SUMMARY

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 (YÖKAK); the Call for Action based on the official letter is announced internally, as seen at Örnek_icyazi_KurumİçDeğerlendirmeRaporuKomisyonÇalışması_2020.pdf. In relation to the previously initiated preliminary preparation studies, project members were informed of the content,

- The scope, and the details of the version titled "Internal Evaluation Report_2020" were shared during the initial meeting in January 2022.

- YÖKAK provided their feedback and guidance regarding the 2020 report.

- YÖKAK also provided details on the studies conducted within the framework of the "follow-up evaluation" performed in 2020, and the "institutional accreditation program" that took place in 2021.

- Expectations and requests were 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 2021.

Study sub- and cross-groups were 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 were held with each study sub-group. Therefore, while a sense of belonging was 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 2020, and the "IAP - Institutional Accreditation Program" in which we participated in 2021; Atılım University has exercised active participation in the programs organized by YÖKAK in line with our approach of sustainable and continuous improvement. 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 stakeholders 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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Atılım University Quality Commission Chairman
(312) 586 82 00
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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 Internal Evaluation Report 2019 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, innovativity, 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 <u>Internal Evaluation Report 2019</u> <u>under the "Institution Information" section.</u>

3.2. Atılım University Units Undertaking Research Activities

The relevant studies of Atılım University are available in detail in <u>Internal Evaluation Report 2019</u> <u>under the "Institution Information" section.</u>

3.3. The Organizational Structure of Atılım University

To view the organizational structure of Atılım University, <u>please visit this page.</u>.

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 stakeholders 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.

In 2019, studies were performed under Basic Procedures and Related Operations by all University units, in order to determine and regulate their organization and operation. Process management handbooks on basic activities and related operations were prepared, reviewed and have been subject to continuous updates in line with the approach of continuous improvement. The relevant data was shared via the Electronic Document Management System ("EBYS") with all units as per the Senate Resolution dated 05.02.2019 and numbered 02 (Article 19/19).

The efforts by Atılım University progress within a framework that matches the philosophy of process management, and in a manner that allows us to operate our mechanisms for continuous improvement. In this regard, within the framework of the Strategic Plan Studies for the Period of 2020-2024, under "Corporate Governance", another key area of strategic priority, the project on the "reconfiguration of operational procedures" has been adopted as a key target of priority. In this context, under the title of "Corporate Governance", a strategic area of priority, strategic target and performance indicators, which include the efficiency determination of business processes, restructuring, re-organization studies and the provision of a technology platform on which all studies will run, are defined as a strategic purpose, as detailed below.

- Under the title "Fast and compliant bureaucratic transactions", the strategic goal of "Increasing the efficiency of business processes" has been determined as a strategic purpose. (KRMSL_6)
- Under the title "Fast and compliant bureaucratic transactions", the strategic goal of "Providing technological support for business processes" has been determined as a strategic purpose. (KRMSL_7)

Based on these efforts; with the Official Letter dated October 09, 2020 and numbered E-59394181-051.08-6621, and within the scope of the Studies for the Strategic Plan of 2020 – 2024 at Atılım University; studies have been initiated to breathe life into the operations, and maintain them in accordance with the principle of continuous improvement under the specific objective of the "Business Processes Reconfiguration Project". The relevant commission convened at times to work on issues such as the main requirements of the project, shareholder participation planning, project specification, contractor identification, and tender processes in accordance with the international project management approach (PMI-PMBOK). The tender process finalized in 2021, and a contract was signed with Grant Thornton, a company of international professionals, in March 2021. The project actually began on April 01, 2021, as per the contract, with the aim of finalization by June 01, 2022. The initial meeting for the project took place on April 13, 2021, with the participation by our higher management, and relevant shareholders, as presented

within the scope of the document titled A.1.1_DegisimYonetimiProjesi_Etkinlik Planlaması_13042021.docx. 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

As an important organizational proof of the desire for continuous improvement with the signature development and pioneering quality of Atılım University; and in line with the wishes and expectations of the shareholders, Atılım University houses an independent department, namely the "Directorate of Corporate Development and Planning" which reports directly to the Presidency. Atılım University strives to complement the quality management system with its targets for excellence. In order to transform the positive atmosphere formed in this regard into a form of culture, Atılım University continues to improve its quality assurance system and maintains its total quality approach, while bridging the gap between the past and the future.

The monitoring mechanism for the change management process is operated in line with the PMI - PMBOK methodology, and the "Change Management Program Committee" organized in this context had its initial meeting, chaired by the President, on October 09, 2020; becoming an active component in all steps of the process. To ensure the progression and sustainability of the project, an animated, extensible ecosystem of improvement was created with a core team of members from different functions within the University (administrative/ academic). Coordination was ensured through meetings (A.1.1_Değişim Yönetimi Programı_CekirdekEkipToplantisi_1_17062021) at the relevant stages of the project in accordance with the working mechanism of the established core team. Finally; periodic reports, status presentations and meetings (A.1.1_KurumsalGelisimPlanlamaKoordinatorlugu_AylikProgramStatuTakibi_30112019.pdf) were provided and held by the University higher management on the progress and development of the project, and the leadership culture was ensured to be extended in accordance with the philosophy of continuous improvement with their possible comments and guidance.

Furthermore, in addition to the project with "Grant Thornton" detailed above, a project on "business valuation studies" was developed by "Korn Ferry", another company of international professionals in 2021, thanks to the "Agile Leadership" exercised by the Presidency. Within

the scope of the project, job evaluations were made for all positions performing administrative functions within the University, and services were purchased to handle wage improvements with a holistic approach through integration with market conditions and the current performance management system. As a result of the project, a leverage effect was created in 2021, based on the current performance management system and project outputs, and aimed to ensure the satisfaction rates and workplace peacefulness of our members.

Atılım University Quality Commission takes an active part in all project and improvement activities and operates as the guarantor of the internal quality assurance mechanism of the University with its guidance function. The Quality Commission is established and operational within the framework of Atılım University Quality Assurance Directive, as approved by the Senate Resolution dated 29.12.2015 and numbered 10. Atılım University strives for its quest to realize the strategic targets of its strategic plan in the light of the philosophy of continuous improvement. In this context, the University revised its Quality Assurance Directive and published an updated version as per the Senate Resolution dated September 14, 2020 and numbered 14 on its corporate website. In line with the updated version, "Atılım Üniversitesi Kalite Komisyonu İş Modeli.pdf ("*Atılım University Quality Commission Business Model*")", a business model unique to Atılım University, was devised to match the needs of the university, and increase the productivity of the quality commission in which higher management staff actively takes part. Commission members were invited to the meeting on the operation mechanism of the business model with the invitation titled A.1.1_AtılımÜniversitesiKaliteKomisyonuToplantı_daveti.pdf, and the meeting was held. Another important issue that made the meeting agenda was the "Accreditation and Evaluation Program" and the "Change Management Program (business process restructuring, re-organization project and technology platform)", two strategic objectives of priority within the scope of the strategic plan in accordance with the established business model. Attendees were briefed on the relevant project commissions and project planning. For example, a meeting was held on September 16, 2020, regarding the Accreditation and Evaluation Program. The evaluations of the meeting were shared as meeting minutes, in the document titled A.1.1_ProgramDegerlendirmeKomisyon_ToplantiNotlari_1_16092020.docx. Thanks to the aforementioned program, a projection of the studies by YÖKAK was aimed; namely, the quality awareness, self-evaluation and accreditation culture of the higher education community. Thus, the "know-how" accumulated in the accredited programs within Atılım University has been transferred to the programs that are not yet accredited, resulting in a self-sufficient internal accreditation mechanism. Following this project, a study was conducted in which 4 programs [all within the School of Business] completed the accreditation application procedures. So much so that this practice was regarded as an example of good practice in response to the letter dated 15.04.2021 / numbered 7244 on "good practices to set an example for different universities" as requested by YÖKAK. The aforementioned project has been managed in accordance with the PMI-PMBOK methodology, and to evaluate the results, a "closing meeting" was held with the participation of the higher management of Atılım University on September 16, 2021, in line with the project plan [A.1.1_Akreditasyon Değerlendirme Programı -- Proje Kapanış Etkinliği hk.msg].The evaluation presentation by our President at the aforementioned closing meeting [A.1.1_KaliteKomisyonuSenatoYK_Sunum_15092021_v.2.0.pptx], and the outcomes to track via the content on A.1.1_AkreditasyonDegerlendirmeProgrami_Fakulte_Faaliyetler_Özet_12092021.xlsx are available. Therefore, thanks to the business and governance model designed; studies on

different thematic areas such as strategic plan development, the accreditation evaluation project, the change management project, the corporate accreditation project and the creation of the IER documentation were completed in a cost-effective and efficient manner.

The file titled A.1.1_AtilimUniversitesiSureclerininTamami.rar includes all the data on the current operational procedures of the university, the work flow, duties and responsibilities, and the roles of shareholders; but please note that the "Change Management Program" is well underway to improve the current situation. In the project carried out within this scope, 4 main process families were defined. These are the "education and training process family", the "research and development process family", the "higher management process family" and the "support process family". Within the scope of the project, over 120 meetings were held until the creation of this report. A sample process definition document output is provided at A.1.1_SüreçTanımlamaDokümanı_BI_Raporlama_V1.2.docx.

Both internal and external shareholders are consulted within the Quality Commission. Their suggestions shape the activities of the Commission in which the academic and administrative services of the University are assessed, improved, approved and recognized in terms of the levels of quality. With the "quality commission business model" devised within Atılım University, the Quality Commission supports all studies that are scaled and projected. The Commission convened at times in the year 2021 under coordination meetings. A sample meeting agenda and the resolutions shared with attendees is available at A.1.1_KaliteKomisyonu_KAPKomisyonu_I._ToplantiNotlari_22092021.docx.

Their active participation in the development of the 2020-2024 strategic plan constitutes a concrete output regarding the studies of Atılım University Quality Commission. As detailed previously, various meetings and workshops were organized within this framework (All administrative and academic managers attended the Strategic Management Workshop in November 2019. Around 50 students from various departments and sections participated in the focus group studies during the Student Workshop in December 2019. Students from various departments and sections also participated in the "International Student Workshop" in December 2019 to discuss the requirements for a "student-oriented university".). The solution of student problems raised during student workshops is subject to some constraints, and the solution process is evaluated, taking into account the dynamics of the University. However, in any case, the Second Student Workshop, the successor to the workshop held for the first time in 2019, was held despite the pandemic conditions, solidifying the event as a whole. The feedback received from our students as a result of the final workshops has been carefully analyzed and some of the actions taken are provided as examples. Therefore, the example case constitutes a good example for the results of the study to be evaluated within the framework of the way the system functions, the decisions to be taken and implemented, and the completion of the PDCA cycle through advancing with a continuous improvement approach.

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 YÖKAK 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 A.1.1_EK_3A Degerlendirme_Takimi_On_Ziyaret_Plani_08122021.docx, the IAP team assigned by

YÖKAK 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 [organization chart of our University](#) were ready, and the requested event was held in accordance with the preferences of the IAP team.

The data obtained are utilized as input for decision support mechanisms by the higher management of Atılım University in order to eliminate deviance, uncertainty and complexity in the higher education ecosystem, making use of the opinions from our shareholders in terms of strategic leadership. Atılım University hosts certain events, some of which have become traditions, on the topics of exchange of visions, evaluation of past data and generation of future perspectives, strategic planning and corporate governance needs. Adding to a multitude of them that took place in the past, some recent examples to these events are:

- 2015-2019 Strategic Plan Development Workshops (2014-2015 Q1)
- Strategic Governance Workshop (Patalya; October 2016)
- "The Future of the University" Sessions (May 2017)
- Strategic Governance Workshop (Cappadocia; November 2017)
- Strategic Governance Workshop (Ilgaz; October 2018)
- International Relations, Türkiye and Atılım University (April 2019)
- Current Political, Economic, Sectoral Orientations of Türkiye and the Status of Universities (April 2019)
- Strategic Governance Workshop (Cyprus; November 2019)
- Evaluation meetings chaired by the President and held every 15 days (Wednesdays) with the participation of University academic administrators,
- Periodic evaluation meetings chaired by the President and attended by the administrative managers of the University.

On the other hand, certain other practices are also in place in order to develop the leadership characteristics of administrative and academic function managers, and to enable them to extend our quality culture. Accordingly, the following activities have been carried out with the participation of all functions of the higher management, in order to analyze the previous year and evaluate the next year, from last year onwards.

- [A.1.2_Muhendislik_Dekanlik_29_12_2020.pdf](#)
- [A.1.2_IsletmeFakultesi_12012021.ppt](#)x
- [A.1.2_GSTM Fakultesi_19012021.pptx](#)
- [A.1.2_FE Fakultesi_26012021.pptx](#)
- A.1.2_SivilHavacilikYuksekokulu_02022021
- A.1.2_SaglikBilimleriFakultesi_10022021
- A.1.2_TıpFakultesi_16022021
- A.1.2_HukukFakultesi_23022021
- A.1.2_SosyalBilimlerEnstitusu_020321
- A.1.2_FenBilimleriEnstitusu_02032021
- A.1.2_SaglikBilimleriEnstitusu_02032021

Atılım University strives to implement the aforementioned interoperability principles and governance requirements at the highest level, and has sustainable and exemplary activities. In this regard, an improvement has been the case regarding the evaluations following the activities above, in line with the objectives and targets within the scope of the strategic plan. Under the title of "Corporate Governance" as a strategic priority area, the strategic aim, strategic target

and performance indicators were defined as "training executive candidates from within the institution", as provided below.

- The strategic target of "developing an executive training program in line with institution criteria" was determined under the strategic purpose of "Training internal candidates for executive positions in line with the mission and the vision of the institution". (KRMSL_5)

The Atılım University President presented a series of seminars, taking into account the aforementioned strategic purpose and target, and action was taken to potentially train executives internally. The first seminar of the series was on February 11, 2022.

Atılım University has developed agile management approaches that enable the institution to be ready for the future, taking into account the changes in the higher education ecosystem, global trends, national targets and shareholder expectations. In this report and as detailed above, we have successfully completed, and continue, studies such as "Change Management Project", "Business Evaluation Project", "Accreditation Evaluation Project", "Corporate Accreditation Program". As a requirement of our quarter-century corporate experience, we implement sustainable continuous improvement activities with external shareholders (such as Grant Thornton, Korn Ferry, and Coursera partnership) at national and international levels. Once the change management project finalizes in 2022, we aim to implement new and subjective "digital transformation" projects such as "Business Intelligence Applications", "Demand and Project Management Office Applications", "Internal Audit Office Applications - GRC" as included in our planning and budgeting efforts. The process is detailed at A.1.3_DijitalDonusuProjeleri_2021.pptx. Thus, we aim to achieve the extension of a governance model and digital transformation culture that has not yet been implemented in the field of higher education, and to continue our development through internalized, systematic, sustainable and exemplary practices.

Atılım University monitors its internal quality assurance mechanism via the unique "Atılım University Quality Commission Business Model" (available at Atılım Üniversitesi Kalite Komisyonu İş Modeli.pdf) developed in line with its needs. The strategic purpose, strategic target and performance indicators determined within the scope of the strategic plan, and 61 different projects related to these are managed with this governance model. As a result of these efforts, the approval mechanisms for the strategic plan activities in question were finalized in the first quarter of 2020 and ensured to be integrated with the Performance Management System - MMS. As an approach, Strategic Management is a part of the quality management system. ***Quality management begins with the process cycle of Strategic Management, and draws from it [A.1.4_SüreçTanımlamaDokümanı_StratejikPlanlamaKaliteYonetimi.docx] the input for the strategic plan. In strategic planning, the strategic performance targets determined to achieve the strategic goals also constitute the quality targets of the University. Meanwhile, the quality targets become the performance indicators of the operational procedures of the relevant units. Therefore; with a Strategic Plan comes 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.

Defining performance indicators for academic and administrative managers ensures the assignment of these indicators to the relevant managers and employees, as well as their traceability and evaluation. These indicators derive from the strategic areas of priority within the scope of the Strategic Plan of 2020-2024 (Corporate Governance, R&D and Innovation, Student Oriented University, Internationalization, Education) as well as the operational and administrative processes within the responsibilities of managers. A sample target card [A.1.4_PYS_OrnekGosterim.pptx] integrated within the PMS mechanism that operates on the targets within the scope of the strategic plan has been provided. The corporate performance management system implemented at Atılım University was detailed in the internal evaluation reports of previous years (KİDR_2020).

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 2021 for monitoring and evaluation purposes, and consolidated afterwards. The analysis and monitoring results are available at A.1.4_Kurumsal Karne 2021 Yıl_Sonu_Raporu_Temmuz2021.pptx to constitute an example. A status summary of the strategic priority areas based on which the strategic plan is executed is as follows:

- Education: 44% realized, 42% not yet realized, 13% underway.

- R&D: 67% realized, 25% not yet realized, 8% underway.

- Internationalization: 67% realized, 33% not yet realized.

- Corporate Governance: 26% realized, 45% not yet realized, 22% underway.

- Student-Oriented University: 41% realized, 47% not yet realized, 13% underway.

- Overall: 39% realized, 42% not yet realized, 16% 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.

As previously mentioned, "external evaluation" studies were carried out by YÖKAK in the Academic Year of 2016-2017, and "follow-up evaluation" studies were successfully completed as of November 2020. Finally, as of December 2021, an evaluation was performed by YÖKAK within the framework of the "Corporate Accreditation Program", and the result is expected to be positive. An event on evaluation and information exchange was held on September 15, 2021, with the participation of all functions of our University, regarding the studies that started with the program documentation titled A.1.4_2021_KurumsalAkreditasyonProgramı_YOKAKKabulYazisi.pdf, dated and numbered 19.08.2021-15443. With the official letter dated 20.09.2021 and numbered 17551, the IAP Commission was established to work in coordination with the Quality Commission under the responsibility of the Presidency, having held its first meeting on September 22, 2021 chaired by the president. As a result of the evaluations, an internal institutional evaluation was made and a Short-Term Action Plan was prepared for areas open to improvement. Within the scope of the action plan at hand, the objectives of the strategic plan, as well as the relevant performance indicators, unit-based targets to achieve within the corporate performance management system, and actions to allow for both the execution of functions defined since the year 2019 in line with job descriptions, and the integrated operation for the internal quality mechanism; along with the identification of responsible individuals, dates and outputs, were

shared with our internal shareholders. The data obtained were discussed in the regular meetings of the PDP / Quality commission, to be monitored at each step, and finalized, as per A.1.4_KAP_KaliteKomisyonIyılestirmeveTakipCizelgesi_2021.xlsx. As demonstrated using the related table, 28 different activities and related outputs defined in the short-term action plan were successfully achieved, and analyzed. A detail that stands out is that, unlike previous years, a set schedule was the case, and we were aiming for improvements regarding the procedures to provide evidence, documentation, and consolidation, in accordance with our planning in creating our "Institutional Internal Evaluation Report". Following the accelerated internal confidence analyses from September 15, 2021, Atılım University saw a series of events targeted to increase awareness in this regard:

- Awareness and acknowledgment studies on October 01, 2021 with the Quality Commission, and the relevant internal shareholders; chaired by the President [20 participants],
- Awareness and acknowledgment studies on October 15, 2021 with the Quality Commission, and the relevant internal shareholders; chaired by the President [40 participants],
- Awareness and acknowledgment studies on November 03, 2021 with the Quality Commission, and University shareholders; chaired by the President [161 participants],
- Awareness and acknowledgment studies on November 12, 2021 with the Quality Commission, and the relevant internal shareholders; chaired by the President [80 participants],
- Awareness and acknowledgment studies on November 26, 2021 with Atılım University students [60 participants],
- Awareness and acknowledgment studies on November 14, 2021 with the Quality Commission, and academic authorities; chaired by the President [52 participants],
- Awareness and acknowledgment studies on November 21, 2021 with the Quality Commission, and administrative authorities; chaired by the President [47 participants].

Then, finally, an online meeting was held with the YÖKAK IAP team on December 08, 2021, before their eventual on-site visit between December 26 and 29, 2021.

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 IER 2019 report (pages 16-18)]. Please refer to the relevant documentation for more information.

Preparations for the Atılım University Unit for Inquiries were performed as per the "Law on the Right to Obtain Information" published in the Official Gazette dated 24.10.2003 and numbered 4982. The unit itself was established under the Presidency in the year 2006, as per "Regulations on the Procedures and Principles regarding the Implementation of the Law on the Right to Obtain Information", published in the Official Gazette dated April 27, 2004 and numbered 25445. The Unit is responsible for taking the necessary administrative and technical measures in order to contribute to the evaluation and conclusion of the applications made in order to fulfill the obligations attached to the right to obtain information. All scientific studies and activities produced within the University and through the University are presented as open source in the corporate open-access archive of the University Library at http://kurumsal.library.atilim.edu.tr/.

In addition to our official LinkedIn, Instagram, Facebook, Twitter, YouTube, Vimeo accounts

managed by the [Directorate of Corporate Communication and Promotion](#), the social media accounts for our various academic and administrative units attract more and more followers each year. With these accounts, we inform our students, employees, graduates, external shareholders, and the general public of our University, and the activity of our various units. The University shares all its activities and self-evaluation information via the press, without any restrictions, through the relevant directorate. In short, information is provided via different channels such as the [corporate website](#), the [unit for inquiries](#), the [strategic plan](#), media and press releases, newspapers and [bulletins](#), and, finally, the [self-evaluation and annual report](#).

[Audited by the Higher Education Council on a yearly basis](#), Atılım University creates the quality assurance system, management and administrative system, managerial characteristics and efficiency of managers in line with the relevant legislation. Administrative practices are put on the agenda by the Senate or the Board of Directors, and these practices are put into effect by obtaining the suggestions, opinions and compliance of the board members. Apart from these, meetings with many participants are held and briefings are provided about activities and services that are important within the institution. Documents such as activity reports, corporate internal evaluation reports, strategic plan documents are shared with the public by the University. Atılım University believes in the necessity of internal encouragement and self-control, being aware of the fact that working discipline cannot be achieved by external control in an academic environment. In addition, Atılım University informs all internal and external shareholders of the data on the relevant year in our report [A.1.5_2021 Yılı Bilgi Edinme Hakkı Yıllık Rapor.pdf](#) and of the activities that are executed within the framework of our internal operation in our report [A.1.5_2021 Yılı Kişisel verileri Koruma Faaliyet Raporu.docx](#), conveyed to the Higher Education Council; in addition to our annual report to the Presidency of the Republic of Türkiye titled [A.1.5_Cumhurbaşkanlğına Dev. Ars. Bsk. Sunulan 2021 Yılı Arşiv Hizmetleri Faaliyet Raporu.pdf](#).

[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_SüreçYonetimiElKitabı.docx

A.1.1_UniversiteSurecleriveGorevTanimlari_SENATO KAR 05.02.2019-02.docx

A.1.1_AtilimUniversitesiStratejikPlan_2020_2024_Dokumani.pdf

A.1.1_Değişim Yönetim Programı Komitesi Hazırlık Faaliyetleri_09102020.pdf

A.1.1_DegisimYonetimiProjesi_Etkinlik Planlaması_13042021.docx

A.1.1_Değişim Yönetimi Programı_CekirdekEkipToplantisi_1_17062021

A.1.1_Değişim Yönetimi Projesi_Çekirdek Ekip Yapısı ve Çalışma Takvimi hk.msg

A.1.1_KurumsalGelisimPlanlamaKoordinatorlugu_AylikProgramStatuTakibi_30112019.pdf

A.1.1_SenatoKararı_KaliteGuvenceYonergesi_14.09.2020-14.docx

A.1.1_Atılım Üniversitesi_KaliteKomisyonuIsModeli_Agustos2020_v.2.0.pdf

A.1.1_AtılımÜniversitesiKaliteKomisyonuToplantı_daveti.pdf

A.1.1_ProgramDegerlendirmeKomisyon_ToplantiNotlari_1_16092020.docx

A.1.1_Gonderilen_Atılım Üniversitesi İyi Uygulama Örneği_26042021.pdf

A.1.1_Akreditasyon Değerlendirme Programı -- Proje Kapanış Etkinliği hk.msg

A.1.1_AkreditasyonDegerlendirmeProgrami_Fakulte_Faaliyetler_Özet_12092021.xlsx

A.1.1_KaliteKomisyonuSenatoYK_Sunum_15092021_v.2.0.pptx

A.1.1_AtilimUniversitesiSureclerininTamami.rar

A.1.1_KaliteKomisyonu_KAPKomisyonu_I._ToplantiNotlari_22092021.docx

A.1.1_Ogrenci Calistayi_iyilestirmeye acik alanlar_aksiyonlar_2021.xlsx

A.1.1_SüreçTanımlamaDokümanı_BI_Raporlama_V1.2..docx

A.1.2_Muhendislik_Dekanlik_29_12_2020.pdf

A.1.2_IsletmeFakultesi_12012021.pptx

A.1.2_GSTM Fakultesi_19012021.pptx

A.1.2_FE Fakultesi_26012021.pptx

A.1.3_DijitalDonusuProjeleri_2021.pptx

A.1.4_SüreçTanımlamaDokümanı_StratejikPlanlamaKaliteYonetimi.docx

A.1.4_Kurumsal Karne 2021 Yıl Sonu Raporu_Temmuz2021.pptx

A.1.4_2021_KurumsalAkreditasyonProgramı_YOKAKKabulYazisi.pdf

A.1.4_Atılım Üniversitesi KAP_Kısa Dönem Eylem Planı_V.2.0_29092021.docx

A.1.4_KAP_KaliteKomisyonIyılestirmeveTakipCizelgesi_2021.xlsx

A.1.4_B & IT Görev Ve Çalışma Esasları Yönergesi.docx

A.1.4_KAPProjesi_Etkinlik Planlaması_05112021_.docx

A.1.4_12kasim2021_KAP_FarkindalikCalistayi.pdf

A.1.5_Cumhurbaşkanlğına Dev. Ars. Bsk. Sunulan 2021 Yılı Arşiv Hizmetleri Faaliyet Raporu.pdf

A.1.5_2021 Yılı Kişisel verileri Koruma Faaliyet Raporu.docx

A.1.5_2021 Yılı Bilgi Edinme Hakkı Yıllık Rapor.pdf

A.2 Mission and Strategic Goals

The core aim and goal of Atılım University are 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.

Following the preparation of its first strategic plan, or the initial basic output of the strategic management process, for the period of 2006-2009, in order to realize the mission and vision of Atılım University, updates emerged in the form of the second plan for the 2010-2014 period and the third plan for the 2015-2019 period. Therefore, Atılım University houses a culture, and a tradition, of strategic planning.

The previous strategic plans and the current strategic plan of Atılım University are available via the embedded respective links, or at A.1.1_Atilim_Universitesi_Stratejik Plan_2020_2024_Dokumani.pdf. The efforts by Atılım University to devise a strategic plan were realized (taking the short/ medium/ long term objectives, targets, action plans, timing, prioritization, and the opinions of those responsible and all shareholders into consideration) as detailed in IER 2019, with the plan emerging and gaining approval through the active participation by all players within the institution. Presented in the following table, Table_1, within the framework of the devised and documented plan, 5 key areas with strategic priority have been determined, and an integrated approach has been proposed for each of these key areas, with strategic purposes, strategic targets, performance indicators and the responsible/ relevant units, long-term action plans and prioritization of certain elements.

Area of Strategic Priority	Strategic Purpose	Strategic Target	Performance Indicator
Corporate Governance	11	30	94
R&D and Innovation	10	16	24
Student-Oriented University	13	18	32
Internationalization	4	7	12
Education	4	15	45
Total	42	86	207

Table_1: Summary Table for the Atılım University Strategic Plan

Within the scope of the 2020-2024 Strategic Plan in the works; strategic purposes and goals have also been defined in line with the requirements of the 21st century for "distance education" in the key strategic area of "Education". All details regarding the issue, as well as the content on the aforementioned topic are available here. To paint a picture, Table_2 presents a summary regarding distance education processes.

Code	Area of Strategic Priority	Strategic Purpose	Strategic Target
EGT_1	Education	Improving the current digital content used in Distance Education, utilizing and making Distance Education a commercial product as a package content through MOODLE and SCORM packaging	Improving the quality of Distance Education, providing digital content references for Formal Education, and commercializing the product (in Turkish, English, and Arabic)

EGT_2	Education	Adopting the technology of "Augmented Reality" in our education processes, making use of the Learning-Information Objects Library.	Developing the process of education with an AR structure in the light of technological developments, and relating to the skills of the 21st century.
EGT_3	Education	Improving the quality of Distance Education	Improving the productivity and the quality through finalizing the integration between MOODLE and ATACS.
EGT_8	Education	Improving the quality of Distance Education	Increasing the number of Distance Education programs and courses [MOOCs / Webinars/ Coursera etc.]

Table_2: Summary Table for the Atılım University Strategic Plan for Distance Education

Atılım University has completed the studies on the "Supplementary Report on Quality Assurance in Distance Education" requested by YÖKAK in 2020 regarding distance education activities. The report is available in both Turkish and English to the relevant shareholders. As presented in A.2.1_Kurumsal Karne 2021 Raporu_UzaktanEgitim_2021.pptx, monitoring and evaluation efforts are underway regarding the realization of the strategic objectives of Table_2. As detailed in the previous sections, we hold holistic discussions with our Quality Commission regarding the results drawn from the analyses on the relationship between the strategic plan and related policies, and strategic objectives; and their realization status.

