ABSTRACT

Atılım University manages the creation of its annual "Internal Evaluation Report" successfully, and regularly. Since the year 2019, Atılım University has exercised its efforts in report creation at a level of diligence that matches "project management" procedures, and in a manner that fits the methodology of PMI – PMBOK. With the relevant efforts towards preparation underway as per the pre-defined and published schedule, regardless of the presence of a request via an Official Letter by the Higher Education Quality Council (THEQC); the Call for Action based on the official letter is announced internally, as seen at Örnek_icyazi_KurumİçDeğerlendirmeRaporuKomisyonÇalışması_2023.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_2022" during the initial meeting in February 1, 2023.

- THEQC provided their feedback and guidance regarding the 2022 report.

- THECQ has also provided details on the studies conducted within the framework of the "institutional accreditation program" performed in the year 2021-22.

- 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 2023.

Study sub- and cross-groups are determined for each title within the framework of the work in question (A. LEADERSHIP, MANAGEMENT, AND QUALITY; B. EDUCATION; C. RESEARCH AND DEVELOPMENT; D. SOCIAL), and specific online meetings 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 "KAP - Institutional Accreditation Program" in which we participated in 2021-22; Atılım University has exercised active participation in the programs organized by THEQC 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

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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.

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."

Atılım University Units that Offer Educational Services

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

Atılım University Units Undertaking Research Activities

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

The Organizational Structure of Atılım University

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

A. LEADERSHIP, MANAGEMENT, and QUALITY

A.1. Leadership and Quality

A.1.1. Governance model and administrative structure

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.

The "Change Management and Re-Organization Project", one of the key projects regarding the improvements made in the internal functioning of Atılım University, and one that was underway with the aim to "restructure business processes", with activities prioritized and implemented within the scope of the strategic plan, was concluded with the closing presentation at the 5th Managers Workshop held in Konya between 09-11 June 2023, and detailed information about the project outputs was shared with the managers. In this context, 151 job descriptions were created and made available to academic/ administrative staff and students within the framework of authorization criteria for access to academic/ administrative staff and students via the Corporate Atılım System (KAS), a digital access platform that includes Atılım University business processes, process definition documents describing business processes, and job descriptions. In addition, 428 process flow charts and 36 Process Description Documents describing the processes in detail were made available to users via the Corporate Atılım System (KAS). A total of 578 administrative and academic processes were produced.

A.1.2. Leadership

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

Atılım University switched presidents in the year 2023, within the scope of leadership. With this change, the Vice President for Academic Affairs and the Vice President for Research, both reporting to the President, were appointed. Throughout this transition process, the Presidency exhibited "Agile Leadership", managing the change process without any disruptions in university processes. With the new president, one-on-one and holistic activities were organized for different functional groups / levels (research assistants, faculty members, administrative managers, etc.) within the framework of the organizational structure of the University. During these events, information was provided about the new administrative activities of the University, as well as the

work done and to be done in areas with potential for change, and their opinions were taken and progress was made in a way that would set an example for the continuous improvement cycle.

A.1.3. Corporate transformation capacity

In the project carried out within this scope that was concluded in the 5th Managers Workshop, 4 main process families were defined, as the "education process family", the "research and development process family", the "senior management process family", and the "support process family". Within the scope of the senior management process family, the "Change Management Process" has been created based on the Corporate Development and Planning Process. Within the scope of this process, detailed road maps and process designs were produced, such as how the possible revisions within the scope of business processes and organizational architecture would be carried out, how the projects to be realized would be managed, and with what steps the accreditation processes would proceed.

The 5th Managers Workshop was held in Konya between June 9-11, 2023, to create future scenarios in line with the goals, the mission and the objectives of the university, with the proactive perspective of the senior management. In the meetings held, the aim was to determine the "thematic area" and to determine this thematic area within the framework of the previously determined "Performance Management System" and "Atılım University Scenarios for the Second 25-Year Period". Round table events were organized within the scope of "Atılım University Scenarios for the Second 25-Year Period" and the "Performance Management System". The results of the questions submitted to the managers within the scope of the event were evaluated and analyzed, and the "Konya Strategic Management Workshop Final Report" was prepared and presented to the senior management.

As a result of the situation analysis presentation made to the University management in July 2023, in the light of the issues raised within the framework of the Konya Strategic Management workshop and global and technological developments, a proposal was made to establish an "Atılım University Sustainability Board". After the evaluations, the relevant committee was established as of November 2023 and held 3 meetings in 2023. Within the framework of these meetings, the working procedures and principles of the board, the activities to be undertaken, the people responsible, and the mechanisms by which it will continue its operations have been clarified. Similarly, in order for the "digital transformation" studies to be carried out within the University to progress in an integrated manner, the "Atılım University Digital Transformation Commission" was established in November 2023 and started its operations.

