution Process since the year 2022.
- iii. The establishment of the Ankara Digital City Archive.
- iv. The intention of the University to execute studies across the entire University through pairing our social contribution efforts with the sustainable development goals published by UNDP.
- v. The establishment of the social contribution library.
- vi. The existence of the Science Entertainment Center.
- vii. The fact that various groups, and especially children, are offered training in ombudsmanship.

b. Areas to improve:

- i. The lack of a centralized plan in terms of social contribution process management.

E. Management System:

a. Strengths:

- i. The fact that around 1000 processes were defined electronically by the company “Grant Thornton”, and that job descriptions and follow-up studies were done in levels on all administrative stages by the company “Korn Ferry”; as well as the existence of a waging system that is based on performance; all in an effort to approach the performance management systems of the institution in a holistic manner.
- ii. The existence of the Performance Measurement Application and Research Center.
- iii. The fact that the senior management are reachable and solution-oriented.
- iv. The planning studies regarding the change management program (to restructure operational processes, the reorganization project, and the technology platform).
- v. The existence of a financial mechanism that operates like clockwork.
- vi. The existence of an evaluation procedure for administrative personnel.
- vii. The institutionalization of the sense of belonging through corporate events.
- viii. The support for the administrative staff in their academic studies.
- ix. The fact that the academic staff may take “sabbaticals”.

b. Areas to improve:



- i. The lack of a definite award mechanism for the administrative staff.
- ii. The fact that the University’s own income is limited other than that from students.

The IAP report by THEQC was reviewed and analyzed at an institutional level; with suggested actions separated into categories with respect to their types (Organization and Business Model, Analysis and Reporting, Shareholder Experience, 4. Process Improvement), as seen in Figure 1. Additionally, the suggested actions were prioritized in terms of their scale points. The adopted approach had us focus more on the aspect with lower scale points in cases where the same action is required for different pieces of feedback.

**The Distribution of Actions into Types**

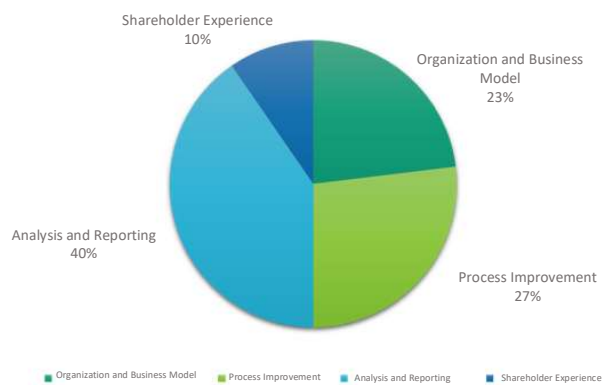


Figure 1. The distribution of actions into perceived types

The evaluation analysis study was evaluated in the Quality Commission meeting of June 09, 2022, and resolutions were reached regarding the actions to take. A total of 52 actions were suggested for 5 titles, as presented in Figure 2. The suggested actions were separated into types, and it was our understanding that the title “Analysis and Reporting” required the most of the actions to take. In this regard, it becomes clear that we require a unit for “Analysis and Reporting”. The decision to include a such function in the organizational structure was conveyed in the Re-Organization Presentation of September 07, 2022.

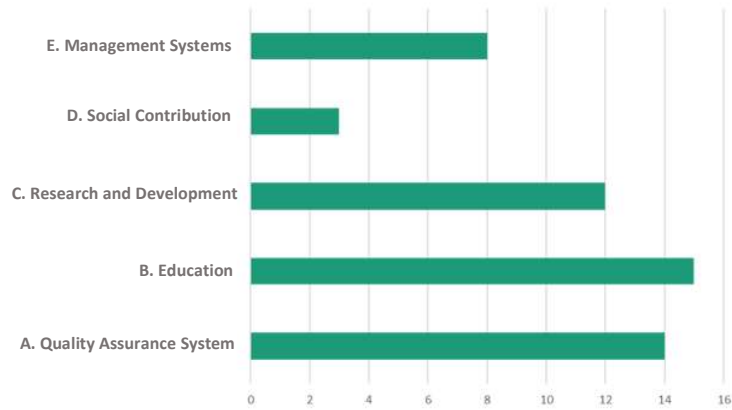


Figure 2. The distribution of actions into IIER titles

As stated above, we performed internal evaluations, analyses, and prepared action plans for the studies to be conducted, at an institutional level. In addition; reviews and comparisons were made on and with the IAP result reports from a state university and a foundation university, both of which were also fully accredited for 5 years, similar to Atılım University.