At its core, our "Education Policy" drives us to train individuals with the competence, skills, and know-how required at a professional level, prepared by shareholders. In addition, Atılım University has a definite "Research Policy" to reflect our vision to "continuously rank among the top 10 Turkish universities and top 500 universities around the world in the fields of research and education". When determining our internationalization policy, Atılım University set forth the "The Internationalization Policy" prepared by the quality commission and the relevant shareholders to prioritize principles such as contributing to the Turkish economy, providing cultural diversity, and contributing positively to the reputation of Türkiye. As is the case with our other defined policies, our "Social Contribution Policy" is available on our official web page. The relationship map between all Atılım University policies (including our Quality Policy) and the actions of the institution within the strategic plan to constitute input to the high-level decision-making mechanisms, is presented, monitored and constantly improved, as demonstrated at A.2.1_ToplumsalKatkiPolitikasıveStratejikPlanIliskisi_2021.pptx.

The strategic planning culture at Atılım University has been in place since 2006, developed in accordance with the gradual maturation model. Details on the strategic plan studies performed (data and analyses of the past period; as well as the short/medium/long term goals, objectives, and action plans of the current period, and their timing and prioritization; all prepared with regards to the opinions of the individuals responsible, and the relevant shareholders) were conveyed in IER 2019. Similarly, once a year (in July), status detections and analyzes are made on the relevant strategic targets and performance indicators through the responsible functions within the scope of the strategic plan. The data analyses and status updates conveyed at A.2.2_Kurumsal_Karne_2021_Yıl_Sonu_Raporu_Temmuz2021.pptx were evaluated by the Quality Commission of the University, before their evaluation by the higher management and the managers of the relevant functions, to lead to decisions regarding the aspects to improve. Although the topic is better detailed under Social Contribution, our quality commission took a series of measures for social contribution purposes regarding the collection of data in the

meeting A.2.2_KurumsalAkreditasyonProgramKomisyonu_VI._ToplantiNotlari_2021.docx, resulting in the creation of a medium titled IER 2021 on the existing education management system (Moodle) to gather relevant information. Afterwards, the data collected was converted into a digital library at https://moodle.atilim.edu.tr/course/view.php?id=10649, in line with the systematics at A.2.2_ToplumsalKatkıPolitikası_PerformansFormu_v.3.0_25102021.docx, and the approach provided at A.2.2_DijitalKutuphaneCalismaMekanizması.docx. A relationship map was then created, demonstrating the strategic priority areas within the scope of the strategic plan with social contribution. The relationship of our social contribution evidence with the United Nations Sustainable Development Goals and their level of coverage was also analyzed, and reported as A.2.2_SurdurulebilirKalkınmaAmacları_Toplumsal Katkı_27122021.docx. A similar study has been implemented in a way that extends across all our strategic targets, and the findings are regularly monitored and analyzed. Similarly, as made available within the scope of A.2.3_YOKAK_PerformansKriterleriAnalizRaporu_V.2.0_26112021.docx, YÖKAK-performance criteria for the years 2015 through 2020 were examined one at a time at the quality commission meeting of Atılım University, with possible deviations evaluated, and analysis results examined. It is considered that the methodology and mechanism made specifically for the social contribution activities mentioned above may be an internalized, systematic, sustainable and exemplary practice within higher education institutions.

Atılım University has been implementing the corporate PMS - performance management system with a holistic approach since 2017, integrating it with our strategic plan and the managerial goals of the relevant functions, to undergo constant improvements. Within the scope of the strategic plan and corporate governance (KRMSL_14), this is followed in a way that supports the strategic objective of "Developing an Integrated University Information System structure" and with the strategic objective of "Developing a Performance Management System". The system is not yet activated as it would have been by the Directorates of Information and Communication, and Human Resources; due to a shift in our priorities in the face of the pandemic, ongoing since the outbreak last year. Yet, the activation made our project planning, and the list of prioritized tasks for 2022. The association of performance indicators with the internal quality assurance system within the scope of PMS is defined and provided within the framework of A.2.3_PerformansYönetimSistemiProsedürü.pdf. In order to increase the contribution of PMS to the individual productivity of the employees, and to increase its impact on corporate productivity, Atılım University summoned the international consultancy firm Korn Ferry in 2021. As a result of their support, the scores of the employees within the framework of the PMS, and their added value to corporate productivity, were analyzed, creating a leverage effect on wage increases. The results of the administrative and academic satisfaction surveys A.2.3_IdariPersonelMemnuniyetAnketiSonuclari.pdf and A.2.3_AkademikPersonelMemnuniyetAnketSonuclari.pdf, and the PMS relationship among the demands of the employees were also analyzed. Therefore, it should be clear that the corporate performance management system has been in place for the last five years, executed in a manner that is internalized, systematic, sustainable and exemplary.

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.2.1_KurumsalAkreditasyonProgramKomisyonu_VI._ToplantiNotlari_27102021.docx

A.2.1_ToplumsalKatkiPolitikasıveStratejikPlanIliskisi_2021.pptx

A.2.1_UzaktanEgitimIcDegerlendirmeRaporu_EN.docx

A.2.1_Kurumsal Karne 2021 Raporu_UzaktanEgitim_2021.pptx

A.2.2_Kurumsal Karne 2021 Yıl Sonu Raporu_Temmuz2021.pptx

A.2.2_KurumsalAkreditasyonProgramKomisyonu_VI._ToplantiNotlari_2021.docx

A.2.2_ToplumsalKatkıPolitikası_PerformansFormu_v.3.0_25102021.docx

A.2.2_DijitalKutuphaneCalismaMekanizması.docx

A.2.2_SurdurulebilirKalkınmaAmacları_Toplumsal Katkı_27122021.docx

A.2.3_PerformansYönetimSistemiProsedürü.pdf

A.2.3_IdariPersonelMemnuniyetAnketiSonuclari.pdf

A.2.3_AkademikPersonelMemnuniyetAnketSonuclari.pdf

A.2.3_YOKAK_PerformansKriterleriAnalizRaporu_V.2.0_26112021.docx

A.3 Management Systems

Atılım 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 Atılım 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 setup and mechanism regarding the current work and operation of the Directorate are detailed in the IER 2019 report, in the section titled E. Management System (pages 9-11).

In today's conditions, where technological developments necessitate continuous improvement, Atılım University considers investing in digital transformation activities as part of a holistic strategy. In this context, the cycle of planning - implementation - control - prevention is completed with the revisions and improvements regarding the technology processes undertaken. Within the framework of the continuous improvement approach of the mechanisms to increase corporate productivity, certain targets have been marked for improvement within the scope of the 2020-2024 Strategic Plan. In this context, the section "Corporate Governance", an area of strategic priority, defines the strategic purpose, strategic target and performance indicators under the responsibility of the Directorate of ICT Directorate as follows.

- As a strategic aim; under "Corporate Technology Architectural Structuring", "Producing the Documentation for the Corporate Technology Architecture" has been determined as a strategic target. (KRMSL_11)
- For the strategic purpose of "Developing an Integrated University Information System structure"; the strategic targets are determined as "Automating Pre-Registration Application processes", "Developing a survey management system software",

"Developing a PMS - Performance Management System (for Administrative Staff)", "Developing an Information System for the Preparatory School", "Realization of the technological infrastructure for electronic registrations", "Providing full support in English for the full version of ATACS,", "Developing a project for an SMS Infrastructure", "Revising the "eMail Gateway" of the University", "Launching an Information System for the School of Medicine", "Implementing the Procurement Information System", "Implementation of the Physical Fields Management Information System", "Implementation of the ATACS_MOBILE version", "Implementation of the internal communication platform infrastructure", "The implementation of the Budget Information System". (KRMSL_11–12–13-14-15-16-17-18-19-20-21-22-23-26 and KRMSL_28)

- For the strategic purpose of "Realizing the automation of decision support, the business intelligence data structure (the simulation infrastructure), and the reporting infrastructure", the strategic target of "Developing University Business Intelligence applications and the reporting infrastructure" has been determined. (KRMSL_25)

As presented in A.3.1_Kurumsal_Karne_BITDirektorlugu_2021_.pptx, monitoring and evaluation efforts are underway regarding the realization of the strategic objectives above. Due to the current technological developments, and the dynamics of university operation, the demands are intense towards the digitalization of studies. In order to organize and prioritize these demands, some improvements were made on the outputs of the Change Management Project. Accordingly, preliminary studies are underway to establish a "Demand and Project Management Office". In this regard, our aim is to effectively perform demand and project management activities for technology-specific demands to the Directorate of ICT, and for projects to support the development of Atılım University thanks to the function in the works. The business model in question is detailed at A.3.1_TalepveProjeYonetimOfisi_2021.pdf. Therefore, in order to achieve the objectives within the scope of the strategic plan, continuous improvements are made to fuel the decision-making mechanisms of the quality commission and the higher management of the University, as well as to strengthen the institutional memory and increase corporate productivity.

"Information security management" is guaranteed 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. A summary of the activities carried out in 2021 is presented with proof [A.3.1_BilgiGuvenligiYonetimiMekanizmalariKanitlari.rar] at A.3.1_Bilgi Güvenliği Yonetimi Mekanizmalari.pdf.

An example for the cycle of planning - implementation - control - prevention is the end-to-end encryption and the setup of the "e-Registration Project" that allowed student registrations for the Academic Year of 2020-21 to be handled entirely online, and remotely (via an internally-developed platform, and not the e-Government Gateway platform). The setup saw end-to-end automation in an effort to limit the exposure of students and their families to the risks of the pandemic to a minimum, minimize the requirements for campus visits for registration purposes, and ensure a healthy campus/ society. Meetings were held at different times regarding these studies with the participation of relevant shareholders, business analysis studies were conducted and user tests were carried out on the original design that emerged. The minutes from one of the meetings on shareholder participation is available at A.3.1_eKayıtProjesi_PeriyodikDegerlendirme_7_ToplantiNotlari_27052020.docx. In addition, a survey was conducted on the student satisfaction and suggestions regarding the e-

Registration module that was implemented. Information on the content of the relevant survey is also provided in the scope of A.3.1_e_KayitModülü_MemnuniyetAnketi.pdf. The improvements emerging as a result of the evaluations and analyzes were included in the business planning to be implemented in the new registration period. Thus, the University has proven its capability to develop unique practices in line with the needs of the institution and the protection of public health, apart from the standard application and legislation requirements.

Integration activities are paramount in today's world. The results obtained through standalone systems come with certain limitations. We should regard ERP systems as the holistic union of scattered systems. The University has exercised serious efforts in this regard. A Central Identification Verification Service has been activated. This service allows our students and members to log into and log out of their applications using a single password, and through a single center. Making use of the Single Sign ON technology, the service is now available at https://kimlik.atilim.edu.tr. While using the service, when a user logs into any system, and switches applications without being idle in due time, they are able to continue from where they left off, without the need of logging in again. A stable working infrastructure is also in place for our users to log out safely from all services when they are to do so. One of the perks of this service is the ability to be in control. Using the same user name and password for a number of separate local, or external software may constitute a risk. Without a centralized system, third parties may log and back up the passwords of users in an In The Middle attack, without their knowing. The centralized structure grants us the ability to stay in control, and to authenticate only the relevant user, before they are transferred to the relevant software for the main function that they wish to use.

With the spread of technology, it has become clearer that all services should be online; even more so during the COVID Pandemic. For this reason, and by providing 2 new platforms to support our previous initiative regarding e-registration, we were able to receive applications entirely online. Our efforts brought success not only in terms of receiving applications, but also in terms of having them processed electronically by the relevant academic and administrative units. Candidates were also informed via the online platform of the results of their application procedures. For example, students from various universities and various cities were able to send in their Student Transfer applications entirely online, without the need for transportation and close contact. In addition, students applying for our "Geleceğe Atılım" Scholarship program, and our existing applicants, to take part in the process, and present documentation for application purposes. The process was analyzed with committees formed by the University, and the results were officially conveyed to candidates online. The process, including the applications for Double Major / Minor Programs for the University, was executed simultaneously. Correspondence, such as for the determination of exemptions, was no longer a requirement, and everything progressed in a transparent and controlled manner within ATACS. Structures that generated text templates, and even those for Board of Directors resolution texts, were developed. The relevant training was offered. Test processes were performed. The platforms were then brought online, and V1.0 analyzes were conducted.

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. In order to increase the quality of electronic communication; certain legislations and standards such as the official correspondence regulations, registered electronic mail (REM) web services, the e-correspondence package have been established to regulate internal and inter-institutional

communication. In this context, the Electronic Document Management System (EDMS) continued to contribute to managerial activities in 2020. Data on the studies performed by the relevant department (Directorate of Archive and Documentation) in 2021 are available at A.3.1_2021 Yılı Arşiv ve Belge Yönetim Kordinatörlüğü Faaliyet Raporu.docx, and A.3.1_2021 EBYS Faaliyet Raporu.docx. Similarly, our studies on PDPL requirements that are regularly monitored are summarized in the framework of A.3.1_2021 Yılı Kişisel verileri Koruma Faaliyet Raporu.docx.

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;

- All courses are stored in the cloud for a month.
- These are backed up and stored at the end of each month.
- All user data are secured with the security software and certificates on the server, and access to the courses is password-protected, with authorizations provided via the LDAP server of the university.
- At the end of each semester, our faculty members may download copies of their own lectures to their own computers.
- In addition, Moodle is backed up at the end of each semester; and live backups remain available for a 2 years (4 semesters).
- Student user names and passwords are provided by the Directorate of Information and Communication Technologies, and these passwords/ user names are kept in an inaccessible environment. No university staff knows the credentials of these accounts. University officials only help with password reset procedures of students who require such assistance.

There are also various security measures taken for exams and these measures have been shared with the public. As for the information made public, Respondus Monitor and Respondus Lockdown Browser infrastructures have been tested, but a different method is now in place. Exam security is ensured using the default features of the Learning Management System (MOODLE) and the Zoom Platform.

With the "Measurement and Evaluation" mechanism established in 2021 under the Directorate of Distance Education and Education Technologies, facilitating and remedial steps have been taken throughout our University. In this regard, the support that we were able to provide may be categorized into two headings:
- Reports are available regarding optical reading and evaluation of face-to-face multiple-choice exams, score calculation, performance of an "Item Analysis" where needed, and creation of results based on the "Exam Evaluation Chart". Forms are made available through our unit acting as a single hub for smooth progression of exams. For this purpose, 50 000 optical forms designed by DDEET and suitable for use by the entire university have been printed and stored at our unit. In the context of this option, the exam papers were read and evaluated in their entirety in 2021, and the reports were delivered to relevant instructors. Details, and the dates corresponding to exam reviews are available at the links below. https://docs.google.com/spreadsheets/d/16CtxmSHg53OQ6jsvILxAB1J073JiLHtxqn6PFdF4VBg/edit#gid=1055782178

- In addition, while our instructors conduct their own exams on Moodle relying on their previous experiences, our technical staff is ready to aid them wherever they may require. Our documentation on online exam systems is updated on a yearly basis, and available at the link below. https://docs.google.com/spreadsheets/d/1J2d4B0FPnuL-ibmOn2yddpUH6jGqxbI5zlR5FKhKvkg/edit#gid=0

In addition, the Atılım University Learning Management System, managed by the Directorate of Distance Education and Education Technologies, was designed, and is updated, on the MOODLE platform. Cumulative content information for 2021 is available. The information covers 7 schools, 4 graduate schools, and 3 institutes across the University (currently; there are 4872 courses with 1856 active ones; 25359 users with 7362 active ones; 92690 questions, and 42412 units of educational content). Similarly, the TURNITIN infrastructure is utilized as an anti-plagiarism measurement system for publications, articles and theses. . In addition, alternative options in this sense are presented by integrating an additional, successful and native control software into the Learning Management system for plagiarism checks of articles, theses, assignments and various publications. The e-Atılım platform was also launched in 2021 within the framework of distance education programs and provides training opportunities under Continuing Education Center, as well as MBA, and in-house training. Similarly, the technological support provided in 2021 by the relevant function through various applications such as Zoom, Moodle, and MS Teams may be viewed within the content of A.3.1_UEE_TeknolojileriKoordinatörlüğü_TeknolojikDestekFaaliyetleri.docx. In 2021, and also under the relevant directorate, the redmine.atilim.edu.tr "e-Ticketing application" was established and operated actively in order to assist academics and students with more effective technical support. This way, requests from students and academics are not only easy to respond, but also archived more regularly at the end of each year, and an archive of similar messages, and in what ways they were responded, is created year by year.

As a technical unit, DDEET offered 3 MOODLE training sessions, 3 Content Development (H5P) training sessions, and a Zoom Training session in order for our students and instructors to make better use of software such as Moodle, Turnitin, Zoom, and MS Teams, in 2021.

The IER 2019 report includes the 2021 studies and the additional information of the administrative units such as the Directorate of Communication and Registry, the Legal Consultancy Office, the Directorate of Private Secretariat of the Board of Trustees, and the Presidency in the section titled E. Management System in the IER 2019 report (pages 11-13)]. Please refer to the relevant documentation for more information.

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.

Within the framework of the strategies and processes created in this context, human resources are managed based on the logic of continuous improvement and development. Human Resources processes are carried out under the management of the Presidency and the Board of Trustees, in connection with the Directorate of Human Resources and the main strategies. Necessary rules have been established in this regard and the university aims to maintain its quality of employment at a certain level. Job definitions were created for administrative staff, and the competencies produced on the basis of these definitions, the strategic goals and the measurable targets of these competencies were determined, resulting in a performance management system for administrative personnel and academic managers. A similar structure is in place for academic performance processes under the Presidency, and the improvement process continues. Continuous training and effective information transfer are based on both for the purpose of increasing the performance of the human resources at Atılım University, and for the development of their competencies. Under "Corporate Governance", a strategic priority of importance as per the Atılım University 2020-2024 Strategic Plan, all strategic targets and performance indicators are integrated with the current performance management system. The setup and mechanism regarding the current work and operation of the Directorate of HR are detailed in the [IER 2019 report, in the section titled E. Management System](#) (pages 4-5).

With revisions and improvements that include the effectiveness of the Atılım University human resource management process approach, the cycle of planning - implementation - control - prevention reaches a full circle. Within the framework of the continuous improvement approach of the mechanisms to increase corporate and individual productivity, targets have been marked for improvement within the scope of the 2020-2024 Strategic Plan. In this context, the section "Corporate Governance", an area of strategic priority, defines the strategic targets and performance indicators for the relevant strategic purpose.

- Under "Increasing Corporate Individual Productivity" as a strategic purpose, "to perform activities that will reveal / increase the potential of employees", and "to determine corporate human resources policies" have been determined strategic goals. (KRMSL_8 and KRMSL_9)
- The strategic objectives of "Determining the selection criteria for the employment of administrators in accordance with the university's principles" and "Developing a "manager training program" in accordance with the criteria of the institution" were determined under "training executive candidates from within the institution in accordance with the mission and vision of the institution" as a strategic purpose. (KRMSL_4 and KRMSL_5)
- Under "Developing the sense of belonging of the employees" as a strategic purpose, the strategic goal "to conduct employee satisfaction and sense-of-belonging surveys and organize activities/ training to increase the sense of belonging" has been determined. (KRMSL_10)

The analyzes regarding the realization of the above-mentioned strategic goals, targets and performance indicators in 2021 are detailed at [A.3.2_Kurumsal Karne_IKDirektorlugu_2021 .pptx.](#)

The prominent activities of the Directorate of Human Resources in 2021 may be traced as follows:

1. New positions are identified by analyzing corporate needs and relevant positions are

included in the recruitment process.

2. For recruitment purposes, a contract is made with employment portals (E.3.2_2021-2022_Kariyer.net_System_Membership_Agreement.pdf) in order to announce job postings to wider audiences and to provide a more objective search process.

3. Exams and similar applications (E.3.2_BIT Direktogrlugu_AdayYazilimGelistirmeProjesi.pdf) are organized to measure the language and technical knowledge required for certain positions.

4. The Directorate of Information Technologies is responsible for providing the information to the information management system in place at Atılım University on administrative personnel, such as their title, position, employment date, and education correctly, ensuring that they are checked at certain periods, and communicating the deficiencies to relevant departments and sharing the information to help create statistical data to be added to the system.

5. New personnel are provided with the guidance that they may need (to obtain an Atılım University ID Card, as well as information on the food provided, and OHS training); and an orientation program executed in collaboration with the Presidency. Atılım University also introduces the newcomers with a *Newcomer Announcement* (A.3.2_IdariPersonelAramizaYeniKatilanlarDuyurusu.msg).

6. Due to the COVID-19 pandemic, necessary training and informative announcements are provided to the personnel. In addition, technical and competency training deemed required as a result of the surveys are organized with internal or external trainers and/ or ATÜSEM, if any, and relevant training records are kept.
   a. A.3.2_YanginEgitimi_TatbikatDuyurusu.msg
   b. A.3.2_DiksiyonveEtkiliKonusmaEgitimDuyurusu.msg
   c. A.3.2_EgitimSeminerDegerlendirmeFormu.pdf

7. We enter into contracts with corporate health-care service providers for our personnel who wish to receive such services individually, or as part of the COVID pandemic at a discount. In addition, we offer vaccination services free of charge at our Health-care Center.
   a. A.3.2_BayindirHastanesindenAlinabilecekHizmetler Duyurusu.msg
   b. A.3.2_GripAsisiDuyurusu.msg

8. We organize events in-house or outside for a morale boost among our personnel. (Very few events were organized this year due to the pandemic)
   a. A.3.2_DonerGunuDuyurusu.msg
   b. A.3.2_BurgerSenligiDuyurusu.msg

9. The Performance Management System is operated semi-manually. A project has been initiated for the execution, development and improvement of the PMS in the electronic environment, and it has been defined in the 2020-2024 strategic plan.

10. Surveys and mini surveys are provided to Atılım University members via ATACS - the online information management system unique to Atılım University, or other digital platforms, in an effort to increase their loyalty and motivation. The results from these surveys are reported to the higher management.
    a. A.3.2_MİNİ ANKET SONUÇ RAPORU.xlsx
    b. A.3.2_IdariPersonelMemnuniyetAnketSonuclari.pdf

11. In addition, the university enters into corporate agreements to facilitate the lives of the

personnel (Such as complementary and private health insurance contracts).

    a. A.3.2_GRUP SAĞLIK TSS TEMİNAT TABLOSU.pdf

    b. A.3.2_GRUP SAĞLIK ÖSS TEMİNAT TABLOSU.pdf

12. A final interview is conducted with the personnel resigning from their positions.

13. Personnel employment records are kept and statistical studies are prepared in certain periods to be reported to the higher management (such as the number of female and male employees, education level breakdowns, the number of academic and administrative personnel, average age groups, "personnel turnover rates", etc.). A.3.2_2021YiliIdariPersonelIstihdamIstatistigi.xlsx

14. Organizational flowcharts are constantly updated. [A.3.2_İDARİ BİRİMLER ORGANİZASYON ŞEMALARI.rar]

15. In order to improve our HR processes, proposals were received from consultancy firms on issues such as job valuation, wage system, etc. in 2020; job valuation studies were carried out, wages were determined for the personnel employed, and improvements were made for the existing administrative staff in the required periods.

16. Efforts are underway to determine the success criteria of the administrative personnel to aid in the evaluation of their success compared to their peers, as they strive for perfection at Atılım University (as a means to encourage and reward them accordingly). A.3.2_IdariPersonelBasariOduluTaslakYonergesi.pdf

17. In order for you to contribute to the improvement of our university processes, the "Suggestion System" studies have been completed and made available on the ATACS system in cooperation with the ICT Directorate. A.3.2_Öneri Sistemi Uygulama Adımları_20_Aralık_2021.pdf

18. In order to carry out the promotion system, an HR process, in a more objective and healthy manner, we plan to receive consultancy services, and studies are underway to receive quotes from certain companies.

Administrative/ academic satisfaction surveys are conducted periodically by the Directorate of HR within the scope of certain subjects in order to identify the strengths and areas of development of the university and to provide a better working environment.

The Directorate of Financial Affairs and Budget, within the framework of an administrative functional structure within its own structure [as per the relevant directive] in the forms of the Directorates of Corporate/ General Accounting; Student Accounting; Personnel Financial Affairs; and Property and Fixtures, manages the relevant corporate accounting, finance, asset management transactions and student and personnel financial affairs within the Special Accounting Period for Foundation Universities. The setup and mechanism regarding the current work and operation of the Directorate of Financial Affairs and Budget are detailed in the IER 2019 report, in the section titled E.Management System (pages 6-7).

There are defined processes and practices related to the management of financial resources within Atılım University. They are included in the processes presented within the scope of this report. There is a budget management system in place designed in order to use, monitor and report resources effectively and efficiently. Performance evaluation reports [A.3.3.A.e YMM Raporu (2020-2021).pdf] are received by external shareholders and used in accordance with the objectives within the scope of the strategic plan (A.3.3.A.a Bütçe Sistemi Yazılımı menüleri.pdf). Annually planned budget periods are announced to the relevant departments in advance, and necessary preparations and plans are requested. The entries to the budget

management system are made by the relevant department officials in accordance with the authorization and security mechanisms, and they go through the approval processes with the participation of the budget evaluation commission established during the budget period and the relevant shareholders. Approved budgets are subject to monitoring and evaluation. Monitoring and possible improvement studies regarding financial resources are carried out on financial resources throughout the year, they are shared with the higher management in accordance with legislative revisions or necessary improvement suggestions, and may be implemented in the next budget period in accordance with the decisions taken. Therefore, under Financial Management, Atılım University has a budget management mechanism that sets an example for other higher education institutions with our internalized, systematic and sustainable practices.

Atılım University has completely internalized the concept of process management; and, as of February 2019, we have completed the first versions of our business processes with the relevant Senate Resolution. Within the scope of the strategic plan studies in 2020, in accordance with the continuous improvement approach, we performed our activities regarding "restructuring and reorganization of business processes" with the "Change Management Project". Negotiations with professional consultancy firms representing the sector were tendered in accordance with the prepared technical specifications. Grant Thornton was contracted as of 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:

- 121 individual meetings,
- 181.5 people/ hours of time spent at meetings,
- Participation by 861 people,
- And 1253 people/ hours' worth of effort.

As a result of these labor-intensive activities, over 200 Level-3 business processes were output under "Education and Training", with over 50 Level-3 business processes studied under "Research and Development", and our process design and definition studies ongoing under "Support Processes" and "Governance Processes"; none without the participation of our internal and external shareholders. We aim to define and describe about 1000 business processes in total, to associate them with the process map, and to elevate them onto the "technology platform", purchased in line with organizational connections and job descriptions. As different examples have been presented under the previous titles; workflows at Atılım University are undergoing an extensive definition process that leaves none to imagination, with the help of the process definition documents that are created. As presented at A.3.4_SüreçTanımlamaDokümanı_degisim_yonetimi_v1.docx regarding a walkthrough for business revision during or after projects, or for the creation of new processes, a breakdown of Levels 1-2-3 is available with regards to process families, main processes, and sub-processes.

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.3.1_Kurumsal Karne_BITDirektorlugu_2021 .pptx

A.3.1_TalepveProjeYonetimOfisi_2021.pdf

A.3.1_Bilgi Güvenliği Yonetimi Mekanizmalari.pdf

A.3.1_BilgiGuvenligiYonetimiMekanizmalariKanitlari.rar

A.3.1_2021 Yılı Arşiv ve Belge Yönetim Kordinatörlüğü Faaliyet Raporu.docx

A.3.1_2021 EBYS Faaliyet Raporu.docx

A.3.1_2021 Yılı Kişisel verileri Koruma Faaliyet Raporu.docx

A.3.1_UEE_TeknolojileriKoordinatörlüğü_TeknolojikDestekFaaliyetleri.docx

A.3.1_ISO27001 sertifikasyonu.jpeg

A.3.2_Kurumsal Karne_IKDirektorlugu_2021 .pptx

A.3.2_2021-2022 Kariyer.net Sistem Üyelik Sözleşmesi.pdf

A.3.2_BIT Direktogrlugu_AdayYazilimGelistirmeProjesi.pdf

A.3.2_IdariPersonelAramizaYeniKatilanlarDuyurusu.msg

A.3.2_YanginEgitimi_TatbikatDuyurusu.msg

A.3.2_DiksiyonveEtkiliKonusmaEgitimDuyurusu.msg

A.3.2_EgitimSeminerDegerlendirmeFormu.pdf

A.3.2_BayindirHastanesindenAlinabilecekHizmetler Duyurusu.msg

A.3.2_GripAsisiDuyurusu.msg

A.3.2_BurgerSenligiDuyurusu.msg

A.3.2_DonerGunuDuyurusu.msg

A.3.2_IdariPersonelMemnuniyetAnketSonuclari.pdf

A.3.2_MİNİ ANKET SONUÇ RAPORU.xlsx

A.3.2_GRUP SAĞLIK ÖSS TEMİNAT TABLOSU.pdf

A.3.2_GRUP SAĞLIK TSS TEMİNAT TABLOSU.pdf

A.3.2_2021YiliIdariPersonelIstihdamIstatistigi.xlsx

A.3.2_İDARİ BİRİMLER ORGANİZASYON ŞEMALARI.rar

A.3.2_IdariPersonelBasariOduluTaslakYonergesi.pdf

A.3.2_Öneri Sistemi Uygulama Adımları_20_Aralık_2021.pdf

A.3.3.A.e YMM Raporu (2020-2021).pdf

A.3.3.A.a Bütçe Sistemi Yazılımı menüleri.pdf

A3.3.A.g Paydaş Katılımları.pdf

A.3.3.A.c İhale Yönetmeliği.pdf

A.3.3.A.b 2020-2021 Akademik Dönem Onaylı Bütçe.pdf

A.3.3.A.d Atilim_Universitesi_Demirbas_Yonergesi_03.09.2019.pdf

A.3.3.FİNANSAL YÖNETİM VERİLERİ.xlsx

A.3.4_SüreçTanımlamaDokümanı_degisim_yonetimi_v1.docx

A.4. Stakeholder Participation

Atılım University continues its activities with an approach that attaches importance to stakeholder 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, academic and administrative performance evaluations, course and lecturer evaluation surveys (to be detailed), personnel (administrative and academic) and student satisfaction surveys are conducted within the University, making it possible for internal shareholders to contribute to quality. External stakeholders also contribute to decision-making, governance and improvement mechanisms as an important part of processes (such as the processes of accreditation). For example, in-service training seminars (A.4.1_2021_OryantasyonveEtkiliEgitimSeminer_Program.xlsx) are held especially for newly-recruited lecturers and administrative staff, in order to maintain and continuously improve the quality of education with the highest internal shareholder satisfaction in the surveys. Orientation seminars for new Atılım University members [A.4.1_04Subat2021OryantasyonveEtkiliEgitimSeminerKatilimcilar.xlsx] are planned, organized at times, checked in accordance with possible feedback and suggestions, and improved with the data collected from the questionnaires such as A.4.1_AnketCozumu1-4Subat21_OryantasyonveEtkiliEgitimSemineri.xlsx. This successfully closes the cycle of continuous improvement ("PDCA"). Recognition and reward mechanisms for Atılım University employees are in place, as detailed at A.4.1_Örnek_Katılımcılar Sertifika.pptx and A.4.1_Örnek Foto.jpg.