A.1.4. Internal quality assurance mechanisms

Within the scope of the Change Management Project, the "Strategic Planning and Quality Management Process" was designed. In this regard, flow charts of strategic planning, corporate risk management, monitoring and evaluation and documentation management processes of Atılım University were created. In addition, within the scope of the same process, the "Institutional Internal Evaluation Report Process", the "Institutional Accreditation Process", and the "Program Accreditation Process" were designed, and the responsible units in the processes were specified step by step, as in all process definition documents.

Our university, included in the *KAP* - the THEQC Institutional Accreditation Program, was greenlit to receive 5-year full accreditation as of May 2022. The "[Improvement & Development Form]" was prepared digitally to track the actions taken regarding the areas open to improvement included in the Institutional Accreditation Report and was forwarded to internal stakeholders by the President for data entry. As a concrete example, it may be stated that the Institutional Accreditation Report includes "practices for monitoring and evaluating the institution's research budget performance. However, within the scope of the feedback that "our impression is that the results of these practices are not systematically monitored and/ or used in decision-making", Directive on the Atılım University Individual Research Fund (ATÜ-BAF) was published with the Senate Resolution No. 12, dated 28.09.2023. This constitutes an example of closing a sustainable PDCA cycle. The analysis results of the data obtained as a result of the specified improvement & development studies are also available.

The University analyzed the data within the scope of the "Accreditation Result Report" by THEQC within the scope of the Institutional Accreditation Program, evaluated it in the quality commission meetings held and prepared an "[action plan]" for the areas identified to be open to improvement. Within the scope of the prepared action plan, elements such as areas that need improvement, the function responsible for improvement, the start/ end dates of the proposed action, and its association with the IIER titles were examined.

A total of 132 students participated in the "Turkish and International Student Workshops" program on May 4-5, 2023, an event periodically held by the Dean of Students of the university, which may be considered to constitute another example regarding the completion of the PDCA cycle. Within the scope of the workshop, questions were asked to measure the student experiences at Atılım University, and the answers were analyzed and presented to the Presidency. Student workshops, first implemented in 2019, were not kept as a defined target within the scope of the strategic plan for the period of 2020-24, but they have now become an exemplary practice that is constantly improved, expanded and developed. The International Student Club was established in 2023 and the [International Student Festival] was held on October 17, 2023.

A.1.5. Public disclosure and accountability

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, no. 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, no. 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.

In line with the aim of providing free online access to publicly funded scientific outputs, Atılım University saw the establishment of the "Open Science and Open Access Studies Commission" by the Presidency and published the [Atılım University Open Science Policy Document] on its official website with the approval of the Senate, dated 23.07.2019.

The procedures and principles regarding the implementation of the Electronic Document Management System at our University have been determined by the [Atılım University Directive on Electronic Document Management System Application], which came into force with the Senate

Resolution no. 10, dated 12.06.2020. At our university, the Electronic Document Management System is not only used for intra-institutional and inter-institutional communication purposes, but also contributes to the realization of our business processes and demands with the form designs created. In 2023, over 8000 requests via 11 different forms were answered through the Electronic Document Management System. As has been the case every year, in 2023, our University Archive Services Activity Report was prepared and submitted to the Presidency State Archives.

In addition to our official LinkedIn, Instagram, Facebook, Twitter, YouTube 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.

A.2. Mission and Strategic Goals

A.2.1. Mission, vision, and policies

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.

Our Research Policy, our Information Security Policy, our Education Policy, our Quality Policy, our Social Contribution Policy, and our Internationalization Policy, all prepared in line with the mission and vision of Atılım University, are made available to internal and external stakeholders on our website. At the Quality Commission meeting held in September 2023, it was decided to initiate the studies for the "Strategic Plan 2025+". We aim to evaluate the mission, vision and policies within this context with the participation of external stakeholders, in accordance with the schedule of preparations made within the framework of this decision.

A.2.2. Strategic objectives and goals

Within the scope of the Atılım University strategic plan document on the period of 2020-2024, the areas Corporate Governance, R&D and Innovation, Student-Focused University, Internationalization and Education have been determined as strategic priority areas. In this regard, an integrated approach has been put forward with a total of 42 objectives, 86 targets, 207 performance indicators and the responsible/relevant unit, annual action planning and elements of prioritization for each strategic priority area.

Within Atılım University, "target realizations" are sought and analyzed in accordance with the responsibility matrix every July and August for monitoring and evaluation purposes, as well as the

realization of the goals and targets within the scope of the strategic plan as per the relevant performance indicators. Similarly, "target realizations" were collected and consolidated from the departments responsible, in August 2023. The analysis and monitoring results are shared in the Corporate Scorecard 2023 Year-End Report as an example. In this regard, the situation regarding the strategic priority areas that the strategic plan focuses on may be summarized as:

- Education: 40% realized, 40% not yet realized, 9% underway.

- R&D: 25% realized, 38% not yet realized, 4% underway.

- Internationalization: 25% realized, 8% not yet realized, 8% underway.

- Corporate Governance: 48% realized, 40% not yet realized, 5% underway.