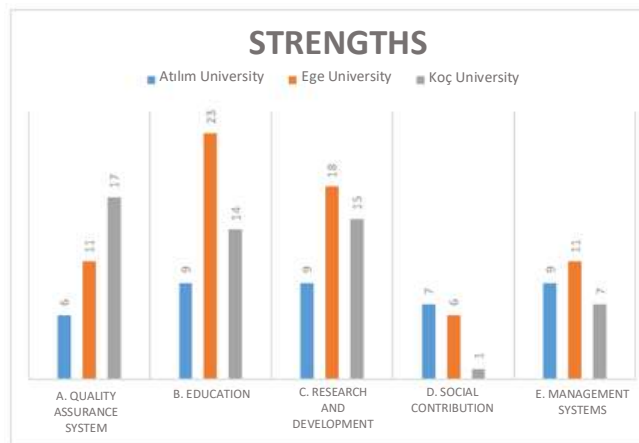


Figure 3. A comparative analysis (strengths)

Data on the strengths detected by the institutional accreditation program evaluation teams of THEQC were analyzed within the framework of each title, as seen in Figure 3. In this regard, Atılım University was able to perform sectoral analyses on the potential areas to improve within ourselves. A similar study was also performed regarding our areas to improve.

The Change Management project aims to handle the business processes and functioning of the University in the context of "Human-Process-Technology-Organization" and to overhaul in accordance with the continuous improvement approach, thus realizing strengthening efforts for organizational and process excellence.

The monitoring and follow-up mechanism for the change management project is designed for, and operated with, the PMI-PMBOK methodology. Within the scope of this project; meetings and workshops were organized with the individuals authorized for each function within the organizational structure of the University, in the year 2022. Studies were performed on due diligence, proposed process models, and transitional plans regarding operational processes (each and every administrative and academic process). Operational procedures were modeled and designed via a technology platform, “process description documents” were created to clarify the operation of these processes, and “job descriptions” were finalized regarding all relevant functions. In addition, the organizational structures of local and international (primarily those from the USA, China, and Europe) higher education institutions were reviewed; a “re-organization” suggestion was devised with the operational process reconfiguration data and the corporate culture in mind, to be conveyed to the senior management.

As a result, Atılım University proceeds through a gradual mechanism that continues to improve its institutional maturity in a sustainable manner, involving internal and external shareholders in the process, and performing in accordance with project management standards.

Years	Total Pieces of Evidence				TOTAL
	A	B	C	D	
2022	79	55	31	27	192
2021	197	750	58	132	1137
2020	225	412	50	50	737
2019	102	332	29	66	529

The Number of Evidence Pieces Over the Years

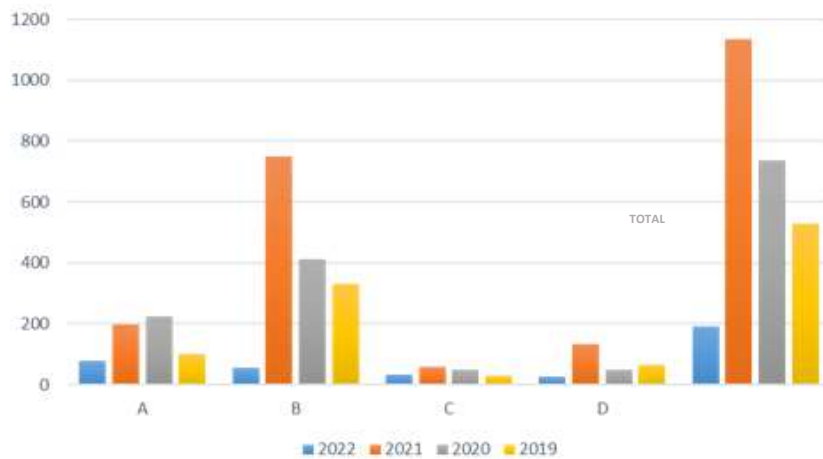


Figure 4. The distribution of the number of evidence pieces per year

As seen in the table and the chart in Figure 6 above; Atılım University diligently monitors the number of the pieces of evidence added in the IIER preparation process, and its distribution over the years.