The following studies are performed on the equivalent of the shareholder participation and quality assurance approach within the framework of corporate governance, under Education, and this may be examined with evidence.

- Meetings are held with shareholders to measure the level of achievement of the educational objectives and outputs of the program created within the scope of Bologna process studies. In addition, committees are formed within the University, and the feedback received as a result of meetings are taken into account. While students provide data via surveys and peer group meetings; in addition to the student surveys of each semester, opinions shared in annual meetings with students, graduates, sector and employer advisory boards shape the updates in curricula and course content by department board resolutions. With studies towards continuous improvements underway, curricula undergo updates in line with the requirements emerging in studies to which shareholders participate.
- Sample practices, and exams for formal/ online/ hybrid courses, as well as evidence on the prevalence of different measurement methods in place in programs are available in the course syllabi, assignments, and exams provided.

Especially with accreditation processes in place, these processes for all programs see student participation. Mechanisms to obtain student feedback on program objectives, program outcomes, courses, and practices were provided by survey and interview structures. Examples of meetings showing student participation in decision-making processes are available, and improvement studies based on these are underway. For more examples, please view:
- Course evaluation surveys on ATACS at the end of each semester
- The relationship of the survey values with the Procedures and Principles on Academic Staff Success (Performance) Measurement Criteria, and Directive on Academic Staff Appointment and Promotion,
- Student Councils, electing representatives,

- The involvement of student boards and their feedback on the calculation of the success of course and training outputs.
- Sample meeting minutes of meetings between departments and students may also be viewed in detail.

The mechanisms for the inclusion of internal and external shareholders in decision-making, governance and improvement processes are clear and defined. The effectiveness, institutionalism and continuity in their participation are monitored (continuously for the last 5 years, as is the case with the orientation and effective education seminars, for example). Sample practices are provided, especially on student and external stakeholder participation and activity in the internal quality assurance system. The results are evaluated and required improvements are made. As a concrete example, resolution of student problems obtained in student workshops held since 2019 is subject to some constraints, and the solutions brought into place are evaluated by taking into account the dynamics of the entire University. Student Workshops were held in the year 2021 despite the pandemic, and we are determined to continue with them. The feedback received from our students as a result of the final workshops has been carefully analyzed and some of the actions taken are provided as examples. Therefore, it is evident that a good example [A.4.2_Ogrenci Calistayi_iyilestirmeye acik alanlar_aksiyonlar_2021.xlsx] is at hand since it is clear that our study results and student feedback undergo evaluations [Another example: A.4.2_B Nizamiye Kapısı Açılışı_Main Entrance B to Open Soon (827 KB).msg], that there are decision-making mechanisms that 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. The feedback of our university students towards providing an environment and space for their sportive activities is also taken into account, and the relevant function is successfully executed by the Directorate of Sports [A.4.2_Spor Faaliyetleri Müdürlüğü_2021_İç Değerl_Rap.docx]. Thus, the activities under this heading are considered to be internalized, systematic, sustainable and exemplary studies.

Finally, within the scope of the "follow-up evaluation" by YÖKAK in November 2020, activities for guiding, and due diligence have been exercised from the perspective of "external shareholders" at the University. As of December 2021, "external shareholder" evaluations were received within the scope of the "corporate accreditation program" by YÖKAK, and the aspects of our system that were "open to improvement", as well as our "strengths", and "opportunities and threats", were examined and reported. The results of the studies carried out with the YÖKAK - IAP evaluation team were analyzed within our existing system, and conveyed to all shareholders of our University by the quality commission. We firmly believe that our work, carried out in accordance with the philosophy of continuous improvement, will be deemed "fully accredited".

Atılım University Alumni Affairs Office was established in order to contribute to the development of all graduates and students of Atılım University. Having established organic relations with a total of *15397 Graduate and Undergraduate degree program alumni*, the office primarily aims to strengthen the communication between graduates and students, and to raise them to the privilege and the sense of belonging of being a member of Atılım University. While 5219 graduates have shared their contact information with the Alumni Affairs Office, we have been able to contact 4596 of them. Our yearly contact with the Atılım University alumni, and our

prospective perspective studies, are still underway, as presented at A.4.3_MezunlarlaIletisimOfisiFaaliyetleri_08112021.pptx.

Atılım University Alumni Affairs establishes social platforms to connect students and graduates where graduates are able to share their opinions and feedback with events such as Career Days, Alumni Fair, and Alumni Reunion. Atılım University Alumni Affairs Office compiles contact information of our graduates, as well as their educational, occupational, and residential status and membership details, and contacts them during the semester for updates. In order to coordinate with the Atılım University Alumni Association, Atılım University Alumni Affairs Office logs the expectations, opinions and suggestions of Atılım University graduates and students regarding the University through one-to-one communication and survey calls. In order to integrate communication efforts with Atılım University Alumni with technology, and to establish a consolidated management, studies on the MAP - Atılım Alumni Platform have been finalized.

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_AkademikCalisanMemnuniyetAnketi2021.docx

A.4.1_IdariCalisanMemnuniyetAnketi2021.docx

A.4.1_2021_OryantasyonveEtkiliEgitimSeminer_Program.xlsx

A.4.1_AnketCozumu1-4Subat21_OryantasyonveEtkiliEgitimSemineri.xlsx

A.4.1_Örnek Katılımcılar Sertifika.pptx

A.4.1_Örnek Foto.jpg

A.4.1_04Subat2021OryantasyonveEtkiliEgitimSeminerKatilimcilar.xlsx

A.4.1_Paydaşlar_AtilimUniversitesiIzlemeZiyaretPlani_23112020.doc

A.4.1_KAP_AnaPaydasPlanlamaVerisi_21122021_v.2.3.xlsx

A.4.2_Ogrenci Calistayi_iyilestirmeye acik alanlar_aksiyonlar_2021.xlsx

A.4.2_B Nizamiye Kapısı Açılışı Main Entrance B to Open Soon (827 KB).msg

A.4.2_Spor Faaliyetleri Müdürlüğü_2021_İç Değerl_Rap.docx

A.4.3_MezunlarlaIletisimOfisiFaaliyetleri_08112021.pptx

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 Directorate of International Relations was established in order to contribute more to the internationalization studies among the main strategic goals of Atılım University. The field of duty of the Directorate of International Relations is defined as "contributing to the efforts of Atılım University to increase international integration in education, research and community service". Detailed information on the job description and operational dynamics of the

Directorate of International Relations are available under the "Internationalization" Section of the IER 2019 Quality Assurance System. Policies are being created to execute the "Internationalization" aspect effectively under the jurisdiction of the relevant function. 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.

In line with its vision, Atılım University constantly follows the developing global trends in higher education and devises strategies in this regard. These studies have transformed into success in terms of National and Global Rankings of 2021. Our studies on international rankings, and other activities that fall under internationalization are detailed at A.5.1_StratejiveIsGelistirmeKoor.FaaliyetRaporu_2021.docx. These studies have transformed into success in terms of National and Global Rankings of 2021.

Atılım University encourages internationalization with a multicultural and participatory approach in education and campus life. With international students from 65 different countries, we prepare our students for not only Türkiye, but also wherever they may wish to go following their graduation.

As a result of our continuous improvement efforts, a decision was taken to increase the weight of undergraduate students in the recruitment of postgraduate-oriented international students until 2017, and as a result, the number of international students increased and our current international student composition (we have students from 65 different countries) came to be. [See also: Lisans/lisansüstü öğrenci sayılar değişim tablosu] In addition, the number of International Student Scholarships, while fewer before 2017, was increased, with more variations added. The decision regarding these scholarships was taken by the Board of Trustees and the responsibility was transferred to a commission formed by the Directorate of International Relations and the Presidency, rendering the Board of Trustees the only authority in approvals. Likewise, in this context, the number of cooperating agencies has been increased and a new incentive mechanism has been introduced for agencies recruiting more students to the University with a decision taken in the current academic year. The evaluations by the "Service Exporters Association" in 2020 registered Atılım University as the 6th largest Educational Products Exporter among other universities. [See also: Hizmet İhracatçıları Birliği_2021_Tescil.png]

Thanks to the opportunities offered by the accreditation and certificates in many programs, the students who graduate from the relevant departments leave Atılım University with their internationally recognized diplomas. The language of instruction is English in most programs, allowing students to study with a global and up-to-date curriculum. Employing many international academics, Atılım University provides students with the opportunity to receive education from academics with different experiences.

At Atılım University, the unit responsible for internationalization is the Directorate of International Relations. The International Student Resources Office and the Exchange and International Mobility Office, which are hosted by the Directorate, are the units that determine and implement internationalization policies in order to contribute more to the internationalization studies which are among the main strategic goals of Atılım University. In addition, Atılım University has an International Cooperation and Strategy Determination Committee to determine and implement policies within the framework of internationalization

policy by whom our strategic decisions in this regard [A.5.1_ UİSBM-Komite 4-Komite Kararları-15.05.2019.docx] are handled.

As a result of the student recruitment process handled by the International Student Resources Office; Atılım University received 3913 international student applications, and 386 international students.

Furthermore, our Exchange and International Mobility Office executes the Erasmus+ program, and processes on other international collaboration programs. As per the contract on the project ERASMUS+ Higher Education Program Term 2021 Main Action 1 - Contract on Higher Education Student and Staff Mobility between Program Countries (A.5.1_2021 Erasmus Sözleşmesi.pdf) Atılım University was entitled to receive 90.900 EUR in grant support. In 2021, 45 students participated in the Student Mobility Program [A.5.2_Erasmus+ 2021 Yılı - Öğrenci Öğrenim Hareketliliği-Giden Öğrenci.xlsx]. In 2021, 12 students participated in the Student Internship Mobility Program [A.5.2_Erasmus+ 2021 Yılı - Öğrenci Staj Hareketliliği-Giden Öğrenci.xlsx]. In 2021, 1 of our personnel participated in the Lecturing Program for Personnel [A5.2_Erasmus+ 2021 Yılı - Personel Ders Verme Hareketliliği-Giden Personel.xlsx]. In 2021, 1 student came to Atılım University as per the Student Mobility Program [A.5.2_Erasmus+ 2021 Yılı - Gelen Öğrenci.xlsx].

Our Exchange and International Mobility Office executes the Erasmus+ program, and processes on other international collaboration programs. Atılım University also has a "Memorandum of Understanding" (MoU) prepared in collaboration with its Legal Office and approved, to be used in international collaboration agreements. The MoU is enclosed. Our contract with Tashkent State Transport University is presented to constitute an example to the MoU signed in 2021. The activities undertaken so far are presented as additional evidence regarding the active operation of international contracts currently in place, and the relevant online meetings performed accordingly.

In addition, the printed Erasmus+ bilateral agreement text prepared by the EU is used for Erasmus+ contracts. Details and the current list regarding the active international agreements of Atılım University are available.

Evaluations and analyzes were made in 2021 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. The percentages regarding the realization of goals under Internationalization, as detailed at A.5.3_Kurumsal Karne 2021_Uluslararasılaşma.pptx, are:

- Internationalization: 67% realized, 33% not yet realized.

- Overall: 39% realized, 42% not yet realized, 16% underway.

 From this point of view, it is clear that Atılım University performs well above the general expectations. Regarding the "ranks", one of the most critical indicators of our internationalization studies, our department closely monitors the process with regular analyzes and follow-ups, in addition to periodical reports to the higher management [A.5.3_THE Impact Ranking_2021.pdf].

[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.5. Internationalization, within the scope of this report.

A.5.1_StratejiveIsGelistirmeKoor.FaaliyetRaporu_2021.docx

A.5.1_ UİSBM-Komite 4-Komite Kararları-15.05.2019.docx

A.5.1_2021 Erasmus Sözleşmesi.pdf

A.5.1_HizmetIhracatcilariBirligi_2021_Odul.png

A.5.1_ Acente Sözleşmesi-2022.pdf

A.5.1_OgrenciSayılarıDegisimiveUlkeKompozisyonu.pptx

A.5.2_Erasmus+ 2021 Yılı - Öğrenci Öğrenim Hareketliliği-Giden Öğrenci.xlsx

A.5.2_Erasmus+ 2021 Yılı - Öğrenci Staj Hareketliliği-Giden Öğrenci.xlsx

A5.2_Erasmus+ 2021 Yılı - Personel Ders Verme Hareketliliği-Giden Personel.xlsx

A.5.2_Erasmus+ 2021 Yılı - Gelen Öğrenci.xlsx

A.5.2_Tashkent State Transport University-MoU.pdf

A.5.2_Uluslararası anlaşmaların aktif olarak çalıştırıldığına dair kanıtlar.docx

A.5.3_Kurumsal Karne 2021_Uluslararasılaşma.pptx

A.5.3_THE Impact Ranking_2021.pdf

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 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.

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 provided for the programs in the ECTS and THEQ catalog has been updated within the scope of the institutional accreditation studies carried out in the Academic Year of 2021.

As for evidence of shareholder participation in program design processes; every department held regular Sector, Alumni and Student Advisory Board meetings every year. Regardless of their accreditation status, each unit convened with advisory boards. In these meetings, feedback about the program training objectives and program adequacy was received and the current needs were determined. The minutes of these boards were discussed by the Department Board and the made. Changes affecting the curriculum structure are made with the decision of the School and Senate Committees, following the decisions by the Department Board. Department and school commissions for continuous improvement regularly assess the programs on a yearly basis.

As per the Association for the Evaluation and Accreditation of Medical Education Programs, feedback on program adequacy is requested, and the needs are determined, regularly by the Semester Board for each semester of education before graduation. Then, the relevant committee minutes (B.1.1. Sample Meeting Minutes on Improvement) are collected, discussed and appropriate changes are made. Changes affecting the curriculum structure are made with the decision of the School and Senate Committees, following the decisions by the Semester Board. Continuing improvement commissions of departments and that of the school regularly evaluate programs on a yearly basis (Sample Meeting Minutes on Improvement).

As evidence that the program design and approval process is followed and improved, Atılım University Program Evaluation and Accreditation Commission, and the Accreditation Commissions of Atılım University Schools convene to provide continuous improvements regarding the programs. Accreditation and program evaluation efforts for all programs are well underway. Programs are regularly discussed with shareholders, the information on whom is available on the official web page. Suggested changes, emerging in line with shareholder opinions, are presented to the Dean as per a resolution by boards of departments. Programs are improved where needed, in line with shareholder requirements. This sometimes means the addition of new courses, mandatory or elective, to programs.

For example, the Minutes of the Education Committee of the School of Business and the Minutes of the Software Engineering Meeting on Continuous Improvement, January 11, 2021 (B.1.1.Yazılım Mühendisliği Sürekli İyileştirme Komitesi Toplantı Notları.docx) should prove that the processes are followed and improved. The continuous improvement procedures of the School of Engineering are summarized with the presentation available at "B.1.1.Surekli_İyilestirme_Sunum.pptx". A sample proposal regarding a certain change conveyed to the Dean as per a Department Board resolution is available at B.1.1.iyilestirme-BölümKurul_Kararları.pdf, and the relevant school board resolution where the change is approved is available at B1.1.MüfredatGüncellemeleri-07sayı12.08.2020tarihliFakülteKurulKararı.docx.Similarly, the MÜDEK interim report of the Department of Computer Engineering dated July 1, 2021 (B.1.1.Bilgisayar Mühendisliği_Ara_Rapor_Temmuz_2021.pdf) in Annex I.G (pages 68-77) includes the Evaluation Report for 2019-2020 on the program by the Continuous Improvement Committee.

Furthermore, different practices have been implemented in the Pandemic period so that the designed programs may progress effectively. With the Pandemic period starting in March 2020, Atılım University switched to distance education by April 2020, without missing a beat. Summer school courses also went online, to match the requirements of the period. In the Summer School period, faculty members received training in effective utilization of measurement and evaluation in online courses, and the education management system.

With the nature of and the number of students participating in programs in mind, the Fall semester of 2020-2021 saw *a combination of practices in distance-hybrid-formal education.*
- Courses with a small population of participants, such as electives or practical courses, were presented face-to-face, while more crowded courses, such as service courses, were online. Less crowded courses that were mandatory for their relevant programs were offered in a hybrid manner, combining these two methods (University President's Announcement on the 2020-2021 Spring Semester). The course timetables present the fact that these three instruction methods were indeed in place.

Below are certain pieces of evidence regarding the unique approaches and practices developed by the institution in addition to the standard practices and legislations:
- The regulations on switching to distance education during the COVID-19 pandemic were planned as per senate resolutions.
- The ISE432 – Innovations and Entrepreneurship in Information Technology multidisciplinary course initially began as a face-to-face course in Fall 2020, but to respond to the meet the high demand from students, the course continued online. The exams were held face-to-face. The relevant course announcement is available at B.1.1 ISE432 2020 Sonbahar Karma Ders.png.

- Informative presentations on distance education (DE), as well as senate resolutions and regulations on the practices, planned and in place, and changes in certain issues and regulations were organized by the President and the Deans of Atılım University.
- All classrooms were decked with IP camera and microphone systems to support online and hybrid courses during the switch to distance education, and a manual was released on the utilization of these systems, proving that the process was handled in an organized manner.
- Furthermore, all personnel were briefed on how to use the Zoom software. Various announcements were also made on the utilization of the relevant software. Students were also informed accordingly.
- Aside from these, faculty members attended various training sessions and seminars to ensure a quality progression of education in programs.

The following documents are presented as evidence from various units and departments:
B1.1.UzaktanEğitimDuyurular-24 Mart.docx
B1.1.UzaktanEğitimDuyurular-24March_v3.docx
B1.1.UzaktanEğitim-Senato Kararı 19.03.2020-06.docx
B.1.1 Zoom_Kullanım_Kılavuzu.pdf
B1.1. Covid-19 Anket Çalışması.docx
B1.1 Online Learning Perceptions of Students amid COVID-19 Pandemic in Higher_JCHE.pdf
B.1.1. Hemşirelik Bölümü Güncel Müfredatı.xlsx
B.1.1 Temel İngilizce Bölümü.docx
B.1.1.Uluslararası Ticaret ve Lojistik Paydaş Görüşleri.docx
B.1.1. Bölüm Eğitim- Öğretim Komisyonlarına Öğrenci Katılımı-İç Paydaş- Fakülte Kurul Kararı .pdf
B.1.1.Yeni Seçmeli Ders Açılması Kararı.pdf
B.1.1. MDB ENG102 Course Evaluation Form.doc
B.1.1. MDB ENG302 Course Evaluation Form.docx
B.1.1. Programların Tasarım ve Onayı Yönetsel_GSTMF.docx
B.1.1. Programların Tasarımı ve Onayı_GSTMF.docx
B.1.1. TYYÇ Uyum_GSTMF.docx
B.1.1. Üniversite Program Değerlendirme ve Akreditasyon Komisyonu.docx
B.1.1. Programların Tasarım ve Onayı_İç Mimarlık_Çevre_Tasarımı.docx
B.1.1.Endüstri Mühendisliği-8.Mezun Danışma Kurulu Toplantı Notları.docx
B.1.1.Endüstri Mühendisliği-Sektör Danışma Kurulu 5. Toplantı Notları.docx
B.1.1. Özgün Yaklaşım ve Uygulamalarına İlişkin Kanıtlar_GSTMF.docx
B1.1. Program Amaçlarının Belirlenmesi- İç Paydaş Görüşü.docx
B.1.1.iyilestirme-BölümKurul Kararları.pdf
B.1.1.Kamerali_Sinif_Derse_Baslangic.pdf
B1.1.KarmaDersProgramı-MühendislikFakültesi-IE3.png
B1.1.MüfredatGüncellemeleri-07sayı12.08.2020tarihliFakülteKurulKararı.docx
B1.1.Program Amaçları TTYÇ İlişki Örnekleri.docx
B1.1.Surekli_İyilestirme_Sunum.pptx
B1.1.Süreçler.xlsx
B1.1.UzaktanEğitim-Bilgilendirme Süreci_16-Nisan-2020.pptx
B1.1.UzaktanEğitim-Bilgilendirme Süreci_18-Haziran-2020.pdf
B1.1.UzaktanEğitimDuyurular-14 mayıs.docx
B.1.1. Hukuk Fakültesi Müfredat Ön Hazırlık Komisyonu Görevlendirmesi.pdf
B.1.1. Hukuk Fakültesi Müfredat Ön Hazırlık Komisyonu Müfredat Çalışması Örneği.xls

B.1.1. Müfredat Değişikliği Dış Paydaş (Mezun) Toplantı Notu.docx
B.1.1. Müfredat Değişikliği Dış Paydaş (Türkiye Adalet Akademisi) Toplantı Notu.docx
B.1.1 Müfredat Değişikliği Rektörlük Toplantısı Bilgi Notu.docx
B.1.1. Ek.8 GSOD Öğrenme Çıktılarının Analizine Yönelik Anket Sonuçları.pdf
B.1.1 Bölüm_Kurulu_Kararı_20_09_2021.docx

At Atılım University, we maintain our course distribution structure in line with the legislations and our current needs. As seen in the manual prepared within the scope of the efforts for harmonization regarding the Bologna process, the distribution equilibrium of program courses were adjusted to include elective courses by 25%. The course distribution equilibriums for accredited courses are especially presented in detail with shareholders in self-evaluation reports. Course distribution equilibriums for other programs have also been calculated, and matched with program education outputs via curriculum maps available in the Bologna course information catalog. Main courses, as well as departmental and non-departmental electives have been planned to provide students with the information, skills, and behaviors required to achieve the competencies for their programs. The effect of this equilibrium on achieving program outputs is presented with relevant matrices.

The pool of departmental elective courses are subject to constant updates and expansion. Atılım University has a mandatory or elective course on "Sustainability", today's prominent concept, in both English and Turkish-medium programs. Students of other Atılım University schools now have the option to attend to courses on Entrepreneurship and 21st-Century Competencies. Furthermore, with their practices aiming to aid students in reaching cultural depths, non-departmental electives are available under the Department of Elective Courses. Events that prove the availability of opportunities for students to attend to non-academic activities are also planned and held. The course titled ISL 303 - Managerial Skills for the 21st Century has been added in Turkish and English to the elective courses pool, in addition to its relevant learning outcomes being added to program to support the competencies of the 21st Century. Furthermore, courses such as Business Simulations, Digital Age and Industry 4.0 have been opened to support these competencies.

Program courses are distributed *in a way that presents students with opportunities to learn about various disciplines.* For example, the course on Entrepreneurship *by the Department of Business Administration* is planned in a way that supports teamwork by students from various departments. This course is among many others from different Atılım University schools where students from different disciplines join forces in different projects together. Programs include multi-disciplinary courses, presenting students with opportunities to work and conduct projects with other students from various disciplines. Some of these multi-disciplinary courses are MAN477 Business Simulations, and MECE422. Student projects and project reports may be presented to paint a picture, in relation to this course.

Similarly, one of the electives pools of Engineering departments (MÜDEK-accredited departments) is reserved for multi-disciplinary courses. The courses in this pool are divided into two or more sections. Within the scope of the course, students carry out project studies as a team with students from different disciplines throughout the semester, and get to know these different disciplines better, as they collaborate. The School Board resolution regarding the addition of these courses to the curriculum of Engineering departments is available at "B.1.2.CokDisiplinliDerslerinMufredatlaraEklenmesi-02 FKK 20.05.2019.docx". The resolutions   at   "B1.1.MüfredatGüncellemeleri-07sayı12.08.2020tarihliFakülteKurulKararı.docx" constitute an example regarding the changes

that parts of our curricula underwent. Some of our multi-disciplinary courses are ENE303, MECE422 (B1.2.ÇokDisiplinli-MECE 422_Syllabus.pdf), and ISE432. The sample reports and evaluations produced by students from different disciplines within the scope of the aforementioned courses are available at "B.1.2.ÇokDisiplinli-MECE 422 Proje Grubu_1_2.docx", "B1.2.ÇokDisiplinli-MECE422_Team_1_2_Final Report.pdf" and "B.1.2.ÇokDisiplinli-ENE303 - Multidisciplinary Project - Group 7.pdf

Pieces of evidence on the maintenance of course distribution in the announced course information packs:
- The file "B1.4.EndüstriMühendisliği-DersDağılımDengesi.pdf" paints a picture regarding the distribution of the ECTS values of courses in the curricula.

In addition, links to three programs are presented below:
- Program on Information Systems Engineering
- Program on Computer Engineering
- Program on Software Engineering

The following documents are presented as evidence from various units and departments:

B.1.2. Bilişim Müfredatlar.docx
B.1.2.CokDisiplinliDerslerinMufredatlaraEklenmesi-02 FKK 20.05.2019.docx
B.1.2.ÇokDisiplinli-ENE303 - Multidisciplinary Project - Group 7.pdf
B.1.2.ÇokDisiplinli-MECE 422 Proje Grubu_1_2.docx
B1.2.ÇokDisiplinli-MECE 422_Syllabus.pdf
B.1.2.ÇokDisiplinli-MECE422_Team_1_2_Final Report.pdf
B1.2-B1.4-Akreditasyon Dönemindeki Değişiklikler Ocak 2017.pdf
B1.2. SBF Hemşirelik 2021 Ders Dağılım Tablosu.pdf
B.1.2 Dünya Su Günü.JPG
B.1.2 İşletme Ders Dağılım Dengesi.docx
B.1.2 işletme Ders Dağılım Dengesi-Türkçe.docx
B.1.2. Ders Dağılım Dengesi İç Mimarlık.docx
B.1.2. Ders Dağılımına İlişkin İlke Yöntemler_GSTMF.docx
B.1.2. GSTMF Program Ders Dağılım Dengesi.docx
B.1.2. Program Ders Dağılım Dengesi GSMTF Mimarlık.docx
B.1.2. SBF Bölümleri Ders Dağılım Tablosu .docx

Course outcomes are systematically matched with the outputs of all programs. Due to the strategic planning process in place at Atılım University, programs of all schools remain prepared in anticipation of accreditation procedures. All courses are matched with their relevant program competencies. Each course outcome is also matched with the relevant program output. The excel chart for the course titled ISL 213 - Organization Theory presents a relevant example. Additionally, sample course outcomes and program outputs of different schools may be presented as examples. Compliance charts on course outcomes and program outputs are available in the self-evaluation reports of accredited programs. While the programs with actual applications for accreditation (such as Public Relations and Advertising, International Trade and Logistics, Business Administration (Turkish), and Business Administration (English)) are subject to extensive preparations, efforts are also underway to keep other programs prepared for accreditation processes.

[The form presented in relation to programs already accredited or in preparation for accreditation](#) constitutes evidence on *pairing program outputs with course outcomes*, and *monitoring and improving the harmony of course outcomes with program outputs*. [The educational purposes of programs](#), and the [program outputs](#) to help achieve these purposes have been determined and paired together. [Outputs](#) of each course in department curricula have been matched with program outputs, and the total of success results of course outputs are [used to calculate course success](#) for each program output at the end of each semester. Each course output is matched with outputs of grading methods for the relevant course [(midterms/ finals/ projects/ quizzes etc., for each question in each method)](#) to allow for calculation through scoring these outputs. In addition, program contents are constantly evaluated and improved through graduate, employer, and sector evaluation surveys. Plus, plans for departments without any accreditation associations regarding pairing program outputs and course outcomes, monitoring and improving the harmony between course outcomes and program outputs have been made with all departments, with the [work calendar](#) shared with relevant individuals. The relevant schools and accreditation associations have received [reports](#) of the efforts within programs towards constant improvements.