- Student-Oriented University: 31% realized, 31% not yet realized, 13% underway.

- Overall: 40% realized, 37% not yet realized, 8% underway.

Since the strategic plan process is to be finalized by 2024, the agenda of starting the new term strategic plan studies was conveyed to the quality commission as an agenda in September 2023, it was evaluated in the commission and it was decided to start the preparatory operations as of October 2023. During the period of October - December 2023, the preparations made based on this decision were examined at 4 different quality commission meetings on the subject and the strategic plan development process was initiated. We plan to finalize the strategic plan development studies in the first half of 2024, share the first version with the designated internal and external stakeholders and conclude it in the second half of 2024.

A.2.3. Performance management

Atılım University has implemented 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 framework of action planning regarding the implementation of priority "strategic goals" and projects within the scope of strategic plan studies, it was decided for a project to be initiated on the restructuring of the current performance management system, and related studies under "Development of PMS - Performance Management System (Administrative Employees)".This decision was conveyed to the Performance Management System Improvement Project Commission, chaired by the President, with the letter E-59394181-060.99-59437 dated 05.04.2023. Since this date, the relevant commission has held 7 different meetings and carried out studies on issues such as current situation analysis, evaluation of market solutions, performance management experiences used in higher education institutions, and identification of potential improvement areas. As for the areas identified to be open to improvement; within the scope of the 5th Managers Workshop in Konya between 09-11 June 2023, questions prepared by the Performance Management System Improvement Project Commission were asked to the participants, the answers were analyzed and internal stakeholder opinions were collected for future improvements. As a result of these efforts, all proceeding through an integrated perspective, evaluations regarding this topic were submitted to the Presidency.

A.3. Management Systems

A.3.1. Information management system

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.

The development of the new ERP project started in 2022 and the infrastructure work was fully completed in 2023. In the current project, which includes technological innovations, Vue2, DotNet 8, Redis, RabbitMQ and Hangfire technologies are handled with the micro-service logic, and designed to respond to basic core functions. Some of the main topics in the ATACS project, the writing of which started in 2015, were transferred to the UNACS ERP project, the infrastructure of which was completed, by opening the following modules.

- Open courses report,

- Directory,

- E-registration module for international students,

- Student counters, and the options Submit to the Higher Education Council, and Submit Transcript,

- Scholarship initiation and ending module,

- Graduation ceremony regalia distribution and photos,

- Online disenrollment, leave of absence modules,

- Preparation of grade entry screens,

- Preparation of advisor screens were the primary elements lifted from the ATACS, and finalized on the UNACS with state-of-the-art technologies.

In order to prevent the database information, one of the key sources of Atılım University, from being subjected to a single-centered risk, it has been ensured that the information is kept up-to-date simultaneously with 2 backups, real-time and one day behind. With this improvement, any risk that may occur in the main database may be immediately eliminated and the opportunity to continue working without data loss is provided through completing the transition to backup systems.

New integrations are made every year within the scope of the Single Sign On and Single Logout processes, the central verification system used to centrally ensure and monitor password security and minimize security risks. Moodle integration studies were carried out for employees and students in 2023. In addition, our Moodle servers were moved to the campus to boost service quality.

As part of another improvement effort in order to meet the ISO 27001 Information Security Management System and the Presidential Digital Transformation Office auditing criteria such as *"having end-user computers request passwords, integrating corporate computers with the central authentication system, centrally executing update-type configurations by performing risk analyzes of remote corporate computers"*, and to reduce information security risks, Azure AD integration has been completed. Thus, corporate computers are prevented from the access of users without passwords, or with simple passwords. The university switched to a single password infrastructure that works with a central authentication system, and great success has been achieved in risk analysis and elimination of computer vulnerabilities.

Atılım University attaches great importance to the processing and preservation of all personal data of all persons associated with the University in accordance with the Personal Data Protection Law No. 6698 ("PDP Law"). As the "Data Controller" defined under the PDP Law, Atılım University processes personal data as detailed in the [Information Document on the Protection and Processing of Personal Data](#) and within the limits set by the legislation.

In addition, the "KAS - Corporate Atılım System", provided within the scope of the "Change Management Project" where business process restructuring and re-organization activities were implemented, was put into service. The entire business processes, organizational structure, job descriptions and related documentation infrastructure related to the functions within the university have been designed to operate on this platform, accessible to our stakeholders.

A.3.2. Human resources management

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. As of 2023, Atılım University employs 534 full-time academic staff, 301 part-time academic staff and 436 administrative staff.

Within the scope of the "Change Management Project" completed in 2023, 151 job descriptions were prepared by the [Directorate of Corporate Development and Planning](#) for 32 different units in

the current organization structure and transferred to the digital environment via KAS (Corporate Atılım System).A Competency Manual was prepared on how to produce job descriptions; and a total of 22 competencies were defined in three different categories as basic, professional and managerial. In this regard, a competency matrix and competency cards were also produced. The data contained in the "job analysis forms" filled out by the departments and all activities referenced to the departments on the Corporate Atılım System - KAS, where the university business processes are designed, were taken into consideration.

A.3.3. Financial management

The Directorate of Financial Affairs and Budget, within the framework of an administrative functional structure within its own structure in the forms of the Directorate of Corporate/ General Accounting, the Directorate of Student Accounting, the Directorate of Personnel Financial Affairs, the Property and Fixtures Office, manages the relevant corporate accounting, finance, asset management transactions and student and personnel financial affairs within the Special Accounting Period for Foundation Universities.

Within the scope of the Directorate of Corporate / General Accounting, accounting records, follow-up of payments to be made to third parties from whom services are purchased and sold, follow-up of contracts, tax payments, financial follow-up of projects, tax legislation follow-up, cash management, budget and reporting, fund income and expenses transactions are executed. Within the scope of the Directorate of Student Accounting, tuition fee accrual and collection, and graduation/ withdrawal transactions are executed. Within the scope of the Directorate of Personnel Financial Affairs, personnel transactions, personnel salary accruals and payments, notification regarding employment entries/ exits, calculation and payment of social security deductions, calculation and preparation of additional course fees are executed. The Property and Fixtures Office undertakes their insurance transactions for assets, asset debit and all similar transactions within the scope of Atılım University Directive on Fixtures.

Financial resource management and budget transactions are carried out with the budget prepared in accordance with the Regulations on Tenders, and approved by the Board of Trustees. All activities are planned on the basis of the academic year, and expenses are carried out during the year in accordance with the approved budget. All planned expenditures, taking into account the balance of resources and expenditures, are monitored, controlled and reported on an academic semester basis within the framework of the financial resource management process. Improvement opportunities and needs arising within the scope of monitoring, control and reporting activities are taken into account in the budget to be prepared for the next year, and improvements are made in business processes. In 2019, for the Academic Year of 2019-2020, the University moved its budget requests, approvals of actual expenditures, and all similar transactions relevant to itself onto the website https://butce.atilim.edu.tr, created in order to fully automate the budget management efforts of the University, and effectively manage monitoring and follow-up procedures through the technological platform in question. In the Academic Year of 2022-2023, a continuous improvement approach is adopted by continuing to undertake improvements and updates relevant to arising requirements on the software.

A.3.4. Process management

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". As per the methodology, the project has seen:

- 205 individual meetings,
- 303.5 hours of time spent at meetings,
- Participation by 1226 people,
- And 1773 people/ hours' worth of effort.

As a result of these efforts, 4 separate Level-0 process family categories were determined as "Education", "Administration & Support", "Research & Development" and "Senior Management", with the broad participation of all internal and external stakeholders. Level-1, Level-2 and Level-3 processes were determined for each process family and process designs were completed as a result of the workshops.

Within the scope of the project, a Process Description Document was created for each Level-1 process family. These documents were then forwarded to the process owners and their approval was obtained. In the process definition documents;

- The relevant reference documents are:
- Process Ownership at Level-2 (RACI Matrix Representation),
- Process Inputs, Process Outputs and the Affecting/ Affected Processes,
- Process Performance Indicators (KPI and SLA),
- Process Risks,
- Process Reports,
- Content, activity details and control points of Level-3 processes

Within the scope of the project, 36 process definition documents, totaling at 1436 pages, and 1214 pages of job description and related documents were prepared. All process definition documents created, as in the job descriptions, have been made available online via the Institutional Atılım System (KAS) within the framework of authorization criteria for access by academic/ administrative staff and students.

A.4. Stakeholder Participation

A.4.1. Internal and external stakeholder participation

Atılım University continues its activities with an approach that attaches importance to stakeholder participation in all its activities under A.1. Leadership and Quality, A.2. Mission and Strategic

Purposes, 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.

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.

• Within the scope of the operations of the School of Law, Environmental Law External Stakeholder Meetings were held on 09.06.2023, 23.06.2023, and 07.07.2023. Attended by faculty members and professionals from various universities, these meetings aimed to investigate and generate ideas on how universities, public institutions, professional organizations in the category of public institutions, non-governmental organizations and other relevant stakeholders could cooperate on the protection of the environment, with the focus on environmental law.

• The Advisory Board of the School of Law convened on 11.01.2023 with the agenda "Innovations and improvements needed in legal education", and various problems related to the agenda were discussed. Within the framework of the meeting, it was evaluated that some courses could be opened and some existing courses could be improved as examples of improvement at the School of Law. It has been demonstrated that it would be beneficial to revise the curriculum to meet the needs in the legislation.

• At the Department Board meeting held on September 04, 2023, the Department of Textile and Fashion Design prepared the document titled "Stakeholder Policy and Implementation Principles" in order to improve educational purposes and program outputs and to determine the scope of relations with internal and external stakeholders. Among the surveys planned in this document, requests were made that the contents of the surveys titled "Pre-Graduation Student Survey", "Employer/ Manager Evaluation Survey" and "Academic External Stakeholder Evaluation Survey" directly and indirectly evaluate program outputs. The relevant surveys are planned to be implemented from the Spring Semester of 2023-2024 Spring Semester.