The relationship between course outcomes and program outcomes ([B.1.3.DersKazanımı-ProgramÇıktısı-ProgramAmacı-DeğerlendirmeAkışı-IE.doc](#)) is summarized in the evidence files presented. A similar, and recent, example is available, from Mechatronics Engineering ([B1.5.Mekatronik_MÜDEK_ÖzDeğerlendirmeRaporu_Revize_30.12.2019.pdf](#)). The document "B1.3.EE Bölüm Kurul Tutanak.pdf" provided below constitutes evidence for our improvement studies. In addition, the documents "[B.1.5-MüfredatDersÇıktısıİlişkileri-ÖlçümSistemi-IE323_Course_File..pdf](#)" and "[B.1.5-İyileştirme-DersBazlıÖnlemler-EndüstriBölümKurulu.pdf](#)" attached to Section B.1.5., and the current MÜDEK self-evaluation report from the Department of Mechatronics Engineering ("[B1.5.Mekatronik_MÜDEK_ÖzDeğerlendirmeRaporu_Revize_30.12.2019.pdf](#)") all constitute proof in this regard. These pieces of evidence are also available below.

The following documents are presented as evidence from various units and departments:

[B.1.3.DersKazanımı-ProgramÇıktısı-ProgramAmacı-DeğerlendirmeAkışı-IE.doc](#)
[B.1.3.EK-1_PÇ_Değerlendirme_2021.docx](#)
[B.1.3.EK-3_2020-21_Yeni Mezun.docx](#)
[B.1.3.EK-4_2020-21_ÖğKarHedef.docx](#)
[B.1.3.EK-5_2020-21_MezKarHedef.docx](#)
[B.1.3.EK-6_2020-21_KurKarHedef.docx](#)
[B.1.3.Yazılım Mühendisliği Müdek.docx](#)
[B.1.3 Ders Kazanımı-PÇ- ISL213-PÇ.xlsx](#)
[B.1.3 İşletme Fakülte Akreditasyon İş Takvimi.xlsx](#)
[B.1.3 KAM 303 Sınav Soruları-Ders Çıktıları-Program Çıktıları İlişkisi Matrisi.xlsx](#)
[B.1.3 Hemşirelik Bölümü Seçmeli Ders Bologna Bilgileri ve Program Çıktıları ile Uyumu.pdf](#)
[B.1.3 MAN416-PÇ.xlsx](#)
[B.1.3 Tour 213 Ders Kazanımı-PÇ.xlsx](#)
[B.1.3 Tour Program Çıktıları-Öğrenci.docx](#)
[B.1.3. Hukuk Fakültesi Program Çıktıları Tablosu.xlsx](#)
[B.1.3. MED181 Fizyoloji dersi Bologna Bilgileri- Hemşirelik Bölümü Program çıktıları ile uyumu.docx](#)
[B.1.3 Ders Kazanımları PÇ uyum Mimarlık.docx](#)

[B1.3 ÖDK_Değerlendirme Raporu.docx](#)

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.

- Student workload credits have been determined and [shared](#) with our shareholders for all programs.
- Student workload credits also include the [cooperative education program](#), a program that sets an example for professional practice. The [Cooperative Education Manual](#) and the relevant [directive](#) detail the process. In addition, exchange programs such as the Erasmus program, as well as internship periods and projects, are all included in student workload calculations.
- Students were [involved](#) in the determination of the workloads for their programs.
- A [diploma supplement](#) is issued to Atılım University students as a result of the studies regarding the Bologna process.
- Studies regarding the updates on workload-based credits in line with the feedback received are carried out systematically for the programs undergoing accreditation processes, and as a result of a student ECTS evaluation study, the value of 1 ECTS credit has decreased from 30 to 25.
- Certain [defined procedures](#) are in place to allow for transfer and recognition of workload-based credits.
- The [School Board](#) decisions regarding the curriculum arrangements of the departments to implement the Cooperative Education Program are available in their respective files. The Cooperative Education Curriculum and its contents are presented on a program basis.
- Information on [Cooperative Education](#) may be accessed both from the web site of the Career Planning Office and from the [web pages of departments](#).

Internship, or hands-on vocational training opportunities are available:
- The School Board resolutions regarding the curriculum arrangements of the Engineering departments to implement the Collaborative Education Program, as well as the Collaborative Education Curricula of these Departments, and their content, are presented in the following evidence.

[The list of departments that execute Cooperative Education](#) under the School of Engineering, and details on our [contracted companies](#) in this regard, are available via the links provided.

At the School of Medicine, internship and practical learning opportunities are available, and enough students are evaluated within the framework of workload and credits. In this context, the ECTS information packages provide details on internship studies to be conducted by students at the end of their fourth and fifth years, and the internship exam ([Exams, Evaluation, and Grading](#)). The diversity that emerges through distance education is also taken into account

in the design based on student workload. Different education methods are the case in this regard (problem-based learning, team-based learning, case-based learning, student panels, clinical skills, professional skills, laboratory practices, etc.) (B.1.4. Tıp Fakültesi 2020-2021 Komite Bilgilendirme Kitapçıkları.pdf).

The following documents are presented as evidence from various units and departments:

B1.4.EndüstriMühendisliği-DersDağılımDengesi.pdf
B.1.4.Mühendislik_COOP Uygulaması.XLSX
B.1.4.Ortak Eğitim Yönergesi.pdf
B.1.4.OrtakEğitim-Müfredatlar-FakülteKurulKararı 02 05.02.2018.docx
B.1.4.OrtakEğitim-Örnek Başarı Belgesi.pdf
B.1.4.OrtakEğitim-Örnek Firma Bilgilendirme Çalışma Programı Yazısı.pdf
B.1.4.OrtakEğitim-Örnek Öğrenci Çalışma Programı Örneği.pdf
B.1.4 MDB Bahar ENG302 Bologna- İş Yükü Dağılımı.docx
B.1.4 Öğrenci AKTS değerlendirme Formu.docx
B.1.4 Öğrencilerce derslere verilen AKTS değerleri.xlsx
B.1.4. Hemşirelik Bölümü- ECTS Öğrenci Görüşü- End-of-Course Evaluation 2021.pdf
B.1.4. Öğrenci İş Yükü Mimarlık.docx
B.1.4. Öğrenci İş Yüküne Dayalı Mimarlık.docx
B.1.4. Ombudsman Dostu Hukuk Kliniği Tavsiye Kararı Taslağı.docx
B.1.4-Akreditasyon Dönemindeki Değişiklikler Ocak 2017.pdf

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. The relevant tables are prepared even for departments currently awaiting accreditation under the School of Business (See also: B.1.3 - KAM Course outcome - program output matrix). Relevant commissions of the departments convene in line with the data obtained from these, and similar, structures. Measurement-evaluation or continuous improvement commissions inform their units on the data collected, and conduct improvement/ update studies. In addition, each unit regularly convenes with its internal and external shareholders every year. Internal and external shareholders are involved in improvement efforts, and their opinions finalize decisions.

Each unit collects data on where and what graduates do in 3 to 5 years after graduation in order to measure the level of achievement of the program goals. The data is collected by the unit itself, or by the alumni office in some units. The commissions of the units responsible for the shareholders regularly collect data, ensuring that the shareholders take an active role in continuous improvement efforts. For example, the graph showing the achievements of the

Department of Business Administration graduates (B.1.5 Achievement of program objectives) shows that these processes are followed at each unit, regardless of accreditation.

In addition, department measurement-evaluation and continuous improvement commissions share statistical data about education with the department, and it is ensured that improvements are made in line with these data. Data such as the list of courses opened and closed at each school, success status reports, and student exmatriculation are collected regularly and used in decision-making processes.

Our university is proportionally the university with the most accredited programs in Türkiye. In accordance with our strategic plan, each unit has started, and continues, accreditation studies. As a result of this process, our Department of Public Relations and Advertising under our School of Business has been accredited, and our Programs on Business Administration (Turkish), Business Administration (English) and International Trade and Logistics are under evaluation.

There is an internal quality assurance system established in our university, these processes are also controlled from the central units with the quality commission and strategic plan studies. Meetings are held, improvement efforts are carried out.

Interim reports prepared by the Departments of Tourism Management, Computer Engineering, and Software Engineering on program monitoring and updating include samples to constitute proof. The relevant documents are provided below. These programs also have a PO calculation system. The user guide for the system is presented at "B.1.5.PÇ-Sys-CMPE-SE.pdf". The minutes of the graduate and industry advisory board meetings held by the Department of Industrial Engineering are presented below.

Within the scope of the accreditation studies on Harmony among curricula, teaching methods, and measurement and evaluation (Pieces of evidence that the measurement and evaluation process is monitored and improved), as well as on *Reliability analyses on evaluation processes*, and based on the evaluation system where program purposes and outputs are paired with course outputs, all questions asked within the scope of each course are used to calculate the success of the course outcomes and the relevant program outcomes at the end of each semester, with necessary plans underway to allow for constant improvement. Self-evaluation reports present that measurement-evaluation processes are monitored and continuous improvement procedures are followed. As an example, the relevant sections of the self-evaluation report summarize the efforts to achieve continuous improvements. A sample Committee feedback report from the programs awaiting accreditation may also be presented as an example of monitoring and improvement studies.

Although the programs that currently hold, or are awaiting accreditation differ regarding the post-semester course evaluations for self-evaluation reports and departments; regular monitoring and improvement studies that rely on the feedback from advisory boards of elements such as sectors, graduates, and employers, and the data from regular surveys attended by graduates, employers, and so forth; are performed for all programs, following the sample work flow provided. Within this framework, question-based evaluations are performed at micro-levels for each course.

Accredited Atılım University departments have [Measurement-Evaluation and Continuous Improvement Boards.](#) New graduates are asked to complete surveys to evaluate program outcomes, and a large matrix is prepared using the survey results of new graduates, former graduates, and employers. The Measurement and Evaluation Board prepares the data every year, and the outputs that are 2 or less out of 5 are reviewed, and regulated. The Continuous Improvement Board ([an example](#)) ensures continuous improvements on these programs by making the necessary updates in line with the data.

Atılım University tracks the [harmony between its mission and vision](#), and the educational purposes of departments; and performs updates in line with its mission and vision, [taking the current educational developments into consideration](#). Studies are underway across the entire university, and the process sees improvements with every [self-evaluation](#) report. Meanwhile, the cycle of [evaluation](#), control, and constant [improvement](#) continues, with emerging changes and results undergoing [evaluation](#) procedures.

The following documents are presented as evidence from various units and departments:

[B.1.5.SınavProsedürü-COVID-Dekanlık Email.png](#)
[B.1.5.SınavProsedürü-COVID-Ek Önlemler.docx](#)
[B.1.5-İyileştirme-DersBazlıÖnlemler-EndüstriBölümKurulu.pdf](#)
[B.1.5-MüfredatDersÇıktısıİlişkileri-ÖlçümSistemi-IE323_Course_File..pdf](#)
[B.1.5. Pearson Assured Approval Certificate-2020-21.pdf](#)
[B.1.5 İşletme Program Çıktılarına Ulaşma İstatistikleri.docx](#)
[B.1.5 İşletme Program Eğitim Amaçlarına Erişme.docx](#)
[B.1.5 Siyaset Bilimi İzleme Güncelleme bölüm kurul kararları.docx](#)
[B.1.5 Sosyal Bilimler Kaydı Silinenler Listesi 2021.xlsx](#)
[B.1.5.İşletme Programların izlenmesi.docx](#)
[B.1.5_Sürekli İyileştirme Turizm..docx](#)
[B.1.5. Hemşirelik Bölümü-Program Çıktıları Değerlendirme Ölçekleri.docx](#)
[B.1.5. MDB 2020-2021 Öz Değerlendirme Raporu.docx](#)
[B.1.5. Program Yeterliliklerinin İzlenmesi- Bölüm Toplantı Kararı .pdf](#)
[B.1.5. Miak Programların İzlenmesi Güncellenemsi.docx](#)
[B.1.5. Mimarlık İyileştirme.docx](#)
[B.1.5. İyileştirme Duyurusu.docx](#)
[B.1.5. Program Amaçlarına Erişme.docx](#)
[B.1.5. Kurumun İhtiyaçları Doğrultusunda.docx](#)
[B.1.5. Çocuk Hakları ve Çocuk Ombudsmanı Seçmeli Dersi.pdf](#)
[B.1.5.Ankara Barosu 2018 Protokolü.pdf](#)
[B.1.5.Bilgisayar Müh_ARapor_Temmuz2021.pdf](#)
[B.1.5. Ankara Barosu 2021 protokolü.pdf](#)
[B.1.5. Ankara Barosu Görevlendirme.pdf](#)
[B.1.5.Endüstri Mühendisliği-8.Mezun Danışma Kurulu Toplantı Notları.docx](#)
[B.1.5.Endüstri Mühendisliği-Sektör Danışma Kurulu 5. Toplantı Notları.docx](#)
[B.1.5.PÇ-Sys-CMPE-SE.pdf](#)
[B.1.5.Yazılım Mühendisliği MÜDEK.docx](#)
[B1.5.DersÖlçmeDeğerlendirme-MECE 447 Fall 2019-2020 Course File v2.xlsm](#)
[B1.5.İyileştirme-Endüstri Sürekli İyileştirme Prosedürü.png](#)

B1.5.KronikRahatsızlığı OlanÖğrencilereSınavlarınUzaktanYapılması.png
B.1.5.Mekatronik_MÜDEK_ÖzDeğerlendirmeRaporu_Revize_30.12.2019.pdf
B1.5.SınavGüvenlik-IE-222 Online Sınav Prosedürü.pdf

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 stakeholders of education are defined.

In accordance with the Bologna process, the principles, and the schedules are determined throughout the institution regarding the activities of designing, executing, evaluating and updating the education programs. The Program Evaluation and Accreditation Project carried out by the higher management of the University and the departments that do not have an Accreditation Association, have been updated in the educational objectives and outputs of the program.

Learning outcomes, curricula, methods of presentation (formal, distance, hybrid, open), teaching methods and the measurement-evaluation harmony of programs, and the coordination of all these processes, are tracked by the higher management. There are organizational structuring and work flow charts for the management of education processes. The principles, rules and schedules regarding the management of education processes, and those on measurement and evaluation, are definite. As evidence for this criterion, see the relevant pages of Regulations on Associate and Undergraduate Degree Education and Examination, and also our Academic Calendar for exam dates and grade entries. The university uses ATACS as its Information Management System, and has an announcement system for announcements on its courses and exam programs. The documentation below proves our unique approaches and practices developed by the institution in line with our needs, as well as that we monitor and improve the management of education processes, in addition to standard practices and legislations:

- B.1.6. Sınıfların Kamera ID.xlsx
- B.1.6 İşletme_ve_Tüm_Ünv_Açılan_Dersler_Raporu_21022022 _Rektörlük Onayı_28022022.xlsx

- B.1.6.Yazılım Mühendisliği Sürekli İyileştirme Komitesi_11_01_2021.docx
- B.1.6 İşletme Fakültesi Derslere Katilim Oranı.xlsx
- B.1.6.Yazılım Mühendisliği Sürekli İyileştirme Komitesi_11_05_2021.docx
- B.1.5.Bilgisayar Müh_ARapor_Temmuz2021.pdf (Pages 68-77)

As the evidence presents, quantitative and qualitative measurements on data such as the number of courses opened, the condition of the classrooms are performed, and there are unique approaches and practices developed in line with the needs of the institution. For students in special situations, we provide facilities, such as opening courses for one or two students (See also: B.1.6 İşletme ve Tüm Ünv Açılan Dersler Raporu_21022022 _Rektörlük Onayı_28022022.xlsx).

Under "Education", an area of strategic priority within the framework of the studies for the 2020-2024 Strategic Plan, a specific strategic purpose/target and performance indicators regarding the creation of a "learning and teaching center" have been defined. An independent unit to work on the subject has been established, the relevant directive has been prepared and entered into force with the Senate Resolution no. 12, dated 24.07.2020. The unit director was appointed via the Electronic Document Management System, on the basis of "Document Date and Number: 19/08/2020-4921". It was also decided that the measurement and evaluation processes of the University would be performed under this unit.

Useful information (such as various pdf help files), instructional videos, frequently asked questions, etc. that both our academics and students may need, have been prepared in accordance with the necessary access/authorization mechanisms over the Atılım University Learning Management System.

The process improvement project carried out within the university may be regarded as a separate additional evidence for this criterion. Details are available in the resources below for readers who would like to view a representation of the academic and administrative indicators, studies, and outputs on the topic.

The following documents are presented as evidence from various units and departments:

B.1.6 İşletme Fakültesi Derslere Katilim Oranı.xlsx
B.1.6 İşletme Fakültesi Hybrit Eğitim Değerlendirme Anketi.docx
B.1.6. Sınıfların Kamera ID.xlsx
B.1.6 İşletme ve Tüm Ünv Açılan Dersler Raporu_21022022 _Rektörlük Onayı_28022022.xlsx
B.1.6.Ek-4 MMR Studyo Dersleri Donemsel Islemleri Surec Formu.docx
B.1.6. Organizasyonel Yapılanma İş Akış Şemaları.docx
B.1.6. Eğitim ve öğretim süreçlerinin yönetimine ilişkin izleme ve iyileştirme kanıtları.docx
B.1.6.Ek.1 MMR Yonerge 02_Ders Bilgi Dosyasi & Ders Bilgi Formlari.doc
B.1.6. Ek.3 MMR Yonerge 01_Donem Basi&Sonu Takvimi_Uyg Dersler.docx
B.1.6.Bilgisayar Müh_ARapor_Temmuz2021.pdf
B.1.6.PÇ-Sys-CMPE-SE.pdf
B.1.6.Yazılım Mühendisliği Sürekli İyileştirme Komitesi_11_01_2021.docx
B.1.6 Eğitim Öğretim Üst Yönetim Koordinasyon Ders Yükü.docx
B.1.6 İşletme Örgütsel Yapı.docx
B.1.6 MDB Ölçme Değerlendirme İş Akış Tablosu ve Takivimi.docx
B.1.6 ProgramDegerlendirmeKomisyon_ToplantiNotlari_4_23022021.V.1.1.docx

B.1.6. Hemşirelik Bölümü-Müfredat Degisikligi Talebi Gerekçesi.pdf
B.1.6. MDB Bahar 2020-21 Bölüm Çalışma Planı.docx
B.1.6. EK.1 GSTMF GÖREV VE ÇALIŞMA ESASLARI YÖNERGESİ.pdf
B.1.6. Tıp Fakültesi İyileştirmeye Yönelik Toplantı Tutanagı.pdf

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.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.

Bologna forms prepared for each course in accordance with the Bologna process require lecturers to specify "teaching methods and techniques". Effective education seminars held every six months, and the special practices in place at schools support student-oriented learning and teaching at Atılım University. This mechanism includes approaches that are suitable for the nature of that discipline and that are student-centered, competency-based, process and performance-oriented interdisciplinary, integrative, case/practice-based within all types of education (formal, distance, hybrid). The peer education model that we implement focuses on learning, student interest, motivation and commitment rather than knowledge transfer as in the flip learning model. Participation of students in research processes at associate, undergraduate and graduate levels is supported by curricula, methods and approaches. For example, Research Methods is a compulsory course in the curricula of Economics, and Public Relations and Advertising, ensuring that students are involved in the research process. Also, drawing upon the fact that doctorate degree students have scientific research requirements for graduation, we also support students in learning environments and enable them to gain research competencies. All relevant units make evaluations by making systematic measurements on the implementation and control of processes, and by taking the necessary precautions.

Student-centered teaching approaches are quite commonly-used at Atılım University. To support this process, the University held seminars for our faculty members. Discussions were made on the manners to enhance course instruction methods and strategies in line with course context in School meetings. For example, for the course "Organization Theory", the peer-led team learning method was used. In fact, the method is still in use. *The fact that courses are instructed with student-centered instruction methods* may be inferred from the course information packages.
- New methods such as Flipped Classroom, Peer Learning, and Learning by Doing have made their way into course instruction at the university.
- Training sessions and seminars on the current methods in teaching are organized by the Learning-Teaching Center.
- "Sharing the Success" is a program in place to support student progression.
- The relevant processes are monitored by the Office of Dean of Students.
- The "50 Outstanding Students" program is in place to encourage students towards academic and social responsibility issues.

As for the *defined processes and practices regarding active and interactive teaching*, and *student-centered learning and teaching methods*;

- Processes related to active and interactive teaching and student-centered learning-teaching methods are defined in Directive on Cooperative Education at Atılım University.
- The student-oriented activities by the Department of Public Relations and Advertising under our School of Business are announced on their official web page. The department also evaluates student activity within the measurement and evaluation system.
- A sample Flipped Classroom course (EE 316/301) is available at https://www.youtube.com/channel/UCIXaaH7DYAj_uRLzckn-GaQ.
- As a sample practice for the learning-by-doing approach, the list of students taking part in the Metal Forming Excellence Center Working Student Program between 2017-2019 is provided at "B.2.1.YaparakÖğrenme-MŞMM Çalışan Öğrenci Listesi.docx".
- In some departments, such as Industrial Engineering, students are required to complete graduation projects lasting 2 semesters at external companies in their 4th year, working on an actual problem and its solution. The relevant courses are detailed at "B.2.1. IE401 Syllabus.pdf" and "B.2.1. IE402 Syllabus.pdf", with the expectations from students summarized at "B.2.1.IE401-IE402 Project.pdf".
- Within the scope of the course "ISE515 – Process Analysis and Improvement", students have contributed to the process improvement projects being carried out at Atılım University with their own projects and have had real project experience. The course syllabus is available at B.2.1.CourseSyllabus_ISE515_Spring2021.pdf, and final reports of course students may be viewed at B.2.1.ISE515_The Final Report of the Project.
- A pool of multidisciplinary courses has been created within the School, to provide students with the experience of working in multi-disciplinary teams in real life. Semester and quota information on these courses are available at "B.2.1.Bahar 2020-2021 Acilan CokDisiplinli Dersler.xlsx", and "B.2.1.Güz2021-2022AcilanCokDisiplinliDersler.xlsx".
- Internships
- The student-centered practices of the course MAN206.
- The list of student peers participating in the Peer-Led Team Learning program, working under the School of Business in the Years of 2018-2019 and 2020-2021.
- A sample case study used in peer teaching
- Practices performed at the relevant departments at the institution for the students of departments such as Public Relations and Advertising, and Business Administration,
- Law clinics,
- "Model Parliament", performed in the course titled "Turkish Parliamentary Law".
- In addition to traditional techniques, student-centered learning techniques are also applied at the School of Law. For this purpose, we work to create opportunities for our students to experience actual legal practices in their courses. For example, on 24.12.2021, our School of Law students visited the Constitutional Court within the scope of their course on Constitutional Justice. Orientation activities are organized in order to monitor the education and learning processes of the students, to receive their feedback, to determine their needs and to make improvements. Our students undergo process-oriented evaluation also in their Seminar course which aims to provide students

with research, presentation and writing skills, and which is included in the elective course groups in both semesters in the 3rd year. In this course, students choose a topic and write an article on it for 14 weeks.

The following documents are presented as evidence from various units and departments:

B.2.1.IE401-IE402 Project.pdf
B.2.1. IE401 Syllabus.pdf
B.2.1.ISL 213-Gruplar ve Liderler.xlsx
B.2.1.İşletme Fakültesi Çalıştay I.pptx
B.2.1.MAN 213-PLTL_Unit 5_Interorganizational Relationships.docx
B.2.1.Öğrenci Odaklı Öğretim Yöntemleri, Eğitim Teknolojileri.pptx
B.2.1.Öğretme_Öğrenme Merkezi Seminer Duyurusu.docx
B.2.1.Role Play Uygulaması.docx
B.2.1.Uzaktan Eğitim Yetkinlikleri Sertifikası.pdf
B.2.1.YaparakÖğrenme-MŞMM Çalışan Öğrenci Listesi.docx
B.2.1 YDO My Own Club.xlsx
B.2.1. MDB ENG202 Flipped Learning Kullanımı.docx
B.2.1. MTT Instagram Söyleşileri.docx
B.2.1. Ozgun Baskı Calistayi.docx
B.2.1. YDO DBE TV 21T2 Programı Öğrenci Duyurusu.pdf
B.2.1. İç Mimarlık 17. IBBT Afiş.jpg
B.2.1. Grafik Söyleşi.jpg
B.2.1.2020 Lider Listesi.docx
B.2.1.Akran Liderlere Eğitim.jpg
B.2.1.EğitimdeYeniYöntemlerSunumu.pptx
B.2.1.Extending Peer Led Team Learning to Management Education.docx
B.2.1 UE Seminerleri 29_04_2021 Akran Liderli Takım Öğrenmesi.pptx
B.2.1. Hemşirelik Bölümü- Etkileşimli Öğretim Yöntemi Örnekleri.pdf

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.

The principles and rules regarding the measurement and evaluation system are specified in the Atılım University Associate and Undergraduate Education and Examination Regulations. The institution has a holistic measurement-evaluation system. Main principles and rules are defined for measurement-evaluation, there are many directives and regulations on this subject. Documents such as Directive on Education at the School of Medicine, Directive on the School of Medicine Education Board, Regulations on Education and Examination may provide examples to this. In addition to these, information on the programs at schools are regularly provided to the deans to provide for an effective measurement and evaluation process. Departments were briefed on rubrics to be used in their programs for assignments and projects. Sample rubrics were shared. Distance education and hybrid education processes also progress in line with the regulations mentioned. Flexibility was provided in examination numbers and weights. Faculty

members took the initiative to adjust their syllabuses accordingly. The relevant senate resolution may be viewed.

Examination security mechanisms:
- Security precautions regarding examinations are implemented within the framework of the Regulations on Student Discipline in Higher Education Institutions, and examination sessions are supervised by at least one proctor. As for face-to-face examinations during the COVID-19 Pandemic, precautions as per the e-mail by the Dean, and additional measures, have been taken.
- In addition, the way in which exams are sat has been announced on the official web page of schools.
- Details on examination implementation, preparation, and evaluation processes are available.

Mechanisms for special types of evaluation, such as exams for disadvantaged groups and online exams:
- Exams went online for students with chronic illnesses during the COVID period. The e-mail by relevant deans should provide details.
- Office for Students with Disabilities
- In order to support the process, seminars on alternative approaches to be used in measurement and evaluation in hybrid and distance education processes were also organized with the participation of all academic staff.

Sample exams for formal/ distance/ hybrid courses (proving the different measurement tools included in programs)

- Weekly Case Study and Projects files from the students and Term Projects files requested at the end of the semester as an alternative evaluation tool to regular exams, for the course ISE 261 – Business and E-commerce.
- Peer votes on student projects and evaluation reports for the process to determine whether they would invest in the ideas presented, for the purpose of the entrepreneurship project presentations of ISE 432 – Innovations and Entrepreneurship in Information Technology.

Examples of course information packages showing that measurement and evaluation practices are associated with course outcomes and program qualifications, and are based on student workload:
- Based on the evaluation system detailed at "B.2.2.DersKazanımı-ProgramÇıktısı-ProgramAmacı-DeğerlendirmeAkışı-IE.doc", all questions asked within the scope of each course at the end of the entire semester are used to calculate the success of the course outcomes and the relevant program outcomes (For example: "B.2.2.-MüfredatDersÇıktısıİlişkileri-ÖlçümSistemi-IE323_Course_File.pdf" and "B.1.5.Mekatronik_MÜDEK_ÖzDeğerlendirmeRaporu_Revize_30.12.2019.pdf").The detailed evaluation procedure in place for Curriculum outputs for each course is sampled at "B1.5.DersÖlçmeDeğerlendirme-MECE 447 Fall 2019-2020 Course File v2.xlsm", and an example to the follow-up efforts on Program Outputs in terms of students is provided at "B.2.2.Endüstri Mühendisligi-Öğrenci Bazlı Program Çıktılarını Sağlama Düzeyleri.xlsx".

Evidence on improvement based on tracking and shareholder participation:

- As presented in the flowchart at "B1.5.İyileştirme-Endüstri Sürekli İyileştirme Prosedürü.png", in addition to the student surveys of each semester, opinions shared in annual meetings with students, graduates, sector and employer advisory boards shape the updates in curricula and course content through department board resolutions.
- Board examples are available at Industrial Engineering Advisory Boards, and sample feedback is available at the newly-added "B.2.2.PaydaşKatılımlıDersMüfredatGüncelleme-MekatronikMÜDEK.pdf", as well as "B.1.3.EE Bölüm Kurul Tutanak.pdf" and at "B.1.5-İyileştirme-DersBazlıÖnlemler-EndüstriBölümKurulu.pdf".
- B.1.6.Yazılım Mühendisliği Sürekli İyileştirme Komitesi_11_01_2021.docx
- B.1.6.Yazılım Mühendisliği Sürekli İyileştirme Komitesi_11_05_2021.docx
- B.1.6.Bilgisayar Müh_ARapor_Temmuz2021.pdf (Pages 68-77)

Sample practices, and *sample exams for formal/ distance/ hybrid courses (proving the different measurement tools included in programs):*

- Some sample exam questions and categories for the online exam sat via Moodle for CMPE102 Computer Programming in Spring 2020 are available at: "B3.2.CMPE102-OnlineSınavÖrneği-1.png", "B3.2.CMPE102-OnlineSınavÖrneği-2.png", "B3.2.CMPE102-OnlineSınavÖrneği-3.png", "B3.2.CMPE102-OnlineSınavÖrneği-4.png" and "B3.2.CMPE102-OnlineSınavÖrneği-5.png". With multiple questions under each category, every student saw different questions, and a different question arrangement.
- The Mid-Term (B.2.2.ISE 261 - Business and E-commerce Mid-Term Exam.pdf) and the Final (B.2.2.ISE 261 -Final Exam.pdf) exam samples for measurement and evaluation purposes regarding the course ISE261 - Business and E-Commerce, taken at our computer laboratories,
- The mid-term (B.2.2.ISE353 Mid-Term (18 November 2021).pdf) and final (B.2.2.ISE 353 - Final Exam.pdf) exams with different question types, for ISE353 - Information Systems Development.
- Samples from the previous report (IER 2020) under B.3.2-Engineering also apply:
  - B.2.2.IE323_Course_file_2021-2022fall.pdf,
  - B.2.2.CMPE301_Course_Evaluation_Form.docx,
  - B.2.2.SE422-IntroductionToDataScience_EvaluationForm.docx,
  - B.2.2.CMPE341_Database Design and Management_2020-21-Spring.docx,
  - B.2.2.SacipToker-ISE353-Course-Report-2021-2022-I.docx
  - B.2.2.SE112_Evaluation Form_2021_22_I.pdf
  - B.2.2.CMPE_SE_ISE493-Course-Report-2021-2022-fall.docx
  - B.2.2.evaluationform_ISE102.docx
  - B.2.2.evaluationform_ISE434.docx
  - B.2.2.CMPE341_Database Design and Management_2020-21-Spring (1).docx

Detailed educational presentations on the content, details and setup of the examination mechanism, educational presentations on examination preparation details, and instructional documents on post-examination activities are available to our shareholders. Similarly, our shareholders received training on the installation and utilization of the Safe Exam Browser application, the decision to use which came through commission studies on exam security

within the scope of the online/ hybrid measurement and evaluation process. To view the principles on developing educational material unique to distance learning and teaching methods, and the relevant pieces of evidence, please visit the links provided.

- President's Announcement on the 2020-2021 Spring Semester
- Hybrid Course Timetable for the School of Engineering
- Senate Resolution on Distance Education
- Regular announcements for students on the distance education process;
- Information shared with students in the forms of technical guides and announcements regarding distance education
- Infrastructure system enhancements and the relevant information shared with students to allow for a smooth progression in distance education
- Online exam announcements to students
- The fact that the Directorate of Distance Education and Education Technologies is actively operational at the university, to provide assistance where required to academic and administrative staff, and students, regarding the process.

Examples of course information packages showing that measurement and evaluation practices are associated with course outcomes and program qualifications, and are based on student workload:

- At Atılım University, measurement and evaluation practices are associated with course outcomes and program qualifications. The packages prepared in this process are based on student workload. Based on this evaluation system, all questions asked within the scope of each course at the end of the entire semester are used to calculate the success of the course outcomes and the relevant program outcomes.

Evidence of improvement based on monitoring and shareholder engagement is accessible as follows;

- Meetings are held with shareholders to measure the level of achievement of the educational objectives and outputs of the program created within the scope of Bologna process studies. In addition, committees are formed within the University, and the feedback received as a result of meetings are taken into account. While students provide data via surveys and peer group meetings; in addition to the student surveys of each semester, opinions shared in annual meetings with students, graduates, sector and employer advisory boards shape the updates in curricula and course content by department board resolutions. With studies towards continuous improvements underway, curricula undergo updates in line with the requirements emerging in studies to which shareholders participate.
- Sample practices, and exams for formal/ online/ hybrid courses, as well as evidence on the prevalence of different measurement methods in place in programs are available in the course syllabi, assignments, and exams provided.

Especially with accreditation processes in place, these processes for all programs see student participation. Mechanisms to obtain student feedback on program objectives, program outcomes, courses, and practices were provided by survey and interview structures. Examples of meetings showing student participation in decision-making processes are available, and improvement studies based on these are underway. For more examples, please view:

- Course evaluation surveys on ATACS at the end of each semester

- The relationship of the survey values with the [Procedures and Principles on Academic Staff Success (Performance) Measurement Criteria](#), and [Directive on Academic Staff Appointment and Promotion](#),
- [Student Councils](#), electing representatives,
- The involvement of [student boards](#) and their feedback on the calculation of the success of course and training outputs.
- Sample [meeting](#) [minutes](#) of meetings between departments and students may also be viewed in detail.

These pieces of information document student involvement in processes, and the respective improvements on processes themselves.

[Academic Advisory Guidelines](#) for all departments describe the details of the process. The School of Business has made phone calls to failing students one by one and exercised efforts to [support their adaptation](#). [Contact information](#) of all full-time and part-time faculty members is available on the relevant web pages. In addition, our [phonebook](#) is also available.

In addition, Atılım University has the Directorate of International Relations for international students, and the [Office for Students with Disabilities](#), for situations that may require specific approaches. When a specific condition is the case, these units work towards the preparation of the necessary academic environment to facilitate the studies of the students in question, and the implementation of the measures and regulations required to ensure their full participation in education processes. Representatives from all academic and administrative units have participated in the establishment of these offices, and currently work together in process-based active studies. In this regard, Atılım University was awarded 4 prizes at once in the [2019 Accessible University Awards.](#)

The following documents are presented as evidence from various units and departments:

[B.2.2.CMPE301_Course_Evaluation_Form.docx](#)
[B.2.2.CMPE341_Database Design and Management_2020-21-Spring.docx](#)
[B.2.2.DersKazanımı-ProgramÇıktısı-ProgramAmacı-DeğerlendirmeAkışı-IE.doc](#)
[B.2.2.Hukuk Kliniği Değerlendirme Formu.docx](#)
[B.2.2.Hukuk Kliniği Özdeğerlendirme Formu.docx](#)
[B.2.2.Hukuk Kliniği Haftalık Değerlendirme Formu.docx](#)
[B.2.2. Hukuk Kliniği Staj Değerlendirme Anketi.docx](#)
[B.2.2.ISE 261 - Business and E-commerce Mid-Term Exam.pdf](#)
[B.2.2. Clinical Evaluation Form (Rev.02 - Revised on 8th June, 2021).pdf](#)
[B.2.2. Ders İçi Öğrenci Aktivitesi-Guideline .docx](#)
[B.2.2. Ders İçi Öğrenci Aktivitesi Değerlendirme Kriterleri.docx](#)
[B.2.2. ENG102 Vize Belirtge Tablosu - Test Specification.pdf](#)
[B.2.2. ENG322 ENG322 Vize Belirtge Tablosu - Test Specification.pdf](#)
[B.2.2. Adli Yardım Kliniği formu.docx](#)
[B.2.2. MDB ENG101 PORTFOLIO TASK.pdf](#)
[B.2.2. MDB ENG101 PORTFOLIO TASK RUBRIC.pdf](#)
[B.2.2. MDB ENG102 OPINION PARAGRAPH RUBRIC.pdf](#)
[B.2.2. MDB ENG302 İşyeri Websitesi Tasarım Projesi.docx](#)
[B.2.2. MDB ENG302 Websitesi değerlendirme Kriteri.docx](#)
[B.2.2. MDB Sınav Zarf Teslimi ve Okuma Duyurusu.png](#)

B.2.2. MDB Sınavların Random Check (2. Okuma- Kontrol) Duyurusu.docx
B.2.2.2 EK.1 ICM 2021 Yaz Stajı Duyurusu 18.05.2021.pdf
B.2.2.3 EK.2 GRF İNTİBAK DGS_21.09.21.docx
B.2.2. Dezavantajlı öğrenci sınav salonu.jpeg
B.2.2. Dezavantajlı öğrenci büyük puntolu sınav talebi dilekçesi.pdf
B.2.2. Dezavantajlı öğrenci sınava ayrı girme talebi.pdf
B.2.2. Dezavantajlı öğrenci büyük puntolu-normal puntolu sınav örneği.pdf
B.2.2.CMPE_SE_ISE493-Course-Report-2021-2022-fall.docx

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. As soon as they are registered to Atılım University, students are offered orientation, guidance, and encouragement training by academic departments (the Preparatory School, Schools, and Graduate Schools) and administrative units. By assigning academic advisors to students, academic departments aim to accelerate the process for the students to adapt to the University. Advisors are assigned to provide academic consultancy services to students during registration, at the beginning of their education programs and during their education, taking into account the integrity of education and training, in accordance with the relevant regulations. As part of the services that they provide, advisors track the academic progress of students. There are multiple regulations and directives in order for the process to progress successfully. For example:

- Directive on Double Major Programs
- Directive on Erasmus and Other Exchange Programs
- Directive on Internship for the School of Fine Arts, Design, and Architecture
- Directive on Internship for the School of Business
- Directive on Internship for the Vocational School
- Directive on Internship for the School of Engineering
- Cooperative Education Directive
- Directive on the Principles of Student Transfers between Associate and Undergraduate Degree Programs
- Directive on Recognition of Previous Education, Exemption, and Assignment Transactions
- Directive of Education for the Medical School
- Directive of Education for the Medical School Boards
- Directive on the Principles and Procedures for International Student Admission
- Directive on Exemption from English Courses for the Graduate School of Foreign Languages Department of Modern Languages and Foreign Language Equivalence for the Department of Basic English
- Directive on Exemption due to Level Success for the Graduate of Foreign Languages Department of Basic English
- Directive on Minor Programs

- Regulations on the Principles of Transfers between Associate Degree and Undergraduate Degree Programs; Double Major, Minor Programs and Inter-Institutional Credit Transfer for Higher Education Institutions
- Process descriptions provide the necessary details on student transfer, double major and minor programs, student assignment on the basis of the Vertical Transfer Exam, student assignment for Erasmus students and those with eligibility due to Measurement, Selection and Placement Center exams.
- Examples of sample minor and double major program curricula are presented.
- The current student numbers and the description of the adjustment process are provided in detail.
- Sample documents for external transfer assignment, internal transfer and vertical transfer assignment forms have been presented as evidence.

Defined processes and current practices related to monitoring the academic and career progression of students, diploma approval and certification of qualifications are:
- Behavioral tests conducted by the Career Planning Office, personal SWOT analyzes, and practices by the career development center to determine talents and interests, samples of which are available.
- A sample diploma and diploma supplements have been provided.

Admission criteria for transfer students, International Student Exam students, double major and minor program students; except for the student groups admitted due to eligibility by central placement examinations, are provided with relevant evidence. Student workload credits are recognized in exchange programs without the need for any additional procedures.

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.

- A sample ERASMUS course exemption resolution is provided at "B.2.3.ErasmusDersSaydırmaKararı.pdf".

- The document at "B.2.3.Çift Ve Yan Dal Müfredat Eşleşme Örnekleri.pdf" presents the course content for the Minor Program in Mechatronics Engineering, and curriculum matches between the Double Major Programs in Mechatronics Engineering and Software/ Electrical Electronics/ Automotive/ Computer/ Industrial/ Mechanical Engineering.

- The current student numbers of Mechatronics Engineering and the definition of the adjustment process are detailed at "“B2.3.ÇiftVeYanDalGeçişDersSaydırmaProsedürSayılar.pdf".

- Sample evidence based on Industrial Engineering students regarding external transfer assignment, internal transfer and vertical transfer assignment is available at B.2.3.Öğrenci Örnek İntibak Formları-Endüstri Mühendisliği.pdf.

The following documents are presented as evidence from various units and departments:

B.2.3.ErasmusDersSaydırmaKararı.pdf
B.2.3.Öğrenci Örnek İntibak Formları-Endüstri Mühendisliği.pdf
B.2.3. ÇAD-YD Açılması.docx

B.2.3_İşletme Fakültesi Oryantasyon.pptx

B.2.3. Yabanci_Diller_Yuksekokulu_Egitim-Ogretim_Sinav_Yonetmeligi_2018_10_08.pdf

B.2.3_DGS ile Kayıt Yaptıran Ogrenci Ders Muafiyetleri.pdf

B.2.3 Modern_Diller_Muafiyet_Temel_İngilizce _Esdegerlik_Yonergesi 27.03.2018.docx

B.2.3 ve B.2.3.İntibak Süreçleri.xlsx

B.2.3. Çift Anadal Programı İntibak Örneği.pdf

B.2.3. Grafik Erasmus İntibak.pdf

B.2.3. Yatay Geçiş İntibak Kararı.pdf

B.2.3.3 EK.1 ICM Dikey Geçiş İntibak Örneği.pdf

B2.3.ÇiftVeYanDalGeçişDersSaydırmaProsedürSayılar.pdf

B.2.3.Çift Ve Yan Dal Müfredat Eşleşme Örnekleri.pdf

B.2.3 DGS intibak Örneği.docx

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 Office of Dean of Students. A sample diploma, and diploma supplement, is available at "B2.2.örnek_diploma.pdf" and"B.2.2.Örnek_Diploma_Eki.pdf". Certification and diploma processes are carried out, monitored and necessary precautions are taken in accordance with this defined process. For example, students of the Business Administration program may receive a certificate in the relevant field when they complete all mandatory and elective courses of the Accounting program.

Sample practices by the Career Development Center to determine personal values, abilities and interests such as behavioral style tests and personal SWOT analyses are available to the reader at Kariyer Planlama İspatlar.pdf, proving that we monitor the academic and career development of our students, for the defined processes and current practices related to diploma approval and certification of qualifications. Admission criteria for transfer students, International Student Exam students, double major and minor program students; except for the student groups admitted due to eligibility by central placement examinations, are provided at "B.2.3 ve B.2.3.İntibak Süreçleri.xlsx" and "B2.3.ÇiftVeYanDalGeçişDersSaydırmaProsedürSayılar.pdf" in Section B.2.1. As for the recognition of student workload loan in exchange programs without the need for any additional steps, please view "B.2.3.ErasmusDersSaydırmaKararı.pdf" in Section B.2.1. In addition, the Directives below apply.

- Atılım University Directive on Double Major Programs

- Atılım University Directive on the Principles and Procedures for International Student Admission

- Atılım University Directive on Minor Programs

- Regulations on the Principles of Transfers between Associate Degree and Undergraduate Degree Programs; Double Major, Minor Programs and Inter-Institutional Credit Transfer for Higher Education Institutions

The following documents are presented as evidence from various units and departments:

B.2.4 Yeterliklerin Sertifikalandırılması ve Diploma_GSTM.docx
B.2.4 Yeterliklerin Sertifikalandırılması ve Diploma_GSTM_1.docx
B.2.4. Öğrenci Akreditasyon Sertifikalandırma Süreci.docx
B2.2.örnek diploma.pdf
B.2.2.Örnek Diploma Eki.pdf
B.2.4 İşletme Bölümü Yeterliliklerin Sertifk Yan Dal Programları.docx
B.2.4 Akreditasyon Öğrenci Sertifika Onay.pdf
B.2.4 FK.24.02.2020_02 İşletme.docx
B.2.4 Peer Coaching Certificates.doc

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.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 lecturers have computers, but they may also use the laptops provided.

The MOODLE learning management system is used for all university students. Read on about MOODLE at http://moodle.atilim.edu.tr/. MOODLE supports education methods such as activity-based education, critical reflection, and goal-based education. It also allows for online training sessions. MOODLE is a set of technologies brought together with the aim to ensure that students access all kinds of information quickly, and whenever they need, as they continue their studies. It constitutes a culmination of mobile technologies in use at Atılım University for formal education, for the purpose of becoming an e-University, and for the distance education programs that we currently offer. It aims to ensure that the students are in constant contact with the university, that they may access education-related systems anytime and anywhere, that their knowledge and interest in the courses are boosted, and that the Atılım Social Network is brought into form.

As for other equipment, the University has various classrooms and laboratories of small, medium and large capacities; and the Social Sciences Research and Education Laboratory (SAEL) is suitably equipped for academics and students. Study rooms are also available for students. Classrooms have the infrastructure to support hybrid and distance education processes. During the pandemic process, our lecture halls and classrooms were equipped with camera infrastructure to allow for remote and live courses. The learning environment and resources are systematically tracked in all our faculties. Our departments with accreditation associations are currently undergoing the relevant processes, and the aforementioned information is regularly reported to these associations. Self-evaluation reports from the schools of Business, Engineering; Fine Arts, Design and Architecture, and Arts and Sciences provide

details on the learning environment and resources. For example, an advertisement workshop was held at the School of Business in line with the demands of the students from our Department of Public Relations and Advertising. Details on the items discussed are available in the respective Department Accreditation Self-Evaluation reports, summarizing the opportunities at Atılım University.

The Atılım University Library is set up in a way that meets the needs of students and researchers. SirsiDynix Symphony Library Automation Software, proxy service, 3M Self-Check System for circulation and similar modern technological opportunities are provided to researchers and our students at our library. In line with the developments in science and technology, our library services are provided online, so that our students are able to conduct their research in a non-spatial way as.

Atılım University also houses its IT Help Desk to aid our students and faculty members in technical matters. Atılım University uses a user-friendly, ergonomic, simultaneous and asynchronous learning, enriched content development system that fully meets its educational needs. Systems such as MOODLE and ATACS support educational processes. The distance education unit regularly meets our lecturers regarding measurement and evaluation issues, and our students for in-service training on using the system effectively. Our learning management system, indeed, comes with many opportunities.

The learning environment and resources, as well as their adequacy, are measured each semester. The course content is enriched with up-to-date approaches to planning and practices for its development. For example, CAPSIM business simulations provide evidence for the development of learning resources. Examples of learning management system applications are available on the MOODLE web page. Student feedback tools regarding the learning resources offered to students are measured through surveys conducted via ATACS. Upon the requests from students, we opened study halls at our Schools of Business and Engineering.

This criterion is best reflected in our learning resources such as Dynamic Study Modules, Simulations, and Individualized Lab Practices that support the innovative education approach provided in the textbooks, and the fact that the textbooks used in our courses bring the most recent information in their respective fields. Below are our examples of syllabuses for courses that rely on these resources:
- B.3.1.CourseSyllabus_ISE432.pdf
- B.3.1.ISE102 Course Syllabus .pdf

Evidence on the accessibility of learning resources (including distance education):
- In addition to the other facilities at the university, and adding to the lecture notes shared on the MOODLE pages of the courses to support distance and hybrid education, additional resources are provided to students in the forms of auxiliary resources, links to current information and lecture videos (For example: "B.3.1. ÖğrenmeKaynakları-MOODLE-IE 222 Operations ResearchI.png").

The following documents are presented as evidence from various units and departments:
B.3.1. MDB ENG102 Kronik Rahatsızlığı Olan Öğrencilerin Sınav Uygulaması.pdf
B.3.1 EK.1 GRF 3D modelleme_ders_bilgi_formu.docx
B.3.1.2 EK.2 GRF Animasyon_1_ders_bilgi_formu.docx
B.3.1 EK.3 GRF Grafik Tasarım Programlarına Giriş_ders_bilgi_formu.docx
B.3.1. yeni hukuk kliniği.jpg

B.3.1 yeni hukuk klini sınıf içi.jpg
B.3.1.kurgusal duruşma salonu.jpg
B.3.1.ISE102 Course Syllabus .pdf
B.3.1. Çalışma salonu.jpg
B.3.1.ISE102 Course Syllabus Öğrenme Ortamları.pdf
B.3.1. DB Voleybol Takımı Antrenörü- MDB ÖĞRETİM GÖREVLİSİ.pdf
B.3.1 Vaziyet Planı -Tıp vaziyet planı.pdf
B.3.1 Bodrum Kat Planı.pdf
B.3.1 2021_TİB_Cambridge_Kitap Listesi.xlsx
B.3.1 Cambridge Kitap tahmini sayıları 21-22.xlsx
B.3.1 DBE 2020-2021 Inventory v3.xlsx
B.3.1 Derslik-Amfi.xlsx
B.3.1 E-Ders planı.pdf
B.3.1 Halkla İlişkiler İLEDAK Özdeğerlendirme Raporu.docx
B.3.1 İşletme Fak Derslik bilgileri-pandemi süreci.xlsx
B.3.1 Kariyer Planlama_2021_İç Değerl_Rap_.docx
B.3.1 Kariyer planma olanakları .jpeg
B.3.1 Kariyer Planma olanakları kanıt 2.jpeg
B.3.1 Öğrenci e-kitap bilgilendirmesi-geç kayıtlı öğrenci.pdf
B.3.1 Öğrenci Geribildirim 21T1_Student Course Evaluation - Google Forms.pdf
B.3.1 Öğrenme Kaynakalrı A Seviyesi Moodle Materyaller.pdf
B.3.1 Öğrenme Kaynakalrı MYO Bilgisayar Laboratuvarı.jpg
B.3.1 Sağlık Meslek Yüksek Okulu Tablo 7A-B-C ve 8.xlsm
B.3.1 TIB 2020-2021 faaliyet raporu.docx
B.3.1 Tıp Öğrenme Ortam-Paket-2 TABLO 7A-B-C VE 8.xlsx
B.3.1. 01-Ahlatlıbel Kamp.Bodrum kat.pdf
B.3.1. 02-Ahlatlıbel Kamp.Bodrum kat.pdf
B.3.1. Hemşirelik Bölümü- Ders Moodle Ekran Görüntüsü.docx
B.3.1. MDB E-Book Sipariş Formu.xlsx

With the academic support mechanisms in place, Atılım University ensures more efficient education. Definite processes are implemented by the 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 telephone. Our institution has a clear Counseling. The Dean of Students presents its services with evident student participation.

This system has a structure that tracks the academic development of students, guides them, and supports them in their academic problems and career planning process. Each student has a faculty member assigned to them as their academic advisor. With the counseling system, the status of our students is followed with a digital student portfolio over ATACS and notifications are made to them where necessary. The system is designed in a structure that will prevent possible problems that students may experience during the registration process. Students are able to contact their advisors easily, and through various platforms (face-to-face, or online). Lecturers are required to add their contact details on their course syllabuses.

Our Student Development and Counseling Center serves to support the psychological needs of our students. Our students may meet them on an appointment basis. Experts at the center meet students to aid them between 09:00 and 17:30 on weekdays. Students may also **e-mail** the center (ogdm@atilim.edu.tr) for their **suggestions, questions and expectations**. Students are informed of this unit in the orientation activities at departments at the beginning of each seminar. The Student Development and Counseling Center, the Women's Studies Center, and the Directorate of Career Planning and Cooperative Education at Atılım University, the last of which offers support for career-related development, provide support for Atılım University students.

In addition, our Directorate of Career Planning and Cooperative Education serves as a career center for our students. Their system is accessible (face-to-face and online), and available for our students. The center organizes many activities throughout the year for the career development of students. For example, the Atılım Career Ambassadors program is a voluntary program, implemented with the joint efforts of the Department of Career Planning and Cooperative Education, and Atılım University students, with the aim to provide career development opportunities to our students. Students acting as Career Ambassadors carry out supporting activities such as announcing the events of the Directorate to their peers, guiding them, being a role model in their career development and encouraging their peers to be successful in their professional endeavors.

The Directorate of Career Planning and Cooperative Education aims to make the Cooperative Education model common across the University, and to help shape the career goals of Atılım University students. The Cooperative Education Model combines higher education with business life with the aim to equip students with both academic knowledge and professional experience. In addition, the Directorate offers counseling and guidance services in transition to business life by supporting personal developments of students. The Department believes that students participating in the program will be privileged, successful and favored both during their education and in business life after graduation thanks to the knowledge and practices acquired through cooperative education which combines theoretical knowledge with application. The current data obtained in the scope of the program shows that 38 Atılım University students continue their Cooperative Education Program at 67 contracted companies in Türkiye. To reflect student feedback, the program appears to contribute to students' professional and personal developments positively. New companies are being identified and added to the list of companies where Atılım University students are able to work within the scope of the Cooperative Education program through company visits and contracts. In addition, Atılım University students may opt in to receive assistance in Career Counseling and Resume Preparation. Under "Student-Centered University" as one of the areas of strategic priority as per the studies towards the 2020-2024 Strategic Plan; decisions have been taken to track and improve studies on strategic goals within the framework.

The following documents are presented as evidence from various units and departments:

B.3.2. İletişim becerileri eğitim sunusu.pptx
B.3.2. Kültürel farkındalık eğitim sunusu.pptx
B.3.2. Öğrenci asistanlığı eğitim sunusu.pptx
B.3.2. Asistan toplantıları Tutanak 29 aralık tutanak.docx
B.3.2. Asistan Öğrenci Raporlarının İncelenmesi Çalışması.xlsx
B.3.2. Sınav Kaygısı sunumu 30.11.2021.pptx

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 for education and research.

Classrooms and laboratories at the university are of small, medium, and large capacities. These areas are open to Atılım University students and researchers. The Social Sciences Research and Education Laboratory (SAEL), the establishment of which was supported by Atılım University Research Laboratory Project (ALP), became a registered trademark of Atılım University on 21.04.2016 upon its recognition by the Turkish Patent Institute. An advertising workshop is in the works for the Public Relations and Advertising Program. All classrooms and laboratories have a modern, technological and ergonomic design. Study rooms are also available for students. Classrooms have the infrastructure to support hybrid and distance education processes.

During the pandemic process, a camera infrastructure has been established in 105 lecture halls and classrooms to allow for remote and live education. With the established camera system infrastructure, the University aims to help students reap more of the benefits of distance education. A relevant announcement on the online/ hybrid education mechanism was made to the public on the Atılım University official web site.

Learning is also supported by the learning resources and classroom capacities offered by Atılım University. Since the pandemic, certain limits have been exercised regarding the number of students in classroom, to create a kind of "dilution" effect. All classrooms have a camera, a fixed computer, and a projector. In addition, useful pieces of information (such as various help files in the pdf format), instructional videos, frequently asked questions, etc. for our academics and students have been prepared in accordance with the necessary access/ authorization mechanisms through the Atılım University Learning Management System. The web page for Atılım University Learning Management System page was visited approximately 40 thousand times just between March 30 and November 28, 2020. In addition, since March 2020, an average of 100 questions per month have been received and answered by the Directorate of Distance Education and Education Technologies. Moodle is the learning management system used at Atılım University. The course contents of all courses are made available to students through this structure. There are instructions and guidelines for students and faculty members to use these structures effectively. In addition to the other facilities at the university, and adding to the lecture notes shared on the MOODLE pages of the courses to support distance and hybrid education, additional resources are provided to students in the forms of auxiliary resources, links to current information and lecture videos.

Detailed information on the current situation and capacity of Kadriye Zaim Library under the Directorate of Library and Documentation is provided in the scope of B.3.3 Egitim ve Ogretim_Uzaktan.docx.

The main purpose of the Directorate of Distance Education and Education Technologies is to offer new forms of education that meet the demands of the digitizing information society, and distance education programs that make use of technological advancements. The main goal of the directorate is to provide a quality education with field specialists as lecturers via distance education technologies, to train qualified individuals for areas in demand, to provide higher education opportunities to young people and employees who have been excluded from formal education, and to provide diplomas in the fields in which they are interested. The directorate achieves the highest level of competence in the distance education technology with its experienced academic staff. With the technical experts in the Directorate, Atılım University does not need to outsource distance education technologies. The strong, technical infrastructure

in place lets users experience uninterrupted education. Effective course content is prepared and presented in the smart class. The Greenbox technology is used to record and edit course videos.

Atılım University Continuing Education Center (ATÜSEM) is another educational platform publicly available, allowing for self-learning via accessing another educational environment and educational content. The training sessions offered are for both Atılım University students, and any and all participants from outside of the university. The ATÜSEM platform organizes certification programs in which 538 people received certificates in the year 2021. Details regarding participation statuses, and field of study of participants to the training sessions are available.

The university has a total open area of 180747 square meters and a closed area of 127339 square meters, 76395 square meters of which is in use. In the previous year, our used open area was 74055 square meters and our total open area was 180747 square meters. Our closed area of the same year has not changed and still remains to be 127339 square meters. Compared to last year, our university has expanded its qualified open space and has improved in this area. In addition, a new construction is currently underway for the School of Medicine and Health Sciences which opened few years ago. The building spans for a closed space of 27476 square meters. In addition, a building has already been rented for the Vocational School of Health, for which an application will be made to the Higher Education Institution. The total closed area of the relevant building is 12453 square meters. Project revisions have been made regarding the building, and construction continues for the building to be opened in the next period. There are 10 cafés and restaurants in total at the University for students and staff. These areas also serve as cafeterias. These areas are located on a total of 3502 square meters. There is the Argeda TTO (Technology Transfer Office) at the university for students. The net area of the center is 208 square meters, allowing for 32 people to work simultaneously. The university has a medical ward for students and staff. The closed net area of the ward is 331 square meters.

The following documents are presented as evidence from various units and departments:

B.3.3 Atılım Üniversitesi Kampüsü Kış Bahçeleri Yapımı Teknik Şartnamesi.pdf
B.3.3_3. çeyrek Derslik Numaraları_2020_2021.xlsx
B.3.3 Class Locations Quarter 2 _Updated_2020-2021-1607088628.pdf
B.3.3 Detay Alan Bilgileri.xlsx
B.3.3 Sağlık MYO Detay Alan Bilgileri.xlsm
B.3.3 Tesislerin İzlenmesi Hazırlık Binası Saha Denetim Raporu_15.10.2019.pdf
B.3.3 Yapı işleri -1 Bodrum Kat Planı.pdf
B.3.3 YDO Envanter_2018-19-20-21.docx
B.3.3. Tesis ve Altyapılar Yapı İşleri.docx
B.3.3.5 Tesis Altyapı GSTMF.docx
B.3.3.Tesis ve Altyapı.xlsx
B.3.3. Egitim ve Ogretim_Uzaktan.docx
B.3.3 İşletme Fakültesi Sınıf Kapasiteleri.xlsx
B.3.3 Hukuk Durusma Salonu.jpg

Access to educational opportunities for disadvantaged, vulnerable and under-represented groups (disabled, poor, minority, immigrant, etc.) at our university is ensured by 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. Some facilities for students in disadvantaged groups are:

Note Takers: Student Assistants are assigned to students who are unable to take notes, or for whom note-taking is difficult, as note-takers (within the framework of the Sharing the Success program).