• The School of Fine Arts, Design and Architecture held its first meeting with the External Stakeholder Advisory Board of School on January 17, 2023. At the meeting, evaluations were made on the contributions of external stakeholders to the education processes, and it was decided to hold school external stakeholder meetings twice a year.

• The Department of Public Relations and Advertising convened, and the meeting was chaired by the Dean of School of Business on 05.05.2023, within the scope of their External Stakeholder Meeting. At the meeting, issues such as the accreditation process and the student exhibition to be opened at the end of the year were discussed.

• The Department of International Trade and Logistics Stakeholders Meeting was held on January 25, 2023, upon the call by the Dean of School of Business.

The "Institutional Internal Evaluation Report (IIER) Methodology Development Stakeholder Meeting" was held with the universities of Ankara which were previously evaluated and fully

accredited by the Higher Education Quality Commission (THEQC) within the scope of the Institutional Accreditation Program (KAP). Representatives from Atılım University quality commissions attended the meeting held on December 20, 2023.

The 5th Managers Workshop took place between June 09-11, 2023, in Konya; with internal stakeholder feedback reported.

In addition to these efforts, with the letter sent by the Presidency to all academic units within the scope of the feedback in the Institutional Accreditation Report that *"No evidence was found regarding obtaining stakeholder opinions while preparing Quality Policies, monitoring policies and related practices and regarding their evaluation with relevant stakeholders"*, representative candidates from the sector, companies with cooperative education agreements, student and graduate representatives were contacted, and University Advisory Boards consisting of the nominated candidates were established. Plans have been made to meet with the representatives of the established board and the convention is intended to take place in the first quarter of 2024.

A.4.2. Student feedback

A total of 132 students participated in the "Turkish and International Student Workshops" program on May 4-5, 2023, an event periodically held by the Dean of Students of the university. Within the scope of the workshop, questions were asked to measure the student experiences at Atılım University, and the answers were analyzed and presented to the Presidency.

2006 students participated in our seventh Student Satisfaction Survey taking place in 2023. In this regard, between May 22-29, 2023, 41 questions were asked to students under different topics such as the quality of education at the University, physical facilities, interaction with academic and administrative staff and units from which services are received, and student satisfaction was evaluated through frequency analysis with a score scale from 1 to 5. The issues compared with previous years were determined as an increase/ decrease or relative increase/ decrease in satisfaction, and areas open to improvement were analyzed and presented to the Presidency.

Dean - Student meetings were held within the internal quality assurance system of Atılım University, especially in order to increase student participation and effectiveness. This way, students were provided with the opportunity to meet one-on-one with their deans. Similarly, an informative event was planned regarding internal quality assurance, and the studies carried out with the students who were club officials within the University, through the student representative of the University Quality Commission, to take place in the first quarter of each year. In addition, the University has been holding student workshops regularly since 2019, with our last student workshops (national and international) having taken place in March 2023.

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. The activities of 2023 are included in the Directorate of Sports Activity Report.

A.4.3. Management of alumni affairs

The Atılım University Alumni Affairs Office was established in order to contribute to the development of all graduates and students of Atılım University.

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 the Alumni Fair, and the 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.

5. Internationalization

A.5.1. Management of internationalization processes

Atılım University regards "internationalization" as a strategic area to constitute the key to be "among the top 10 universities in Turkey 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".

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.

Within the scope of the Change Management Project, International Relations Processes were analyzed. In this regard, 12 level-3 processes under the "International Student Resources Process" and the "Exchange and International Mobility Process" were designed, and the International Relations Process Definition Document was created. Within the scope of the same project, job descriptions for the Directorate of International Relations were created.

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 2023. As detailed in the 2023 activity report of the Directorate of Strategy and Business Development, studies on international rankings and studies involving internationalization activities may be examined. These studies yielded successful results in national and international rankings in the year 2023.

A.5.2. Internationalization resources

Within the scope of internationalization efforts by the International Student Resources Office, affiliated with the Directorate of International Relations, a total of 321 international students,

including 267 undergraduate degree, 3 associate degree, 45 graduate degree, and 6 doctorate degree program students registered to Atılım University for the Fall Semester of the Academic Year of 2023-2024. Judging from the department/ degree breakdown of new international student registrations, our undergraduate degree programs welcomed most of our international students. Considering the country distribution of our new 321 international students, these students come from 50 different countries. The top 10 countries are: Iraq, Iran, Jordan, Palestine, Yemen, Somalia, Sudan, Türkiye, Afghanistan, and Egypt. These two situations are indicators that we are on the way to achieve our target number of international students, an element among our internationalization targets, with our international students distributed in a balanced way within the University (undergraduate studies should be the focus, attention should be paid to country diversity, quality students should be brought in) with a share that exceeds 15%. Therefore, in accordance with the internationalization strategy of Atılım University, international student diversity is as important as the number of international students.