Course Partnership: Student assistants are assigned to students who have difficulties in studying due to their disabilities as course partners (within the framework of the Sharing the Success program).

Consultancy to Departments with Students with Disabilities: The unit offers consultancy services to the Departments with students with disabilities, informing their instructors on the adaptations required regarding courses and exams, with justification.

Seminars and Training Services: These include seminars, conferences and training sessions aimed to inform and raise awareness of the staff and students on the state of having disabilities.

An Office for Students with Disabilities is in place at Atılım University. The office aims to take necessary precautions, prepare the best physical environment and make arrangements to ensure the full participation of students with disabilities in educational processes in order to facilitate their education. The Office for Students with Disabilities aims to take the necessary precautions, prepare the best physical environment and make arrangements to ensure the full participation of students with disabilities in educational processes in order to facilitate their education. For this purpose, the Office for Students with Disabilities expanded in 2021 through consideration of the needs of the relevant unit. A staff member was determined for and from each department, and "Officers of the Students with Disabilities Unit and their Fields of Duty" were defined. The unit determines the needs of students with disabilities, and disadvantaged students, starting from the registration stage, inform such students of the units, as well as the individuals responsible to contact. In addition, all studies on academic, social and physical accessibility are coordinated by this unit. In this framework, taking into account the requests of our students with disabilities, "Atılım University Directive on Education and Examination for Students with Disabilities" was created, and entered into force in 2021 with the resolution by the Senate. As a result of the recent studies by our university in this field, we won four awards at the "YÖK 2019 Accessible University Awards".

A ramp was built between Blocks A and C at the School of Engineering to aid Z.D., a student from the Department of Software Engineering. More examples would be the video at "B.3.4. Mühendislik Fakültesi Giriş_Engelsiz_Üniversite_26.10.2020.mp4", and the one at "B.3.4 Mühendislik Fakültesi Giriş_26.10.2020.mp4" for students with vision impairments.

The offices of our staff members with disabilities are positioned in a way to provide them with easy access. There are special bathrooms for individuals with disabilities, and elevators provide easy access to each floor. Ramps are available at school entrances, and inside buildings. In addition, disability parking spaces are available.

Atılım University has been awarded by the Higher Education Council thanks to its many adjustments to improve accessibility, such as flat-leveled lecture halls, accessible elevators, accessible parking areas, accessible rooms for students with disabilities, wheelchair availability

inside schools, and accessibility improvements through relevant markings.

A new School of Medicine building is currently under construction, with even more opportunities in order to provide access to educational opportunities for disadvantaged, vulnerable and under-represented groups (disabled, poor, minority, immigrant, etc.) by safeguarding equality, equity, diversity and inclusion.

The following documents are presented as evidence from various units and departments:

B.3.4. İşaret Dili Uygulaması.docx
B.3.4. Mühendislik Fakültesi Giriş Engelsiz Üniversite_26.10.2020.mp4
B.3.4 YDO DBE Students Booklet_2020-2021.docx
B.3.4. Engellilere Yönelik GSTMF.docx
B.3.4. Engelli Öğrencilerin Kullanımı için Oda.jpg
B.3.4. Engelsiz Üniversite Ödülü.png
B.3.4. Dezavantajlı Öğrenci Servis Talebi.pdf
B.3.4. Engelli Öğrenci Masası.jpeg
B.3.4. İşaret Dili Uygulaması.docx
B.3.4 Engelli Öğrenci Süreci_01.03.2018.docx
B.3.4 Engelsiz Üniversite web duyuru linki.docx
B.3.4 Sınıf planı.png
B.3.4 YDO DBE Students Booklet_2020-2021.docx
B.3.4. İsaretDili_GSOD.docx
B.3.4. İşaret Dili Dersi video 1.mp4

At Atılım University, spaces are available for student communities 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 carries out and manages social, cultural and sports activities. The activities are monitored and improved in line with the needs. The evidence presented below details the current situation.

The Directorate of Culture and Social Affairs is responsible for cultural, artistic, social and corporate activities and all ceremonies at the University, as well as supervising the organization and activities of student communities. These communities are distinguished by their social responsibility projects, entrepreneurship studies, trainings, theater plays, musical and sports activities as well as the scientific organizations conducted regionally and nationally. The Directorate brings competent scientists and artists together with our students through panels, conferences and seminars, and thus makes the best of extracurricular activities in order to contribute to the cultural and social development of our students, raise their social awareness and improve their personal development.

In an effort to add more flavor to the campus life, Atılım University organizes social activities such as cultural trips, the Winter Fest, the Spring Fest, and the Afternoon Concerts. In this context, cultural trips are regularly organized outside Ankara (in the regions Black Sea, Marmara, etc.) every year, and special Ankara promotional tours are organized for our international students. Festivals are held in the spring and/or fall semesters, with free-of-charge concerts. Within the framework of cultural activities, collective tickets are purchased to encourage student groups to participate in theater, opera and ballet performances on a regular

basis. In addition to the stage shows held on special days and weeks, lunchtime concerts are organized every week, where professional musicians perform during breaks.

During each academic year, more than one special theater performance is staged on campus for our students. The most prominent actors and actresses from Türkiye perform at these free events, namely the Theater Days. Furthermore, this year, Atılım University initiated its Mentor-Mentee Program in cooperation with our Alumni Affairs Office. In this program, competent Mentors who stand out with their knowledge and experience provide guidance and counseling to prepare our students for life after graduation.

With 66 events in total under their belt as 2022 was right around the corner, our Student Communities continue to organize more and more events over the years. In this framework, our Student Communities carried out 52 activities in the Academic Year of 2016-2017; 72 activities in the Academic Year of 2017-2018; 92 activities in 2019, and 123 activities in the Academic Year of 2019-2020. As presented in the relevant document, 183 events falling within the framework of social contribution were organized throughout 2021, and more than two hundred guests attended them, in addition to thousands of participants.

During these years, new methods and measures were developed by taking the opinions and suggestions of our students in order to increase the number of active communities, the quality and quantity of the activities organized by these communities, and the number of participants. The outputs of the continuous and regular meetings with the administrators of the Student Communities, the outputs of student workshops and survey results were key in the implementation phase of these methods and measures.
All these evaluation results are handled and implemented via the Executive Board for Student Communities, chaired by the President, convening at least once a year, with participants among the representatives of communities.

With this in mind; the budgets were increased and rearranged, the activity-based budget cap for communities was removed, the budgeting method was exercised according to the nature and needs of the activities, and the limit of the activity budgets was determined according to the needs. Within the framework of these practices, budget expenditures for Student Communities have gradually increased by approximately 700% in the last five years. In order to improve the promotion, announcement and organization efforts of the communities regarding their activities, a web page specific to each community was built and is undergoing constant updates. Online platforms have been created to facilitate our students' membership processes and participation in activities. Membership applications are online, open to all our students, and the event request and approval processes of the communities are carried out digitally in a streamlined manner via the "electronic document management system".

Meeting rooms, a music room, interview and performance halls were allocated to provide special physical spaces for group activities. There are immovable musical instruments such as a piano and a drum kit in the music room, and students may practice whenever they desire. Music classes are planned for the year 2022. In this process, the University initiated Radio Atılım (https://www.radioatilim.com), and our students are our broadcasters. After attending free-of-charge classes on speaking and programming, our students get to conduct radio broadcasts and programs. The Directive on the establishment and operation of student communities (https://www.atilim.edu.tr/tr/kultur/page/2498/yonerge-ve-forms) has been updated in line with the demands from students and the needs of the communities, to eliminate

disruptions in processes. As a result of these efforts, the rate of active student communities increased to 88% in 2021, and an increase of 60% was achieved in the number of activities.

Atılım University offers many events aimed to support the socio-cultural development of students. For example:
- English Speaking Club
- Introductory programs for Erasmus+
- Jean Monet Scholarship Program promotions
- Promotions for internship opportunities

The following documents are presented as evidence from various units and departments:

B.3.5. Kültür Müdürlüğü Faaliyetleri.docx
B.3.5. MDB Voleybol Takımı Antrenörü- MDB Öğretim Görevlesi.pdf
B.3.5. Sosyal, Kültürel, Sportif Faaliyetler.docx
B.3.5.1 GSOD Etkinlik Düzenleme İş Süreci.pdf
B.3.5. Sosyal Kültürel Etkinlik.jpg
B.3.5. Tasarım, Oyun ve Kültür Söyleşisi.jpg
B.3.5 20T2_Clubs_Names_Instructors_Zoom IDs.xlsx
B.3.5 20T2_Outputs_overview.xlsx
B.3.5 Bölüm Öğrenci Buluşmaları Duyurusu.docx
B.3.5 Curricular Activities Unit Head.docx
B.3.5 DBE TV 21T2 Programı Öğrenci Duyurusu.pdf
B.3.5 Duyurular Etkinlik.png
B.3.5 Müfredat Etkinlikleri Birimi Web Sitesi.png
B.3.5 TIB Faaliyet Raporu_2020-2021.docx

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.3. Learning Resources and Academic Support Services, within the scope of this report.

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.

Faculty members conduct the courses relevant to their areas of expertise. Seminars are organized in Schools to support the professional development of the academic staff. Faculty members are also supported in terms of competency with training sessions aimed to help them adapt to distance education procedures.

Scores obtained in student evaluation surveys are related to the Procedures and Principles on Academic Staff Success (Performance) Measurement Criteria. These values constitute a part of the mechanism in place towards the annual performance evaluation of academic staff. The academic staff members having achieved certain criteria are awarded/ encouraged.

In this regard, the processes and criteria for the appointment, promotion and assignment of teaching staff have been determined, and are open to the public. The relevant processes and

criteria are of a nature that ensures equality of opportunity, basing on academic merit. The balance in lecturers' course load and distribution are shared transparently with the relevant shareholders. Institution expectations regarding each faculty member is acknowledged clearly by the individuals in question. The selection of temporary lecturers and the evaluation of their performance at the end of the semester are transparent, effective and fair. Compliance with the educational principles and culture is observed throughout the institution.

The following documents are presented as evidence from various units and departments:

B.4.1 YDO_Mentor_Menti_Gozlem_Sureci_ 19.11.2018.docx
B.4.1 YDO Hedef_3_Alınan Hizmetiçi Eğitim Sayısı.docx
B.4.1 YDO Mayıs 17-21 PDU Öz Rapor.docx
B.4.1. Öğretim Üyeliğine Yükseltilme ve Atanma Yönetmeliği.pdf
B.4.1. Turizm_Öğretim Üyeleri Alan ve Ders Uyumu.docx
B.4.1 Atama Yükseltme Yetkinlik GSTMF.docx
B.4.1. Akademik Kadronun Uzmanlık Alanı.docx
B.4.1 2020-2021 Faaliyet Raporu.docx
B.4.1 2020-2021 Öğretim Görevlisi Sertifika Listesi.xlsx
B.4.1 Performans_Degerlendirme_Sureci.docx
B.4.1 Tablo Öğretim Kadrosunun Analizi İşletme.docx
B.4.1 YDO_Kuruma_uyum_egitim_sureci_19.11.2018.docx
B.4.1 YDO_Hizmet_ici_Egitim_Sureci_Gozlemler_Egitimler_19.11.2018.docx
B.4.1 YDO_Akran_Gozlemi_Sureci_19.11.2018.docx
B.4.1 Tam Zamanlı Öğretim Görevlisi Kadrosu Belirleme Süreci (TİB).pdf
B.4.1 Yarı Zamanlı Öğretim Görevlisi Alım Süreci YDYO.pdf
B.4.1 Ankara Barosu Gelen Güz Görevlendirme.pdf
B.4.1 Adalet Komisyonu Görevlendirme.pdf

Systematic training activities for lecturers are carried out at the University through the learning-teaching center (courses, workshops, lectures, seminars etc.), to ensure that our teaching staff learns and uses interactive-active teaching methods, and distance education processes. We work to improve the pedagogical and technological competencies of our lecturers. For example, the faculty members of the School of Business have received certificates in distance education through a series of training sessions.

In addition, our students get to evaluate courses and lecturers at the end of each semester through our ATACS information processing system. The data obtained from the results of these surveys are used towards improving the competencies of our faculty members. The survey values obtained are related to the Principles and Procedures on the Lecturer Success (Performance) Measurement Criteria. They constitute a multiplier in calculating the success scores of lecturers.

Our teacher training practices, improvement of distance education applications, scope of education, as well as the existence of certificates of participation, the content of our practices, learning-teaching center practices; our documents presenting the processes of monitoring the educational performance of our teaching staff, the participation of faculty members in monitoring and improvement processes, our teaching competence development processes, and unique approaches and practices developed in line with the needs of the institution are detailed in the documentation and pieces of evidence presented below.

The following documents are presented as evidence from various units and departments:

B.4.2_YDO_Jane Doe Değerlendirme.xlsx
B.4.2_YDO PDU Öz Rapor-Jane Doe Gözlem_Mayıs 17-21.docx
B.4.2_YDO_OUP-Atılım Proposal_20.01.20.docx
B.4.2_YDO_Öğretim Elemanı Çevirimiçi Oryantasyon.png
B.4.2. Eğitici Eğitimi Sertifikası.pdf
B.4.2. Hemşirelik Bölümü-Öğretim Elemanının Yetkinliklerinin Artırılması- Kurs Katılım Belgesi.pdf
B.4.2. Hemşirelik Bölümü-Öğretim Elemanı Yetkinliklerin Artırılması.pdf
B.4.2. Uzaktan Eğitim Yetkinlikleri.pdf
B.4.2._YDO_Kuruma_uyum_egitim_sureci-19.11.2018.docx
B.4.2._YDO_Hizmet_ici_Egitim_Sureci_Gozlemler_Egitimler-19.11.2018.docx
B.4.2 CUP Trainings_22-24 September.xlsx
B.4.2 Instructor Performance Evaluation Criteria.pdf
B.4.2 İşletme Fakültesi Eğitim Ara dönem Planlama.pdf
B.4.2 Öğrenme ve Öğretme Merkezi Duyurusu.png
B.4.2_YDO_Akran_Gozlemi_Sureci_19.11.2018.docx
B.4.2_YDO_Mentor_Menti_Gozlem_Sureci-19.11.2018.docx
B.4.2_YDO_Quality Manual_2019-2020.docx
B.4.2_YDO_Faaliyet Raporu_2020-2021.DOC
B.4.2_YDO_Öğretim Görevlisi Sertifika Listesi_2020-2021.xlsx
B.4.2_YDO_Orientation Programme_2021-22.docx
B.4.2_YDO_Hedef_3_Alınan Hizmetiçi Eğitim Sayısı.docx
B.4.2_YDO_In house Trainings.docx
B.4.2_YDO_Instructor Performance Criteria and Points.pdf

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. The system is aimed to foster encouragement through activities such as its "creative/innovative education fund" for lecturers; and to heat the competition with those such as the "Education Practice Awards". In order to prioritize education, creative education activities are also included in the promotion criteria. The relevant directive is presented among the evidence. The evidence also exemplifies studies on planning, implementation and improvement of teaching staff to recognize and reward educational performance, and unique approaches and practices developed in line with the needs of the institution.

The following documents are presented as evidence from various units and departments:
B.4.3_Eğitimde Üstün Başarı Ödülü Uygulama Yönergesi.doc
B.4.3. Yeni Katılım ve Takdir.docx
B.4.3. Belge Tesvik.jpg
B.4.3. Eğitim faaliyetlerine yönelik teşvik ve ödüllendirme.docx
B.4.3. Performans Değerlendirme.PDF
B.4.3. Takdir ve Tanima Ornek.docx
B.4.3. GSTMF Atama-Yükseltme Toplantısı_04112021.jpeg
B.4.3. APF_12052020.xlsx
B.4.3 Delta Teşvik ve Aday Listesi.pdf
B.4.3 Instructor Performance Criteria and Points.pdf

B.4.3 Instructor Performance Evaluation Criteria.pdf
B.4.3. Tesekkur_Mektubu.pdf
B.4.3_YDO_Tesekkur_Mektubu.pdf

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.

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. At the Atılım University Research Board meeting held in January 2021, the realization levels of the 2020 targets and the targets for 2021 were emphasized. Decisions taken at the meeting were reported to the Board of Trustees [C.1.1_Üniversite Araştırma Kurulu Toplantısı Notları_2021.pdf].

Atılım University currently ranks in the 601-800 range for the field of Physical Sciences, and in the 801-1000 range for Engineering and Technology as per the Times Higher Education (THE) World University Rankings. Largely based on the research potential and contribution of universities, the ranking by THE exhibits the ambition of Atılım University not only in Türkiye

but also in the international arena, in terms of research. Atılım University has ranked among the top 50 Universities in the "Entrepreneur and Innovative Universities Index" rankings of TÜBITAK since 2012. In addition, in the year 2021, the university ranked 33rd among all universities in Türkiye.

The "key" performance indicators unique to our university are:

1. The number of complete articles published within the scope of Web of Science,
2. The number of citations by other researchers, to the articles addressed from Atılım University,
3. National and international projects receiving external support (such as TÜBİTAK, SSB, KOSGEB, H2020, COST),
4. National and International Patents of Atılım University.

These indicators are tracked by the ARGEDA-TTO Directorate, and the Vice Presidency for Research. The publication and citation statistics are updated monthly, and are available for a detailed overview.

The University has certain practices in place to support and encourage the targets set in line with its key performance indicators:

1. The Publication Incentive System: The system constitutes the most effective method to inform relevant communities of research results and articles naturally emerging through research studies. In this regard, the university prioritizes the publication of the scientific results obtained by its researchers in international, renowned magazines with high levels of impact. The Vice Presidency for Research is the body to trace Atılım University articles with respect to Schools, and the impact factors of the scientific magazines in which the articles are published. The data obtained shapes new strategies and incentive systems.

2. With the 2019 revision of the publication incentive system, the amount of incentives offered by the university for more effective articles (as in, those published in magazines with higher impacts) has been increased. The current publication incentive system is based on the Q-categories of the journals within the scope of WoS. As per the data in Figure 1 on the complete WoS articles of Atılım University between 2000 and 2020, the number of complete articles addressed from Atılım University and indexed under WoS increased significantly in the years 2020, and 2021. Figure 2 presents the number of citations to the publications by Atılım University researchers made within the scope of WoS.
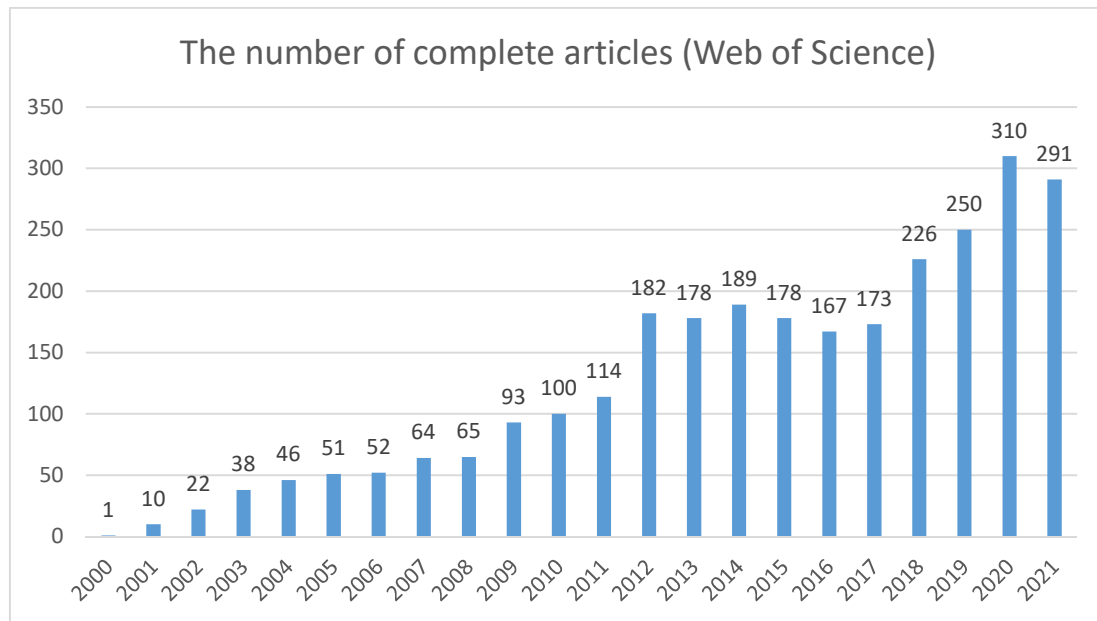
Figure 1 The number of complete WoS articles (per year)
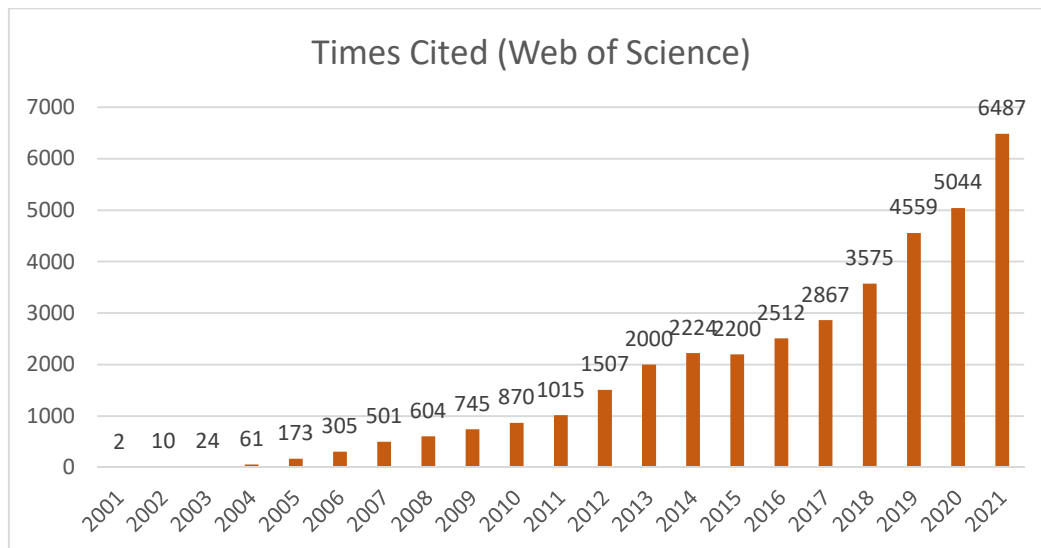
Figure 2 The number of times cited in WoS publications

Figure 3 shows the distribution of Atılım University WoS publications between 2000-2021 in terms of fields of research. Looking at this distribution, nearly eighty percent of the research outputs of the University are in the fields of Physical Sciences, Engineering, and Technology. As Atılım University opened its Schools of Health Sciences and Medicine, significant changes have occurred in the distribution of WoS publications by fields for 2021, as presented in Figure 4. Considering only the year 2021, the percentage of publications in the fields of Life Sciences and Clinical, Pri-clinical & Health has increased. This is also the result of supporting projects related to Health Sciences disciplines within the scope of the internal support programs at Atılım University.

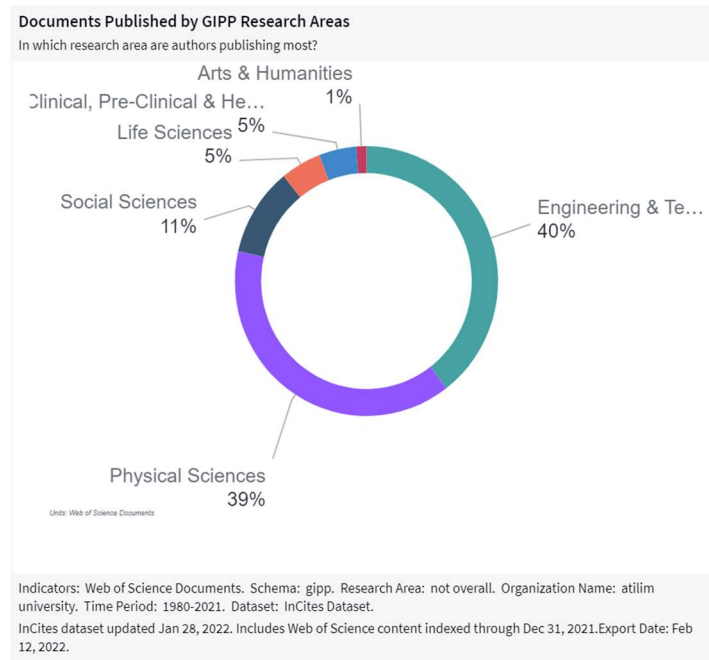Figure 3 Distribution in terms of fields of research (2000-2021)
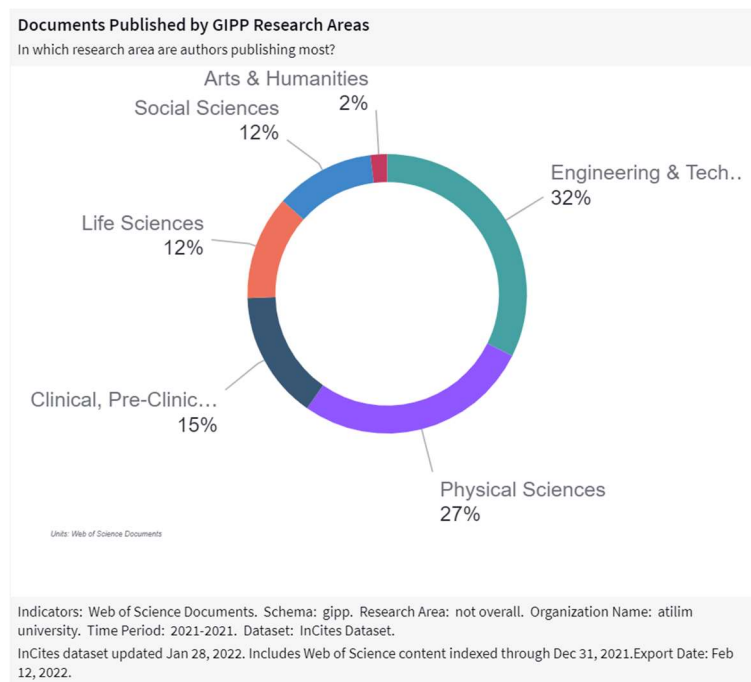

Figure 4 Distribution in terms of fields of research (2021)

The Category Normalized Citation Impact (CNCI) value of Atılım University, an indicator of the impact of the articles published by Atılım University in the relevant field, is (1) point above the worldwide average, as demonstrated in Figure 5.
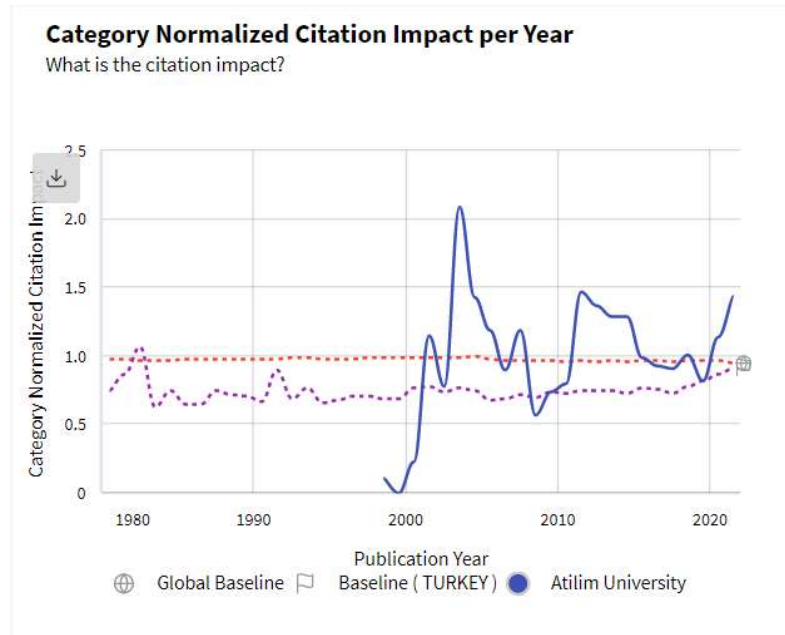
Figure 5 The CNCI values in years

Scientific Publication Awards Another award system, created with the aim to improve research performance, and in place for the last 4 years, is the "Scientific Publication Awards" where the number of WoS-indexed publications and citations are taken into account. The document titled Directive for the Execution of Scientific Publication Awards under "Directives" under the "Legislations" section of the official web site of Atılım University presents details on the topic. With the first of the awards given in 2017 to six Atılım University researchers, in the year 2020, 10 Atılım University researchers received the Scientific Publication Awards. The Research-Development processes at Atılım University are managed by, respectively:

- University Research Board
- Vice Presidency for Research
- Directorate of ARGEDA-TTO

As for the management and organizational structure of research-development processes; the research-development process management is undertaken by the three bodies mentioned below, and detailed in the document titled C.1.1_ARGEDA-TTO Yapi ve Isleyis Yonergesi.pdf.

University Research Board ensures the determination and development of the research environment and interdisciplinary studies at the University, the increase in efficiency of the university at national and international levels, as well as the coordination of relevant Academic Units, and cooperation of these units at the university level. Chaired by the President, the University Research Board members are: A representative selected by the Chairperson of the Board of Trustees, Vice President, Deans of Schools, Directors of Graduate Schools, and the Director of ARGEDA-TTO. The board convenes at least once every academic year. The board is tasked with:

a) Determining the strategy of the university on R&D, design and innovation, and information transfer activities; and appointing internal officials where needed;
b) Determining the research and technology transfer strategies to be adopted within an academic year in line with the strategic plan of the university;
c) Performing evaluations on all projects and studies at Atılım University with respect to quality, quantity, and finances; and reporting to the Chairperson of the Board of Trustees on the results of these evaluations;
d) Considering the decisions on the relevant advice by the ARGEDA-TTO Executive

Board regarding project proposals, and taking the final decision with the opinions of the Board of Trustees in consideration.

During the University Research Board meeting at the end of each calendar year, the data created and analyzed by the Vice Presidency for Research and the Directorate of ARGEDA-TTO are presented and discussed. In the information booklet distributed before the University Research Board, data on publications, citations, internal and external supported projects and patents are presented. In the light of these data, the targets for the new year and the new mechanisms to be established to achieve these targets are also reported.

The ARGEDA-TTO Directorate ensures that the strategic decisions taken by the University Research Board are executed, that processes are created in line with these strategic decisions and that internally-supported research projects are announced, evaluated, monitored, and coordinated; all in line with C.1.1_ARGEDA-TTO_Danismanlik_Projeleri_Uygulama Yonergesi.pdf. ARGEDA-TTO is responsible for ensuring that the experience and knowledge gained through various studies are used in the most efficient way, that technologies emerging as a result of the wide range of studies conducted within the University gain commercial value and are used by institutions and organizations that require such technologies.

The "re-organization" activities in the project are underway, as detailed previously within the scope of the change management project. In this regard, in order to improve the research and development processes and the operability of the organizational structure, actions have been taken to implement, and improve, the "provost office" structure. Similarly, the "research and development" process family was restructured with the "re-engineering" studies included in the relevant project, while continuous and sustainable improvement studies were carried out in 2021.

The ARGEDA-TTO Directorate 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 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.

The Starting Research Program (BAD) is in place to develop the research environment at Atılım University, and to provide Atılım University faculty members with doctorate degrees, especially newer ones, with support for their short-term and low-budget research and development for a background in research. Faculty members with doctorate degrees may apply as Project Coordinators for the program within 2 years following their employment at Atılım University, and within 5 years following the reception of their doctorate degrees. Priority fields and relevant project topics within the scope of the National Science and Technology Policy Implementation Plan shall be favored in BAD program applications. As of the Academic Year of 2021-2022, each BAD project may be supported with up to 120,000.00 Turkish Liras. The principles and conditions for the relevant program are available at: https://www.atilim.edu.tr/tr/argeda/page/951/usul-ve-esaslar In the Academic Year of 2021 - 2022, a total of 3 BAD projects have been supported.

The Research Support Program began in 2018 with the aim to provide support for preliminary

studies and infrastructure in order to aid Atılım University researchers in their efforts to receive external funding of larger scales in priority fields as deemed by Atılım University. The ADP program is for seasoned researchers, and the projects within this scope are supported for up to 12 months. Certain criteria for Project Conductors of ADP projects are that they are to have been appointed as Project Conductors at least once, or as Researchers at least in two projects of TÜBİTAK, SSM, KOSGEB and the likes. As of the Academic Year of 2021-2022, each ADP project may be supported with up to 140,000.00 Turkish Liras. The principles and conditions for the ADP program are available at https://www.atilim.edu.tr/tr/argeda/page/4077/usul-ve-esaslar. In the Academic Year of 2021 - 2022, a total of 2 ADP projects have been supported.

Two new internal support mechanisms were developed in 2020 to support the R&D activities in line with the research strategies of Atılım University; namely the University-Industry Cooperation Support Program (ATÜSAD) and the Internal Panel Evaluation System. The ATÜSAD program aims to support R&D projects of Atılım University and various institutions and organizations, within the scope of the collaboration between the university and industries. In this scope, the core aim is to encourage institutions and organizations to conduct projects in collaboration with the university. Projects of R&D qualities are supported through the ATÜSAD program, designed to support the processes of production and/ or service through the transfer of the advanced infrastructure, know-how, and research capabilities of Atılım University to the industry in line with the requirements of institutions and organizations. The ATÜSAD program is based on the mutual support between Atılım University and the Organization; and programs devised within the scope of the program are supported for up to 12 months. The principles and conditions for the relevant program are available at: https://www.atilim.edu.tr/tr/argeda/page/5097/usul-ve-esaslar. Within the scope of this program, three projects (2 TUSAŞ, 1 Venaporta Ltd. projects) were initiated for the year 2021-2022, to be co-funded. Thanks to the program, a significant contribution has been made to activities related to University-Industry cooperation. The list of projects may be reviewed at: [C.1.2_ATÜSAD PROJELERİ LİSTESİ.docx], [C1.2_ATÜ-İç Destekler-19-20-21.xls], and [C1.2_Sanayi Destekli Proje Listesi.xlsx].

The "Internal Panel Evaluation System" was developed and has been implemented since 2020 with the aim to increase the number of applications for externally-supported projects. The Internal Panel Evaluation System aims to provide preliminary evaluations through evaluations by the internal panel of Atılım University for project proposals for applications within the scope of TÜBİTAK programs by Atılım University researchers, and feedback to project coordinators, in relation to the development of their project ideas. With this system, Atılım University aims to increase acceptance rates of TÜBİTAK projects proposed by the university.

The university continues to offer counseling for faculty members when they are at their project writing stages, to aid them with national and international fund access. The issues encountered by academicians on their quest towards national and international projects are followed. Efforts are underway as always, regarding the organization of training sessions on project writing. In order to increase the number of applications for international programs, and the competencies of Atılım University researchers, briefing meetings and training sessions were offered. The university also made an effort to establish a communication network that involved institution officials, company officials, and academicians of different universities. Meanwhile, Atılım University academicians attended training sessions and webinars on international collaborations.

Within the scope of University-Industry Cooperation, company interviews may be conducted by the Directorate of ARGEDA-TTO on one-on-one, in order to encourage industry-supported projects and to facilitate the working methods of academicians. The aim is to develop and increase activities especially for contracted R&D projects through various methods to contact the industry and public institutions. Atılım University provides its contributions towards the transfer of the project ideas and the current R&D studies to the industry in the most appropriate way, as well as the accurate determination of the needs of the industry and the transfer of these needs to Atılım University academicians in order to create projects; and enters into agreements with the leading companies in the defense industry, such as Aselsan, Roketsan, and FNSS. Projects and project outputs (projects, patents / publications, etc.) created through non-university sources are monitored and documented at the official web site for our university. The number of externally supported projects and the planning and monitoring activities to increase the number are discussed at regular university research board meetings. [See also: C.1.2_ARAŞTIRMAsunumu-2020.pptx]

The Directorate of ARGEDA-TTO is the unit to provide support at the application stages of Atılım University faculty members to external funds. The Directorate of ARGEDA-TTO plays a key role regarding the project writing stage, and in announcing current external programs. This Directorate also organizes training sessions in various topics during the year. For example:

- BIGG-ATILIM Training-11.01.2021

- Online Announcement on Project Outputs and Patent Rights - 19.02.2021

- Seminar on Intellectual Property Rights - 23.03.2021

- ATUSAD Promotional Presentation to OSTİM TEKNOPARK Companies - 01.04.2021

- Training on the Accelerator Program - 19.04.2021

- Informational Meeting on Internal Support Programs - 07.09.2021

- Training on the Accelerator Program - 23.11.2021

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 programs (number of graduates, trends) and "post-doc" opportunities, the doctorate degree programs executed by Atılım University Graduate Schools are:
- Electrical and Electronics Engineering Doctorate Degree Program, Chemistry Doctorate Degree Program, Mechanical Engineering Doctorate Degree Program, Mathematics Doctorate Degree Program, Architecture Doctorate Degree Program, Engineering Systems Modeling and Design Doctorate Degree Program, Software Engineering Doctorate Degree Program under the Graduate School of Natural and Applied Sciences; and
- English Language and Literature Doctorate Degree Program, Business Administration

Doctorate Degree Program, Public Law Doctorate Degree Program, Political Science and Public Administration Doctorate Degree Program, Private Law Doctorate Degree Program, Political Economy Doctorate Degree Program under the Graduate School of Social Sciences.

Processes for postdoctoral fellows are defined in the Practice Guidelines for Visiting and Postdoctoral Researchers. For example, 4 researchers in 2019, and 5 researchers in 2020-21 came to Atılım University for their post-doctoral research. [See also: C.1.3_Misafir ve Doktora Sonrası Araştırmacılar.xlsx]

To sum up, research and development resources are managed in line with the research and development strategy. Included in the strategic plan study as a specific area of strategic priority, the relevant section is available in the document C.1.2_AtilimUniversitesiStratejikPlan2020-2024.pdf. The performance indicators under this heading and the established performance management system of the University are integrated as previously stated and are being operated successfully (setting an example for other higher education institutions).

 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_2021.pdf
C.1.1_ARGEDA-TTO Yapi ve Isleyis Yonergesi.pdf
C.1.1_ARGEDA-TTO Danismanlik Projeleri Uygulama Yonergesi.pdf
C.1.1_Atilim Universitesi Bilimsel Yayin Ustun Basari Odulleri Uygulama Yonergesi.pdf
C.1.2_ATÜSAD PROJELERİ LİSTESİ.docx
C.1.2_ Ic Destekli Arastirma Gelistirme ve Tasarim Projeleri Uygulama Yonergesi.pdf
C.1.2_Atilim Universitesi Bilimsel Arastirma Projeleri Fonu Yonergesi.pdf
C.1.2-AtılımUniversitesiİçDestekProgramlarıDetaySunum-2020
C.1.2_İç Destek Programları Tanıtım Rehberi.pdf
C.1.2_AtilimUniversitesiStratejikPlan2020-2024.pdf
C1.2_Sanayi Destekli Proje Listesi.xlsx
C1.2_ATÜ-İç Destekler-19-20-21.xls
C.1.2_2021-2022-LAP-DesteklenenProjeÖnerileri.pdf
C.1.2_2021-2022-BAD-DesteklenenProjeÖnerileri.pdf
C.1.2_2021-2022-ADP-DesteklenenProjeÖnerileri.pdf
C.1.2_ARAŞTIRMAsunumu-2020.pptx
C.1.3_Misafir ve Doktora Sonrası Araştırmacılar.xlsx

C.2 Competency in Research, Collaborations and Support

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. Various training activities are carried out to increase the research competency of the current faculty members. Aside from the training activities organized by the Directorate of ARGEDA-TTO and detailed in the relevant section, Atılım University Directorate of Library and Documentation also organized training sessions on issues directly related to research such as article writing, and database utilization during the year. For example:

- 6.01.2021 Research Techniques with MEDLINE Complete (PubMed in Full Text), and CINAHL Complete - User Training
- 22.01.2021 "Research Performance: Training on The New User Interface of InCites &

Journal Citation Reports & Essential Science Indicators

- 28.01.2021 Literature Scanning Techniques, and Practical Tips for Research
- 8.3.2021 Complete Autonomy Database User Training
- 17.3.2021 Elsevier ClinicalKey Database User Training
- 21.05.2021 DataTurkey Promotional Meeting
- 13.10.2021 Elsevier ClinicalKey Webinar
- 3.11.2021 The Importance of ClinicalKey in Medical Training - Student Experiences, Online Meeting
- 03.11.2021- 05.11.2021 Tutorial Meetings for Bentham Science E-Book and E-Mag Collections
- 23.11.2021 "Springer Nature - Publishing with Impact and a Route to Open Access" User Training
- 1.12.2021 Using Wiley Online Book and Consultation Resources Effectively
- 2.02.2022 "Research Strategy and Performance: InCites & Journal Citation Reports & Essential Science Indicators" Webinar
- 3.02.2022 User Training on Evidence-Based Medicine and Literature Scanning in Health Sciences
- 3.02.2022 Source scanning, MeSH, Meta-Analyses, and Systematic Reviews with MEDLINE Complete
- 10.02.2022 Literature Scanning Techniques, and Practical Tips for Research
- 22.02.2022 ClinicalKey User Training
- 2.03.2022 HSTalks Biomedical & Life Sciences Collection Database User Training

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. The Directorates of International Affairs and ARGEDA-TTO conduct studies on cooperative projects and potential collaborations within the framework of the bilateral cooperation programs of TÜBİTAK to be made with foreign universities with which Atılım University shares cooperation protocols (details available under "Internationalization"). The International Collaboration Support Program (UDP), initially executed within the Academic Year of 2019-2020, complements these efforts. This program aims to provide support for Atılım University academicians intending to participate in projects planned to be conducted at international levels (H2020, COST, TÜBİTAK dual collaboration programs etc.) as coordinators or researchers in their participation to international scientific collaboration meetings, project market events, and consortium meetings; as well as for research visits relevant to their projects with research groups intended for collaboration purposes.

The academic performance evaluation system measures the competence of the current research staff. The academic performance evaluation system appeared to have room to improve; therefore, studies have been carried out accordingly. In the annual performance evaluation; the creation of a structure that takes into account both research and educational activities, and that contributes to science in appointments and promotions was adopted. The academic performance evaluation system was revised, taking into account the performance indicators (publications, citations, projects, patents, industry income, etc.) for Atılım University to peak both at the national and international levels. A measurement system was devised for the new performance evaluation system, taking into account the inter-disciplinary differences.

The processes related to the academic performance evaluation method are defined within the

framework of the "Directive on Lecturer Measurement Criteria, Procedures and Principles". Based on this, a report on the academic performance evaluation of all instructors at the departments within the University is prepared by the Presidency. (See also: C.2.1_AKADEMİK PERFORMANS DEĞERLENDİRME RAPORU 2018.docx andC.2.1_AKADEMİK PERFORMANS DEĞERLENDİRME RAPORU 2019.docx)

Evaluation results are conveyed to the heads of department and the results are communicated to the relevant instructor by the head of the department, with the "instructor performance score and performance index evaluation result notification form". Instructors are provided details regarding their evaluation results during the report confirmation stage. (See also: C.2.1_ÖĞRETİM ELEMANI BAŞARIM BİLDİRİM FORMU 2020 Takvim Yılı.docx).

On the other hand, the application processes for the associate professorship exam and promotion to associate professorship of doctoral faculty members are monitored through the associate professorship monitoring form. The academic performance evaluation system and the associated associate professorship monitoring process have the structure and quality to set an example. (See also: C.2.1_Doçentlik İzleme Formu-2021.docx) As a result, revisions are made in the relevant directive and business processes in accordance with the continuous improvement approach (For example, the above-mentioned Directive on Instructor Performance Measurement Criteria, Procedures and Principles has been revised for improvements 4 times).

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. As the university vision clearly states, national and international rankings, and their performance indicators, are closely followed. Therefore, performance measurement criteria are created by taking into account the performance indicators of external shareholder rankings such as THE, Entrepreneurial and Innovative University Index, the natural followers of the process, to undergo constant updates. The academic performance evaluation system is compatible with the indicators related to the vision and goals of the university, and has an exemplary structure created by considering the criteria of the ranking institutions instead of scoring each activity. Some of the practices for developing joint research and/ or graduate programs, participating in research networks and establishing joint research units are listed below:

- Having common patent collaboration studies with other universities. The patent studies performed in collaboration with METU Technopolis, METU and Hacettepe University have been finalized and the commercialization procedures have been initiated, cooperatively. Meanwhile, various patent studies are still underway, in collaboration with Hacettepe University and METU.
- Agreements have been made towards joint business and project development activities as per C.2.2_BİGG 2020 Ankara Üniversitesi İşbirliği Protokolü.pdf, designed in cooperation with Ankara University.
- Business Idea Competitions are organized both inside and outside the University, aiding entrepreneurs in bringing their business ideas to life.
  - Our "**Bir Atılım Yap**" business idea competition for undergraduate students in their third and fourth years was held in the first half for 2020. Competing candidates were offered services such as training, mentoring, consultancy, and so forth, upon passing the evaluation phase. The top three contestants walked away with a cash prize.
  - "**Fikrinle İz Bırak**", another business idea competition, was held in collaboration with the TUGIAD Ankara Branch. The organizers aimed to

encourage and support aspiring entrepreneurs who have innovative/ technological business ideas through prizes; and to offer services such as training, mentoring, and counseling. Business ideas from all over Türkiye were received within the scope of the competition, totaling up to 150 applications. The top three contestants were also awarded.

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_AKADEMİK PERFORMANS DEĞERLENDİRME RAPORU 2018.docx
C.2.1_AKADEMİK PERFORMANS DEĞERLENDİRME RAPORU 2019.docx
C.2.1_Doçentlik İzleme Formu-2021.docx
C.2.1_ÖĞRETİM ELEMANI BAŞARIM BİLDİRİM FORMU 2020 Takvim Yılı.docx
C.2.2_BİGG 2020 Ankara Üniversitesi İşbirliği Protokolü.pdf

C.3 Research Performance
During the University Research Board meeting at the end of each calendar year, the data created and analyzed by the Vice Presidency for Research and the Directorate of ARGEDA-TTO are presented and discussed. A summary of the evaluations regarding the budget structure and the activities performed is available at C.3.1_AR-GE_analiz ve degerlendirmeler_24112021.docx.

In the information booklet distributed before the University Research Board, data on publications, citations, internal and external supported projects and patents are presented. In the light of these data, the targets for the new year and the new mechanisms to be established to achieve these targets are also reported.

As for the performance evaluation of faculty members; the competence levels of the current research staff members are measured via the academic performance evaluation system. Annual performance evaluation 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.

Performance evaluation is performed as per transparent and objective criteria within the scope of Directive on the Procedures and Principles on Academic Staff Achievement (Performance) Measurement Criteria.

The process and method are as follows: Faculty members provide the required information on their activities in the previous year based on the Academic Achievement Scoring Chart attached to the relevant Directive; via the Atılım University Academic Achievement System correctly, and on a yearly basis, until February 15 every year. The information provided by faculty members is reviewed by the relevant Head of the Department until March 1 each year, and then by the Dean/ Director of Graduate School until March 15 each year. Corrections are requested and approved, where necessary. If deemed necessary, a commission of three people may be established by the Deanship/ Directorate to be chaired by the Deputy Dean/ Vice Director to review the information obtained from departments. In this case, reviews and approvals are finalized until March 15 every year. After the approval process is completed by the Dean/ Director of Graduate School, the information on the faculty members of Schools/ Graduate Schools is submitted to the Presidency until March 20, each year. The Academic Achievement Evaluation Commission, chaired by the Vice President for Research, reviews the evaluation results sent to the Presidency by the Dean/ Directors of Graduate Schools, and calculates the achievement index for each faculty member. Achievement index calculation results are submitted to the Presidency by the commission until March 31.

The achievement points for research and education activities of faculty members are calculated as per the charts attached to the relevant Directive, taking into account their Schools/ Graduate Schools. In line with the conditions on the charts, the research achievement points (P1) and the education achievement points (P2) are calculated, both of which result in an integer between 1 and 5. Once P1 and P2 has been calculated, a formula (P = 0.65xP1 + 0.35xP2) is used to calculate (P), or the combined achievement index.

Research performance evaluation and result-based improvements are performed on the grounds of the value P, or the achievement index, of faculty members as detailed above, within the framework of performance evaluations for faculty members. The Vice President for Research evaluates the achievement index data on all faculty members with respect to their other counterparts within the entire university, or with regards to each School, statistically. The pay rise for the following year for each faculty member is determined as per their P achievement index value.

Lastly, as for Research Budget Performance, the research budget of Atılım University consists of these items:
- Funds for internal support programs (LAP, BAD, ADP, UDP, ATÜSAD),
- Expenses for publication incentives,
- Library expenses (expenses for scientific publications),
- Research database expenses,
- Expenses for Intellectual Property Rights,
- Support for conferences in and out of Türkiye.

Currently, Atılım University has a practice in place to monitor the budget-performance relationship between the publication incentive expenses, and the number of complete articles indexed under WoS. Budget data is available at C.3.1_YÖK_Tablo_17B_28.09.21.xlsx, prepared to aid in annual YÖK audits.

The university also makes use of a performance monitoring mechanism for the funds utilized within the scope of its internal support programs. For example, at least one of the criteria presented below should be met within the two years following the starting date of the project, after the completion of the projects supported under the "Starting Research Support Program":
1. Publication or acceptance for publication of project outputs in magazines of Categories Q1 and Q2 as per Web of Science.
2. Patent application by project coordinators in the event that the studies within the scope of the project result in inventions,
3. Application for external support in order to improve project topic research, to industrial institutions and organizations, or national and international institutions/ organizations such as TÜBİTAK, European Union, HORIZON 2020 etc., upon project completion.

Or, at least one of the criteria presented below should be met within the two years following the starting date of the project, after the completion of the projects supported under the "Research Support Program":
1. Publication, or acceptance for publication of project outputs in magazines of Category Q1 as per Web of Science.
2. Patent application in the event that the studies within the scope of the project result in an invention,
3. Application for external support in order to improve project topic research, to industrial institutions and organizations, or national and international institutions/ organizations such as TÜBİTAK, European Union, HORIZON 2020 etc., upon project completion.

The ARGEDA-TTO Directorate monitors for the fulfillment of these conditions after project

completion.

The research performance of the lecturers of Atılım University 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_AR-GE_analiz ve degerlendirmeler_24112021.docx
C.3.1_YÖK_Tablo_17B_28.09.21.xlsx
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 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, innovativity, and creativity.

Until 2021, Atılım University carried out its social contribution studies in parallel, and integrated, with education and research processes. This integrated structure is evident in the 2020-2024 Strategic Plan which includes the main goals of Atılım University. Many targets in the Plan also produce direct social contributions, and these are detailed in the table at D.1.1_Stratejik Plan - Toplumsal Katkı Tablosu.

With the entry of our University into the YÖKAK evaluation process in 2021, the need arose for the social contribution management and organizational structure to be realized through a customized working order. The first of the studies conducted in this direction is the decision to establish a social contribution policy (D.1.1_Toplumsal Katkı Komisyonu Kurulması Kararı) by the Institutional Accreditation Program Commission, a sub-commission under the Quality Commission of the University. Upon this decision, the social contribution policy was prepared and finalized in line with the opinions and experiences of the members (D.1.1_Toplumsal Katkı Politikasına Son Şeklinin Verilmesi), and the Social Contribution Policy was announced on our official website.

Upon the preparation of the Social Contribution Policy, and with the aim of producing an evidence collection mechanism that spreads throughout the University, the YÖKAK2021 course was designed on Moodle, the online course platform used by the University (https://moodle.atilim.edu.tr/enrol/index.php?id=10649). The course was open to the authority of all academic staff and administrative unit managers to upload relevant evidence. An evidence collection form was created in order to ensure unity of practice throughout the university; the Moodle course and the evidence collection form were announced to the members by President Prof. Dr. Yıldırım Üçtuğ (D.1.1_Duyuru Maili.pdf). With the announcement from the Presidency, the units organized within themselves, and many pieces of evidence regarding social contribution produced since 2017 were added to the online course platform.

In order to prepare for the YÖKAK process more actively, the decision was taken to organize a seminar for the academic and administrative staff of the University (D.1.1_Toplumsal Katkı Konusunda Eğitim Verilmesi Kararı.docx), where internal stakeholders were informed about the organization and operation process regarding Social Contribution .

In coordination with the collection of evidence, the pieces of evidence have been analyzed in parallel with the United Nations Sustainable Development Goals, in which the core values of our University are in harmony. The report is available at D.1.1_Sürdürülebilir Kalkınma Hedefleri Sınıflandırma.docx. As a result of the study, an information note was produced, available at D.1.1_Sürdürülebilir Kalkınma Hedefleri Bilgi Notu.docx.

The YÖKAK 2021 course on Moodle, the evidence collection form, the training seminar on social contribution, classification of evidence in line with sustainable development goals all ensured the effective participation of internal shareholders in the social contribution process and set an example of good practice; with the unique application developed by Atılım University in line with the needs.

During the preparations for the YÖKAK evaluation process, the decision was taken to establish a commission to conduct the evidence collected by a more organized structure (D.1.1_Toplumsal Katkı Komisyonu Kurulması Kararı.docx). Therefore, a Social Contribution Commission was established as per the Official Letter numbered E-59394181-050.06.02-29135 on 14.02.2022. The Commission held its first meeting on 22.02.2022, and one of its first activities was to contribute to the preparation of the Social Contribution section in IER 2021. In the commission, the evidence collection form created during the YÖKAK evaluation process was discussed and its aspects to improve were determined. It was also decided (D.1.1_Toplumsal Katkı Komisyonu Toplantı Notu.docx) to shape the form into one that helped the commission to perform its social contribution planning, monitoring, planning and improvement functions. The evidence collection form was improved with the decisions taken

([D.1.1 Toplumsal Katkı İyileştirilmiş Form.docx](#)). Representatives from relevant units organized their units to aid in the collection of up-to-date evidence ([D.1.1_GSTMF İç Organizasyon.docx](#)).

Atılım University is an institution that has internalized social contribution, as evident in our [mission](#) and [core values](#), adopted since our establishment. In this direction, all units of the University actively contribute to the society in their education and research activities.

An example of the research and practice centers executing social contribution activities would be the role undertaken by Atılım University Migration Studies Application and Research Center (ATUGAM) ([D.1.2_Atılım Üniversitesi Göç Çalışmaları Uygulama ve Araştırma Merkezi Yönetmeliği.pdf](#)), established in September 2020, in the global, and national, issues regarding migration. [ATUGAM](#) organized a [Symposium on Migration and Private International Law](#) in cooperation with Atılım University School of Law on June 20, World Refugee Day. The symposium took place online, and many speakers from inside and outside the institution participated in the subject of migration and refugees ([D.1.2_Göç Sempozyum içerik.png](#)). The Center has displayed a solution-oriented approach in raising public awareness by working effectively with internal and external shareholders. Then, in December 2021, the center [visited](#) the Refugee Information and Support Point operating in Keçiören under the IGAM Center for Asylum and Migration Research, acting together with internal and external shareholders in cooperation with the Communications Community under Public Relations and Advertising Department of our University, within the scope of World Refugee Day. Within the scope of the visit, clothing and stationery materials were collected within the scope of the university for the needs of refugee individuals and families, to be donated to the relevant center for distribution to those in need.

Another example of research and practice centers that perform social contribution activities is the Women's Studies Center (**[KASAUM](#)**). KASAUM, with its approximately 20 thousand followers on social media, plays an active role in raising awareness of the society, especially our university students, on many issues such as solidarity and trust workshops between women, activities on women's health, and Women's Day (**[D.1.2_KASAUM Afişler.jpg](#)**).The Center carries out interdisciplinary studies by combining gender equality issues with contemporary developments ([D.1.2_Dijital Çağda Toplumsal Cinsiyet ve Feminizm.jpg](#)) and discusses women's issues in every possible platform in effective cooperation with external shareholders ([D.1.2_Litlap Clubhouse.jpg](#)).

In addition to our centers, Atılım University Schools also actively participate in our social contribution. An example of this would be the different legal clinics that they have developed and the legal clinics that are candidates to be good practice examples with the mechanisms within these clinics. The Legal Aid Practices Clinic, the Ombudsman-Friendly Law Clinic, and the Fundamental Rights Advocacy Clinic opened in [Fall 2019-2020](#); the Decision Writing Clinic, the Legal Aid Clinic, the Ombudsman-Friendly Law Clinic, the Everyday Life Law Clinic opened in [Spring 2019-2020](#); and the Decision Writing Clinic opened in [Fall 2020-2021](#). At these clinics, approximately 120 students were provided with interactive learning techniques and active methods to internalize, and put into practice, the concepts of law. During the [law clinics](#) conducted, the students prepared draft recommendations for the applications received by the Ombudsman Institution, provided support in responding to the applications made to the Ankara Bar Association legal aid center, and produced practices and mechanisms on human rights ([D.1.2_Ombudsman Dostu Hukuk Kliniği Tavsiye Kararı Taslağı.docx](#)).The Ombudsman-Friendly Law Clinic went beyond a semester course with internship opportunities provided to the students taking the course at the Ombudsman Institution during the summer

break (D.1.2_Kamu Denetçiliği Staj.png). Thus, our University plays an important role in the development of cooperation between public institutions and universities, and the internalization of dispute resolution methods at the undergraduate level.

Since the issue of social contribution develops in parallel with education and research activities, the budget allocated to this issue widens every year. Among the units reflecting a such increase in the clearest fashion is the ARGEDA-TTO Directorate and its internal support program budgets. The total funding for our internal support programs, or namely the Undergraduate Research Projects Program (LAP), the Starting Research Support Program (BAD), the Research Support Program (ADP), the International Collaboration Support Program (UDP), and the University-Industry Cooperation Support Program (ATÜSAD) was set at ₺965,295.66 in 2019-2020, and at ₺1,831,127.98 in 2020-2021. Projects in many fields such as health sciences, engineering, law and fine arts received support in 2021. The projects receiving support in the 2021-2022 Academic Year are detailed at D.1.2_2021-2022 Akademik Yılında Desteklenmiş Projeler.docx.

Our university opens its resources to the benefit of everyone who wants to improve themselves, with the aim of being beneficial not only to its own students but also to the entire society. The Atılım University Continuing Education Center is one of the leading examples showing that social contribution resources are managed in line with our social contribution strategy. Offering training in many fields such as mediation, coaching, foreign trade expertise, public speaking, and writing; the Continuing Education Center meets the needs of the society in many ways with its central location, variety of content, and reasonable prices. Our Graduate Schools of Natural and Applied Sciences, Health Sciences and Social Sciences, all of which offer graduate education, also create opportunities, including a wide variety of scholarship opportunities, for anyone desiring to specialize in their field.