In order to achieve the numbers above, efforts were made to increase the number of international students and country diversity by participating in many international education fairs in which international candidate students participated in 2023. International education fairs attended in 2023 took place in the following countries: Pakistan (Islamabad, Lahore, Karachi), Uzbekistan (Tashkent), United Arab Emirates (Dubai), Azerbaijan (Baku), Tanzania (Da es Salaam, Zanzibar), Kenya (Nairobi), Russia (Kazan, Moscow).

In addition, digital media advertising activities were undertaken in different concepts, including Google ads and social media advertisements, for the international promotion of our University. Additionally, TV commercials were aired through NTR TV in Africa. Additionally, our new international promotional video was released in July, 2023. In addition, the promotional booklet for international candidate students was renewed in 2023.

Additionally, studies have been carried out to increase the satisfaction of international students and minimize dropout rates. In 2023, for the first time, the process of establishing an international student coordinator in each faculty was initiated to direct international students in the faculties. Also in 2023, the International Student Club was established. The International Student Festival took place on October 17, 2023.

A.5.3. Internationalization performance

In accordance with the Atılım University Internationalization Policy, our University addresses the internationalization strategy comprehensively and from multiple perspectives, with the awareness of what internationalization brings to our University in particular, and to our country in general. Atılım University determines its internationalization policy with the awareness that internationalization is a policy that goes beyond admitting international students.

In addition to the admission of international students, student mobility and academician mobility are among the principles based on our internationalization strategy. Within the scope of internationalization efforts by the Exchange and International Mobility Office under the Directorate of International Relations, in the year 2023, a total of 45 people participated in Erasmus + mobility programs, including 22 students in Erasmus+ Student Mobility, 11 students in Erasmus+ Internship Mobility, 9 Academic/ Administrative Staff members in Erasmus+ Staff Mobility, and 3 Academic Staff in Erasmus+ Teaching Mobility programs.

In order to add to the number of international contracts of Atılım University in 2023, an Erasmus+ contract was signed with Prigo University in the Czech Republic for the departments of Information Systems Engineering, Computer Engineering, and Software Engineering. Additionally, a contract was signed with VSTL Faculty for Transport and Logistics in Slovenia for the department of International Trade and Logistics. In addition, new contracts were signed with the University of Bielsko-Biala in Poland for the departments of Business Administration, and Nursing. Details and the current list regarding the active international agreements of Atılım University are available.

One of the key pillars of the Atılım University Internationalization Policy is the adoption of partnership principles in research and development. In line with our internationalization goals, Atılım University aimed to achieve our internationalization goals by hosting 9 international researchers with guest and post doctorate researcher status in 2023.

Evaluations and analyzes were made in 2023 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 in our Corporate Report Card 2023 End-Year Report, are:

- Internationalization: 25% realized, 40% not yet realized, 9% underway.
- Overall: 39% realized, 37% not yet realized, 8% underway.

B. EDUCATION

B.1. Program Design, Evaluation, and Updating

B.1.1. Program Design and Approval

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

An official letter has been conveyed to all academic units by the Vice President for Academic Affairs, and updates are being monitored, in order to have these units undertake the necessary corrections, in response to the feedback in the Institutional Accreditation Report on the issues that *"total credit values are missing in the online ECTS and THEQF catalog for Atılım University"*, and that *"Program Qualifications for the outputs of some programs are not matched with those of the National Qualifications Framework.* "For example; the ECTS and THEQF Catalog for the School of Law was updated with the current curriculum, situation, and legislation in mind, in response to the official letter in question.

As for stakeholder participation in program design processes; for example, meetings are underway with Sector Representatives of the programs participating in the MÜDEK Accreditation process at the School of Engineering. In this context, a program-based continuous improvement scheme is available in the Self-Evaluation Report prepared by the Department of Civil Engineering, in July, 2023. As presented with this diagram, meetings with students, Sector (Industry) Advisory Boards with external stakeholders, as well as surveys and the outputs of other departmental commissions contribute to the continuous improvement processes of the university. Sector Advisory Boards and Student Advisory Boards convene at regular intervals in the departments not yet accredited under the School of Engineering. Student Advisory Board and Sector Advisory Board meetings of the Department of Automotive Engineering, as well as Student Advisory Board and Sector Advisory Board meetings of the Department of Energy Systems Engineering were held for these two programs yet to be accredited under the School of Engineering, with meeting minutes presented as examples.

For an example regarding how the design and approval processes of programs are monitored, and improvements are made accordingly; please refer to the evaluation of the results of the Alumni and Employer surveys conducted by the Department of Metallurgical and Materials Engineering under the School of Engineering.

The document "Stakeholder Policy and Implementation Principles" was prepared by the Department of Textile and Fashion Design under the School of Fine Arts and Design in order to increase stakeholder participation in program design processes, improve educational objectives and program outcomes, and determine the scope of relations with internal and external stakeholders. The document in question determines the internal and external stakeholders, as well as duties and responsibilities regarding stakeholder participation.

Another example would be the School of Foreign Languages Manual on Quality, initially prepared for the Academic Year of 2022 - 2023, to be updated every academic year for the years that follow within the framework of the Pearson Assured accreditation, to be shared with internal and external stakeholders on the official website for the School of Foreign Languages. This manual specifies the processes for program design and approval, and the administrative and organizational structure.

Atılım University School of Medicine admitted its first students in September, 2019. The program design and approval processes were based on the National Core Education Program (NCEP). Relevant commissions and directorates were established through the design process of the School of Medicine program; and the officials for the process, and the process flow were specified in the School of Medicine Directive on Education Boards. Program objectives and outcomes are available in the committee information booklets. *Gölbaşı Sağlık Merkezi* ("Gölbaşı Health Center"), *Özel Boylam Psikiyatri Hastanesi* ("Boylam Private Psychiatry Hospital") and *Bahçeci Tüp Bebek Merkezi* ("Bahçeci In Vitro Fertilization Center") are among our external stakeholders in the program design processes.

In addition, within the scope of the Change Management Project, the processes titled "Academic Program Opening and Feasibility Process" and "Academic Program Closing Process" were designed.

B.1.2. Program course distribution balance

At Atılım University, we maintain our course distribution structure in line with the legislations and our current needs. 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.

For example, principles, rules and methods regarding course distribution in the School of Engineering are defined and announced; along the information that the course distribution balance is maintained in the course information packages presented through the information on courses and ECTS values, on the relevant department web pages. The curriculum structure considers the balance between compulsory and elective courses, as well as the one between departmental and non-departmental courses, and provides cultural depth and the opportunity to introduce to students

different disciplines. The sample program curriculum provided shows that the balance between departmental and non-departmental courses is maintained. In addition, the School of Engineering offers a "Multi-Disciplinary" departmental elective course pool that allows interdisciplinary studies in all our departments accredited by MÜDEK, or in the process of application for accreditation. Within the scope of these courses, students from different disciplines come together and have the opportunity to learn about these different disciplines closely, and collaborate by working on a cooperative project to which they contribute in their own fields. In this regard, the Multi-Disciplinary Course List and the information on registered students, prepared for the Spring Semester of 2023-2024, are available.

In order to introduce different disciplines to students, emphasis is placed on the inclusion of elective courses in graduate degree programs, and the courses in the elective course pools are diversified every semester to ensure interdisciplinary education. During course registration each semester, elective course pools are expanded with courses from other Graduate School Department Majors added to the elective course pools of existing graduate degree programs, in line with the requests from students and the Graduate School Heads of Department Majors. For example, as stated in Graduate School of Natural and Applied Sciences Board Meeting Minutes for the meeting dated 06.03.2023, "The issue of adding new courses to the elective course pools in the curricula of graduate degree programs" was discussed.

Another example is that, as of the Academic Year of 2022 - 2023, the course ART 292 Sign Language under the Department of Fine Arts Common Courses was added as a compulsory course into the curriculum of the Undergraduate Degree Program of the Department of Audiology, established in 2021 at Atılım University School of Health Sciences.

B.1.3. The harmony between course outputs and program outputs

Course outputs are systematically matched with the outputs of all programs. In this context, Atılım University Program and Course Information Package Preparation Guide was created and made available on our official website.

The Department of Basic English utilizes its own unique curriculum, with course outputs determined for each level, to constitute an example of ensuring and improving the compatibility between course outputs and program outputs. The exam preparation process is utilized to measure for the outputs in question, and the compatibility between these outputs and the program is analyzed at the end of the academic quarter.

Our Department of International Relations constitutes another recent example. The Department of International Relations analyzes how well the courses and program outcomes are achieved in order to maintain continuous improvement activities such as the quality of education, the activities of the students in the courses, and the quality of the previous education of new department students. These analyzes are discussed and evaluated at department meetings.

B.1.4. Course design based on student work load

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.

Student workload credits were determined and shared with our stakeholders 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. For example, the Cooperative Education program is implemented at the School of Engineering in terms of internships, and applied learning opportunities relevant to the profession. From the School of engineering, a total of 51 students participated in cooperative education activities in the Summer Semester of the Academic Year of 2022 - 2023.

As proof that student workload credits are determined for professional practices, exchange programs, internships and projects, the ECTS values of all courses at the School of Medicine are available on the relevant website. The individual study sessions of students (Individual Study Time) are also included in credit calculations. Students of the School of Medicine undertake internship and applied professional studies at the MEDICANA International Hospital, during their Years 4, 5, and 6.