The physical diversity and balance maintained by our planning across our campuses are important in demonstrating that social contribution resources are managed in line with the social contribution strategy. Our Directorate of Library and Documentation, ARGEDA-TTO Directorate, Research Centers, and Schools at our Incek campus; as well as the Atılım University Continuing Education Center and the Graduate School of Social Sciences in Kızılay, and the Vocational Graduate School of Health Sciences at our Ahlatlıbel campus reflect the physical balance. In addition; the gym, conference halls, amphitheater and the boathouse of our campus are free of charge for the use of our members, our students and requesting institutions (such as public organizations, NGOs, the municipality, depending on the characteristics of the institutions). These areas may be rented long-term by sports clubs at a certain hourly fee. We also offer classes in many sports branches such as basketball, volleyball and tennis on weekends for children for a certain fee. High schools and kindergartens may use our conference halls free of charge for graduation ceremonies at their request; meanwhile companies and institutions may be required to do so for a fee. These elements are signs that a certain resource distribution is in place which covers dimensions such as financial, physical and human power related to the social contribution process.

Broadcasting opportunities such as Iz Magazine, Atılım News, Atılım Radio, and the fact that the last page of the magazine "Herkese Bilim Teknoloji" ("*Science and Technology for Everyone*") is reserved for our University on Fridays reflect the strategy in which we use our social contribution resources. Through these magazine, newspaper and radio facilities, our academics, students and other internal shareholders regularly get to inform the society on current and developing issues. Our university provides scientific and cultural benefits to the society with all kinds of printed and verbal opportunities, both with the opportunities and examples of good practice that it creates, and with its cooperation with external shareholders. (For example; D.1.2_Solfasal Gazetesi.jpg and D.1.2_Dünya Gazetesi.jpg.)

The decision taken for the process to be handled by a commission and the establishment of a

such commission with representatives from the relevant units following the execution of our evidence collection method regarding social contribution through the YÖKAK 2021 online course on which we relied during the YÖKAK evaluation process reflects our monitoring and improving efforts regarding both the human resources on which we operate regarding social contribution and the resources used and produced throughout the university.

Restructuring of the forms created for evidence collection purposes throughout the university in the YÖKAK evaluation process by the Social Contribution Commission following their utilization in the process; the updates made on the forms to include planning activities and links to sustainable development goals (D.1.1_Toplumsal Katkı İyileştirilmiş Form.docx) among our efforts reflect our activities regarding monitoring and improving the diversity and adequacy of social contribution resources.

As for the issue of monitoring and improving the diversity and adequacy of social contribution resources on a unit basis, the annual bulletin published by the School of Law since 2017 is another example as an item developed by the institution itself. The academic and cultural events organized at the School of Law include many different topics such as academic outputs produced by academics, graduate programs and the Continuing Education Center training opportunities supported by the school, activities of student societies, achievements of academics and students, and projects. Thanks to the annual bulletins, the School of Law monitors its utilization of different resources such as finance, labor and expertise, and is able to plan for activities that show a decline.

Developing its resources in line with the needs of the society, Atılım University creates unique practices, as well. Moodle, an online course platform, is offered to the benefit of the entire society, accessible to the outside, and not only the students registered at the University. Especially in today's world where technological developments have gained great momentum and access to free and accurate information on these subjects is very difficult, many courses by our university academics, such as Object-Oriented Programming, Business Intelligence and Data Warehouse Systems, Game Programming, I'm Learning Programming With Scratch, meet an important need.

Our university takes active responsibility in the career choice and career planning of high school students, and brings together our academic staff and high school students both face-to-face and online, through the programs organized by the Directorate of Corporate Communications and Promotion. Unlike promotional meetings for the University, these unique meetings, shed light on the future of attendees by introducing the professions to the young people. (For example, D.1.2_Hukuk Fakültesi Kariyer Sunumu.pdf and D.1.2_Tıp Fakültesi Kariyer Sunumu.pdf) Thus, our University transfers its resources to methods developed in line with current needs other than standard applications.

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_Stratejik Plan - Toplumsal KatkıTablosu.pdf
D.1.1_Toplumsal Katkı Komisyonu Kurulması Kararı.docx
D.1.1_Toplumsal Katkı Politikasına Son Şeklinin Verilmesi.docx
D.1.1_YÖKAK2021.pdf
D.1.1_Toplumsal Katkı Formu.docx
D.1.1_Prof. Dr. Yıldırım Üçtuğ mail.pdf
D.1.1_Toplumsal Katkı Konusunda Eğitim Verilmesi Kararı.docx
D1.1._KurumsalAkreditasyonCalistayi_12112021.mp4

D.1.1_Sürdürülebilir Kalkınma Hedefleri Sınıflandırma.docx
D.1.1_Sürdürülebilir Kalkınma Hedefleri Bilgi Notu.docx
D.1.1_Toplumsal Katkı Komisyonu Kurulması Kararı.docx
D.1.1_E-59394181-050.06.02-29135 Sayılı Resmi Yazı.pdf
D.1.1_Toplumsal Katkı İyileştirilmiş Form.docx
D.1.1_GSTMF İç Organizasyon.docx
D.1.2_Atılım Üniversitesi Göç Çalışmaları Uygulama ve Araştırma Merkezi Yönetmeliği.pdf
D.1.2_Göç ve Milletlerarası Özel Hukuk Sempozyumu.png
D.1.2_Göç Sempozyum içerik.png
D.1.2_Dünya Mülteciler Günü ziyareti.jpg
D.1.2_KASAUM Sosyal Medya Hesabı.jpg
D.1.2_KASAUM Afişler.jpg
D.1.2_Dijital Çağda Toplumsal Cinsiyet ve Feminizm.jpg
D.1.2_Litlap Clubhouse.jpg
D.1.2_Ombudsman Dostu Hukuk Kliniği Tavsiye Kararı Taslağı.docx
D.1.2_Kamu Denetçiliği Staj.png
D.1.2_2021-2022 Akademik Yılında Desteklenmiş Projeler.docx
D.1.2_Konferans Salonu.jpg
D.1.2_Herkese Bilim Teknoloji Dergisi
D.1.2_Solfasal Gazatesi.jpg
D.1.2_Dünya Gazetesi.jpg
D.1.2_Hukuk Fakültesi Kariyer Sunumu.pdf
D.1.2_Tıp Fakültesi Kariyer Sunumu.pdf

D.2. Social Contribution Performance

Each unit at Atılım University is also authorized to monitor and improve social contribution performance, as in all other matters carried out in line with their area of responsibility. For example, within the scope of the Starting Research Support Program under the supervision of ARGEDA-TTO, we set targets that are expected to be achieved in at least two years. Project coordinators may not benefit from Atılım University Internal Support Programs without passing at least one of these requirements. The ARGEDA-TTO Directorate monitors for the fulfillment of these conditions after project completion.

Annual bulletins issued by the School of Law since 2017 are also an example of the practice where we improve performance through monitoring efforts by our schools.

Atılım University also collects shareholder feedback on social contribution issues, and effective work is carried out with external shareholders.

The University-Industry Collaboration Support program (ATÜSAD), executed since the Academic Year of 2020-2021, is an example of the practices developed upon the feedback received from the activities carried out with external shareholders. The program aims to support R&D projects of Atılım University and various institutions and organizations, within the scope of the collaboration between the university and industries. The program is unique to Atılım University, and the projects to be supported within its scope are: Investigation of Formability of Al-Li Alloys, and Investigation of the Effect of Subzero Temperature Storage Conditions on the Aging Behavior and Formability of Quenched 2024 Aluminum Alloy, both with TAI; and studies on the mechanical and functional application gains of surgical suture needles coated with Boron Nitride with VENAPORTA.

Another unique practice of ours that stands out in terms of social contribution to the activities performed with external shareholders in the field of industry is TEKMER, an entrepreneurship

practice developed to support new technology-oriented enterprises, to enable existing enterprises to bring new products to the markets by developing new production methods, to support R&D, innovation and industrial application activities of enterprises, and to contribute to the strengthening of university-industry cooperation. The infrastructure of this initiative, contracted in 2019, was prepared in 2020, to give way to ANKARA TEKMER, established in partnership with Yıldırım Yapı and STYX Yazılım, in cooperation with Atılım University, to start its activities in 2021.

Our industry collaborations extend to many different fields at our University. For example, our Department of Fashion and Textile Design hosted Textile Exporters and Employees Association (TİHCAD) president and board members in June, as an example to our meetings held with internal and external shareholders, making it possible to exchange ideas on sectoral developments and university-industry cooperation (D.2.1_GSTMF-Sanayi İşbirliği.jpg).

As for social contribution efforts emerging upon shareholder feedback, an example would be the "International Migrants Day Panel in the Grip of Discrimination" organized through the joint efforts by ATUGAM and Ankara Bar Association Refugee Rights Center within the framework of the cooperation protocol (D.2.1_Ankara Barosu Protokolü.pdf) renewed by our university with the Ankara Bar Association. The panel has been an important step in the issue of migration and refugees, a national and a global issue.

Atılım University is also in effective communication with shareholders on ecology and climate change. The Flower of Love (Centaurea Tchihatcheffii), officially recognized by the Ministry of Culture, has been at on our campus since 2007, and protected by the relevant units of our university. In May, Ankara Metropolitan Municipality Environmental Protection Department Landscape Architect Duygu Terzi and Botanist Prof. Dr. Macit Vural Sevgi also visited our campus to see the flower of love. In addition, within the scope of D.2.1_Ankara Endemik Bitkilerinin Korunması Projesi .jpg, a trip was organized with our project consultant Prof. Dr. Macit Vural to the Doğandere Village of Nallıhan, where Nallıhan Akyıldızı (Ornithagalum Nallıhanense), owned by our University, naturally blossoms. During the trip, the flower was identified and photographs were taken. Another example reflecting our sensitivity to ecology and our social contribution in line with our core values and goals would be the "Climate Crisis in My Closet" interview with Indigo Friends founder and Permatürk Foundation Board Member Ebru Debbağ, under the School of Fine Arts, Design and Architecture, on March 22, World Water Day.

Another example in terms of shareholder feedback is our "Consultant Academic" practice. Within the framework of the 2023 Education Vision Goals of the Ministry of National Education, the "Consultant Academic" practice involves academicians who may aid in the connection between schools and universities for purposes such as effective management of management processes, development of teacher competencies, strengthening environment-school relations, and ensuring quality education in schools by increasing student success in all areas. In this context, representing Atılım University, Assoc. Prof. Dr. Serdar Egemen Nadasbaş, Head of Department of Fashion and Textile Design, signed the protocol at D.2.1_Danışman Akademisyen Protokolü.jpg that covers the Academic Year of 2020-2021, with Atatürk Vocational and Technical Anatolian High School.

In terms of shareholder feedback, our practices that consider the employment opportunities of our students are also important. In this regard, the efforts of our Directorate of Career Planning and Cooperative Education to keep our students informed about the effective communication

with external shareholders, as well as about [employment opportunities](#) and [internship opportunities](#); "[Career Ambassadors](#)", an good practice example, and our traditional [Career Days](#) constitute some examples of practices in which external shareholders and students are actively brought together. In addition to the Directorate of Career Planning, our Schools also work effectively with our shareholders on career development, providing information to the society, especially our students, through [open](#) [events](#). With the Undergraduate Research Project [Internationalization in Legal Education and Career](#) supported by ARGEDA-TTO, students come together with international shareholders. The parts of these events where experts take the floor are announced in Atılım University media such as our [social media accounts](#) and [official web pages](#). These events are open to the attendance of any and all who may be interested. Career planning is one of the issues to which our students also attach importance, and student communities organize activities that are beneficial to the career development of students in many areas, such as psychology ([D.2.1_Psikoterapide Rüyalarla Çalışmak.jpg](#), [D.2.1_Yeme Bozuklukları.jpg](#)).

Upon shareholder feedback and requests on current and emerging issues, our academics, students and units carry out public information activities in online and face-to-face environments on many political, economic, technological and cultural issues. Many examples to this are the case at Atılım University. Some of these would be the 19th Century Russian Intelligence presentation at the workshop held by Ankara Thought Workshop (ADA), The interview [D.2.1_Türkiye'de Avukatlık Mesleği ve Barolar Söyleşisi.jpg](#) held by our School of Law with lawyers and academics as speakers, our activities to [raise awareness to women's health](#), our [Geographical Indication](#) publication, the [Conference on Efficient Working Techniques](#), the [Conference on Current Approaches in HPV](#), the [Undefined Violence: Dating Violence Webinar](#), as well as the events [D.2.1_Sürdürülebilir Kalkınma Gündemi Konferansı.png](#), [D.2.1_Covid 19 Nereye Gidiyoruz Konferansı.png](#) [D.2.1_Çocuk İstismarını Nasıl Önleyebiliriz Konferansı.jpg](#), [Güncelin ve Geleceğin Vergi Politikaları Dijital Sempozyumu](#), [D.2.1_Ulusal Matematik Sempozyumu.jpg](#), [Kripto Varlıkların Düzenleme Arayışı Çalıştayı](#), [D.2.1_Uyku Meselesi.jpg](#) , [D.2.1_Anti Gender Issues.jpg](#), and student [exhibits](#).

An example to the results of our efforts to monitor shareholder feedback and improve accordingly would be the protocol signed for Assoc. Prof. Dr. Serdar Egemen Nadasbaş, Faculty Member of the Department of Fashion and Textile Design at Atılım University, to be a [consultant academic](#) to Atatürk Vocational and Technical Anatolian High School within the framework of the 2023 Education Vision Goals of the Ministry of National Education.

In addition, the event [D.2.1_Çeviri Stajı-Sektör İşbirliği.png](#) organized by the School of Arts and Sciences Department of English Translation and Interpretation sets an example in terms of improving performance.

The [activity list](#) of the [Directorate of Culture and Social Affairs](#) is a rich example in terms of monitoring and improving social contribution activities. The data for the events organized between January - July 2021 by the Directorate of Culture and Social Affairs is available at [D.2.1_Kültür Müdürlüğü Ocak-Temmuz 2021 liste.xlsx](#).

The duties of our academics in line with their fields of expertise also contribute to the monitoring and improvement of our University in terms of achieving social contribution goals. For example, Lecturer Prof. Dr. İbrahim Birkan of our Department of Tourism Management under our School of Business has been in charge of the Tourism Education Evaluation and

Accreditation Board (TUADER) since its establishment, ([D.2.1_Turizm Eğitimi Değerlendirme ve Akreditasyon Kurulu (TUADER) Yönetim Kurulu.png](#)) and plays a key role in the accreditation of the tourism departments of universities and tourism colleges. His involvement is an indication that our academics play a role in improving the quality of education at other universities in our country, as well as improving the social contribution of the relevant units of our university in their relevant fields.

The [Atılım BIGG](#) program constitutes an example of unique practices where social contribution performance is developed in line with the needs of the institution and society. The program, available for applications from anyone registered or graduated from any associate, undergraduate or graduate program, aims to aid in the creation of start-up companies that have international competitive power, and the ability to develop innovative, high-tech products and services; by supporting the activities of entrepreneurs from the idea stage to the market so that they may transform their technology and innovation-oriented business ideas into enterprises with high added value and high potential to create qualified employment, thus encouraging qualified entrepreneurship. During the program, training is provided on many areas such as entrepreneurship, the canvas model and other business models, intellectual industrial and property rights, finance, applied presentation, business plan, incorporation, accounting, and angel investor presentation. The program supports many initiative ideas in areas such as clean water and circular economy; clean, accessible and secure energy supply; climate change; environment and biodiversity; and green and sustainable agriculture.

SHY-147 Basic Maintenance exams conducted by the Graduate School of Civil Aviation may be cited as an example of unique practices in which social contribution performance is developed in line with the needs of the institution and society. In line with Atılım University mission to "raise qualified individuals who are equipped at the national and universal level by creating areas with high performance in the production and application of scientific knowledge with an understanding of social sensitivity and sustainability", we undertake the responsibility of training the authorized and equipped human resources that our country requires in the field of civil aviation. With this aim, our Graduate School received a "Maintenance Training and Examining Organization Approval Certificate" in 2019. Based on this authorization, and on behalf of the General Directorate of Civil Aviation, examination procedures were organized within the scope of the examination program ([D.2.1_Sivil havacılık sınav programı.pdf](#)) for the A, B1, B2, B3, and C certifications expected for the aircraft maintenance personnel authorized to perform the required maintenance activities on aircraft within the scope of civil aviation for the first time in 2021 ([D.2.1_Sivil Havacılık sınav sonuçları.pdf](#)). The examination is [open to our students, and anyone else wishing to obtain their certificates.](#) A total of 100 volunteers participated in the 7 exams held for the first time by Atılım University Graduate School of Civil Aviation. Examinations are planned for the other Modules in which training is offered, to take place during the spring-summer semester. For this purpose, studies are continuing to prepare questions in line with the relevant legislation.

In addition to standard practices and legislations on social contribution performance; another set of unique practices developed in line with the requirements of the institution is the [Learning at Work](#) ([Job Shadowing](#)) program, designed by Atılım University Kadriye Zaim Library. In the one-day online internship program taking place in the Academic Year of 2020-2021, students of the Departments of Information and Records Management of universities get to learn what to expect on a regular working day, and gain professional awareness.

 **[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_GSTMF-Sanayi İşbirliği.jpg
D.2.1_Ankara Barosu Protokolü.pdf
D.2.1_Ayrımcılık Kıskacında Uluslararası Göçmenler Günü Paneli.jpg
D.2.1_Sevgi Çiçeği.jpg
D.2.1_Ankara Endemik Bitkilerinin Korunması Projesi .jpg
D.2.1_Dolabımdaki İklim Krizi.jpg
D.2.1_Danışman Akademisyen Protokolü.jpg
D.2.1. Hukukta Uluslararasılaşma Sosyal Medya Hesabı.png
D.2.1_Psikoterapide Rüyalarla Çalışmak.jpg
D.2.1_Yeme Bozuklukları.jpg
D.2.1_Türkiye'de Avukatlık Mesleği ve Barolar Söyleşisi.jpg
D.2.1_Sürdürülebilir Kalkınma Gündemi Konferansı.png
D.2.1_Covid 19 Nereye Gidiyoruz Konferansı.png
D.2.1_Çocuk İstismarını Nasıl Önleyebiliriz Konferansı.jpg
D.2.1_Ulusal Matematik Sempozyumu.jpg
D.2.1_Uyku Meselesi.jpg
D.2.1_Anti Gender Issues.jpg
D.2.1_Sergiler
D.2.1_Çeviri Stajı-Sektör İşbirliği.png
D.2.1_Kültür Müdürlüğü Ocak-Temmuz 2021 liste.xlsx
D.2.1_Turizm Eğitimi Değerlendirme ve Akreditasyon Kurulu (TUADER) Yönetim Kurulu.png
D.2.1_Sivil havacılık sınav programı.pdf
D.2.1_Sivil Havacılık sınav sonuçları.pdf
D.2.1_Sivil havacılık sınav katılımcıları.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.

Atılım University was previously subjected to external evaluation by YÖKAK in the Academic Year of 2016-2017, and its determined strengths and areas to improve were conveyed to the institution with the Institutional Feedback Report of February 2017. With the operations and projects taking place in the period that followed, activities were performed to bring about the necessary improvements.

Atılım University has a business model in which the internal quality assurance mechanism is well-structured, the senior management actively participates in the studies and performs an encouraging function. The business model was accepted unanimously by the University Senate. Within the scope of the monitoring and evaluation workshop held as of November 23, 2020, University processes were examined by YÖKAK external evaluators and the workshop resolved efficiently with the participation of all senior management, quality commission members, students, alumni and employer representatives. Details on senior management leadership and shareholders participating in the workshop on monitoring and evaluation is

presented at Paydaşlar_Atilim_Universitesi_Izleme_Ziyaret_Plani_23112020.docx. Within the scope of this workshop, a detailed development report on the areas with room for improvement, as well as the strengths and the weaknesses in the document titled Atılım Üniversitesi Kurumsal Geri Bildirim Raporu_Şubat_2017.pdf are available at Atilim Universitesi_Izleme Degerlendirme_Calistayi_Kasim_2020.pdf. The positives and the areas with room for improvement as per the KGBR_2017 report within the framework of these analyses are summarized below in Table_3.

The table below was derived from the document YÖKAK_Kurumsal Geri Bildirim Raporu_2017.		
	Positives / Positive Opinions	Areas to Improve
Quality Assurance System	11	10
Education	27	6
R&D and Social Contribution	21	4
Management System and Corporate Decision-Making	10	7
Results, Evaluations, and Suggestions	7	2
Overall Status	76	29

Table_3: Summary Table for Atılım University YÖKAK KGBR_2017

Atılım University sees the need to stress that, within the scope of the efforts towards developing a strategic plan for the period of 2020-2024, workshops/ activities that saw participation by Atılım University employees, students (national and international) and graduates were organized; and the 5 strategic priority areas were identified as "Student-Oriented University", "Education", "R&D and Innovation", "Corporate Governance", and "Internationalization".

Within the scope of the strategic planning activities by Atılım University, priority areas for the next five years have been identified as above. Strategic purpose, strategic target and related performance indicators and other parameters related to each strategic priority area have also been defined. In this process, more than 70 meetings with various levels of participation were held, for a span of 109 hours in meeting duration, with 441 participants, exercising an effort level of 1150 man/ hour of effort. Meeting minutes were prepared for each meeting, recorded in the institutional memory and shared with the participants.

Another important issue that was discussed in the report was the "Accreditation and Evaluation Program" and the "Change Management Program (business process restructuring, re-organization project and technology platform)", two strategic objectives of priority within the scope of the strategic plan in accordance with the established business model. The relevant commissions were established and project planning was undertaken in 2020, with concrete outputs obtained in the year 2021 from the relevant projects. A meeting was held for the first time on September 16, 2020, regarding the Accreditation and Evaluation Program. The evaluations of the meeting were shared as meeting minutes, in the document titled ProgramDegerlendirmeKomisyon_ToplantiNotlari_1_16092020.docx. Another meeting was held on October 14, 2020, regarding the Change Management Program. The invitation to this meeting is available at DeğişimYönetimProgramıKomitesiToplantı_daveti. Both programs progressed successfully, in line with the project planning. Within their scope, these two projects are exercised on the basis of the YÖKAK proposal to perform sustainable improvements on the internal processes of the institution in accordance with the PDCA cycle. Thanks to program evaluation and accreditation studies, a projection of the studies by YÖKAK was aimed; namely,

the quality awareness, self-evaluation and accreditation culture of the higher education sector. Thus, the "know-how" accumulated in the accredited programs within Atılım University has been transferred to the programs that are not yet accredited, resulting in a self-sufficient internal accreditation mechanism. Following this project, a study was conducted in which 4 programs [all within the School of Business] completed the accreditation application procedures. So much so that this practice was regarded as an example of good practice in response to the letter dated 15.04.2021 / numbered 7244 on "good practices to set an example for different universities" as requested by YÖKAK. The aforementioned project has been managed in accordance with the PMI-PMBOK methodology, and to evaluate the results, a "closing meeting" was held with the participation of the higher management of Atılım University on September 16, 2021, in line with the project plan [Akreditasyon Değerlendirme Programı -- Proje Kapanış Etkinliği hk.msg]. The evaluation presentation by our President at the aforementioned closing meeting [KaliteKomisyonuSenatoYK_Sunum_15092021_v.2.0.pptx], and the outcomes to track via the content on AkreditasyonDegerlendirmeProgrami_Fakulte_Faaliyetler_Özet_12092021.xlsx are available. Therefore, thanks to the business and governance model designed; studies on different thematic areas such as strategic plan development, the accreditation evaluation project, the change management project, the corporate accreditation project and the creation of the IER documentation were completed in a cost-effective and efficient manner.

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 mechanism for the change management process is operated in line with the PMI - PMBOK methodology, and the "Change Management Program Committee" organized in this context had its initial meeting, chaired by the President, on October 09, 2020; becoming an active component in all steps of the process. To ensure the progression and sustainability of the project, an animated, extensible ecosystem of improvement was created with a core team of members from different functions within the University (administrative/ academic). Coordination was ensured through meetings (Değişim Yönetimi Programı_CekirdekEkipToplantisi_1_17062021) at the relevant stages of the project in accordance with the working mechanism of the established core team. Finally; periodic reports, status presentations and meetings (KurumsalGelisimPlanlama_AylikProgramStatuTakibi_30112019.pdf) were provided and held by the University higher management on the progress and development of the project, and the leadership culture was ensured to be extended in accordance with the philosophy of continuous improvement with their possible comments and guidance.

Furthermore, in addition to the project with "Grant Thornton" detailed above, a project on "business valuation studies" was developed by "Korn Ferry", another company of international professionals in 2021, thanks to the "Agile Leadership" exercised by the Presidency. Within the scope of the project, job evaluations were made for all positions performing administrative functions within the University, and services were purchased to handle wage improvements with a holistic approach through integration with market conditions and the current performance management system. As a result of the project, a leverage effect was created in 2021, based on the current performance management system and project outputs, and aimed to ensure the satisfaction rates and workplace peacefulness of our members.

In line with the studies conducted, Atılım University underwent the "external evaluation" studies by YÖKAK in the Academic Year of 2016-2017, and successfully completed the "follow-up" studies as of November 2020. Finally, as of December 2021, an evaluation was performed by YÖKAK within the framework of the "Corporate Accreditation Program", and the result is expected to be positive. An event on evaluation and information exchange was held on September 15, 2021, with the participation of all functions of our University, regarding the studies that started with the program documentation titled 2021_KurumsalAkreditasyonProgramı_YOKAKKabulYazisi.pdf, dated and numbered 19.08.2021-15443. With the official letter dated 20.09.2021 and numbered 17551, the IAP Commission was established to work in coordination with the Quality Commission under the responsibility of the Presidency, having held its first meeting on September 22, 2021 chaired by the president. As a result of the evaluations, an internal institutional evaluation was made and a Short-Term Action Plan was prepared for areas open to improvement. The data obtained were discussed in the regular meetings of the PDP / Quality commission, to be monitored at each step, and finalized, as per KAP_KaliteKomisyonIyılestirmeveTakipCizelgesi_2021.xlsx. As demonstrated using the related table, 28 different activities and related outputs defined in the short-term action plan were successfully achieved, and analyzed.

Following the accelerated internal confidence analyses from September 15, 2021, Atılım University saw a series of events targeted to increase awareness in this regard:

- Awareness and acknowledgment studies on October 01, 2021 with the Quality Commission, and the relevant internal shareholders; chaired by the President [20 participants],
- Awareness and acknowledgment studies on Friday, October 15, 2021 with the Quality Commission, and the relevant internal shareholders; chaired by the President [40 participants],
- Awareness and acknowledgment studies on November 03, 2021 with the Quality Commission, and University shareholders; chaired by the President [161 participants],
- Awareness and acknowledgment studies on November 12, 2021 with the Quality Commission, and the relevant internal shareholders; chaired by the President [80 participants],
- Awareness and acknowledgment studies on November 26, 2021 with Atılım University students [60 participants],
- Awareness and acknowledgment studies on November 14, 2021 with the Quality Commission, and academic authorities; chaired by the President [52 participants],
- Awareness and acknowledgment studies on November 21, 2021 with the Quality Commission, and administrative authorities; chaired by the President [47 participants].

As detailed in Degerlendirme_Takimi_On_Ziyaret_Plani_08122021.docx, the IAP team assigned by YÖKAK held an initial meeting with Atılım University online on December 08, 2021, and visited the University between December 26 – 29, 2021.

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.

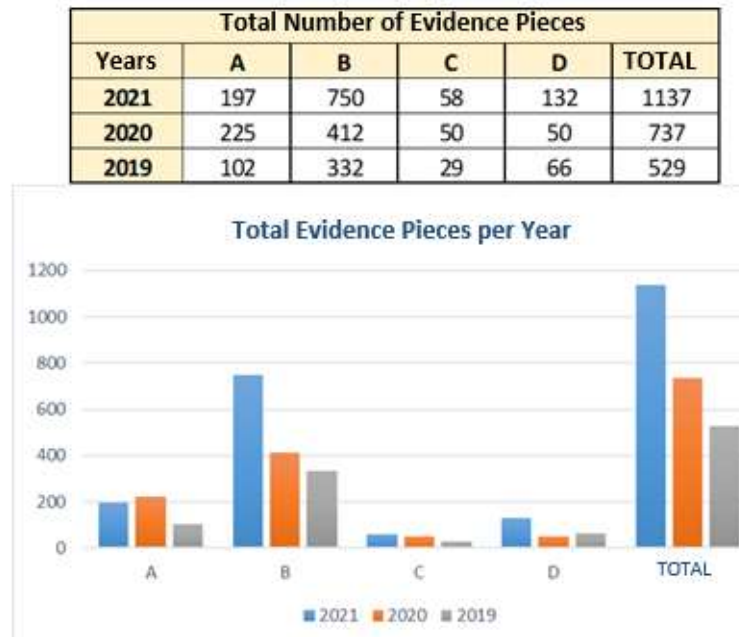| Total Number of Evidence Pieces					
Years	A	B	C	D	TOTAL
2021	197	750	58	132	1137
2020	225	412	50	50	737
2019	102	332	29	66	529

Figure 6 The distribution of the number of evidence pieces per year

As presented with the table and the chart in Figure 6 above, the number of evidence pieces added during the IER preparation process and their distribution over the years are considered to be important in terms of proving our continuous improvement approach.