B.1.5. Constant monitoring and updates on programs

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 the accredited departments of the School of Engineering, there are Measurement - Evaluation and Continuous Improvement Boards tasked to provide evaluations in terms of Program Outputs. Based on the questions related to the measurements for each course outcome (exams, laboratory studies, assignments, quizzes, etc.), these boards monitor for whether the students achieve the relevant program outputs. For an example, please refer to the Department of Computer Engineering information note on the measurement of program outputs. Additionally, as presented in the 2023

self-evaluation report by the Department of Metallurgical and Materials Engineering, program outcome measurements and student, graduate, employer and new graduate survey results are evaluated by the Measurement - Evaluation and Continuous Improvement Board, and then, by the Department Board tasked to perform necessary improvements, on a course or program basis.

As an example of systems that monitor whether program outputs are achieved, a software called PÇ-Link is used to monitor whether the program outputs are achieved at the Department of Computer and Software Engineering, an accredited School of Engineering department, and in the Department of Information Systems Engineering that is currently preparing for the accreditation processes.

In order to obtain feedback on whether programs achieved their objectives, a student survey was conducted regarding the unique approaches and practices developed by the Department of Fine Arts Common Courses, where their opinions were requested regarding the compatibility of course achievements with course outputs. In line with the results of the Survey for the Analysis of Learning Outcomes, suggestions such as changes and innovations deemed necessary are discussed with the faculty members at department meetings, and updates are made regarding course progression and contents. Similarly, in the School of Engineering, at the end of the academic semester, the program output achievement levels obtained through the measurements made for each course during the semester, and the student surveys on course outcome evaluation at some departments such as Industrial Engineering are evaluated, and the necessary improvement plans are made for each course by continuous improvement commissions.

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. Our current accreditations are available on our official web page.

Please refer to our Distance Education Principles Guide prepared by the Department of Basic English for an example of how they ensure the continuity of their sustainable teaching model required to proceed programs in the face of extraordinary situations such as natural disasters.

B.1.6. Management of education processes

The education procedures at Atılım University are managed in a holistic way. The Atılım University President, the Vice President for Academic Affairs, 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.

Within the scope of the "Change Management Project", 12 Level-1 and 35 Level-2 processes were determined under the Education Process umbrella, and 157 process designs were finalized accordingly. Process Description Documents of 503 pages in total were prepared for the Level-1 processes determined. All process definition documents created, as in the job descriptions, have been made available online via the Institutional Atılım System (KAS) within the framework of authorization criteria for access by academic/administrative staff and students.

At Atılım University, practices regarding the education management system are monitored and improved in line with the results. In this context, the deans examined and evaluated the draft Atılım University Directive on Examination Procedures and Principles that was shared with all deans by the Presidency, stressing the points in the draft directive that required another review and evaluation.

Another improvement has been that the suggested changes to the Thesis Writing Guidelines submitted by the Heads of Department Majors of Graduate Schools were discussed at the Graduate School of Natural and Applied Sciences Board Meeting; through which the Graduate School of Natural and Applied Sciences Thesis Writing Guidelines were updated, and uploaded in both Turkish and English.

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 senior management. Organizational structuring and work flow charts are available on 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 ATACS information management system used by the university for our education processes, detailed in the section titled "A.3.1 Information Management System", was transferred to the UNACS ERP project. In this context, the infrastructure was developed and the information management system was improved.

B.2. Program Execution

B.2.1. Teaching methods and techniques

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.

In this regard, in response to the feedback presented in the Institutional Accreditation Report where *"The dissemination of current learning methods such as learning by doing, project learning, peer learning and flipped classroom to all units is regarded as an aspect open to development."*, school boards took relevant decisions to improve dissemination. An example would be the School of Health Sciences School Board Resolution dated 19.12.2023.

The use of student-centered teaching approaches is quite common at Atılım University, and new methods such as Flipped Classroom, Peer Learning, and Learning by Doing are used in some School of Engineering courses. In this context, in order to build on our progress, the School of Engineering Education Commission was established and a seminar titled "Student-Centered Learning Methods" was held by a commission member on December 6, 2023.

Another example is the use of new generation teaching methods and educational technologies in classrooms through seminars organized by the Teaching and Learning Center. In this context, a distance education seminar titled "ChatGPT and the Changing Educational Environments, Teacher and Student Roles" was held on May 12, 2023.

The practice executed by the Department of Basic English at the School of Foreign Languages is an example of our student-centered, competency-based, process and performance-oriented approaches that prioritize learning on a case/ activity basis. The Basic English Department Student Booklet contains information on the "Clubs" course, a student-centered course. Each quarter, students choose a club course that match their interests, and prepare something as their homework at the end of the course. Selections from these written works are shared on the Department of Basic English website at http://www.juventude.life.

As evident in the relevant course schedules, more technological opportunities were made available through the process of formal education at the School of Medicine, through approaches such as "Complete anatomy", UpToDate, Elsevier ClinicalKey, team-based learning (TBL), Flipped Classroom, Problem-based learning (PBL), Case-based learning (CBL), case discussion, and project-based learning (Research projects).

B.2.2. Measurement and evaluation

Based on our education 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 Atılım University Associate and Undergraduate Education and Examination Regulations. The University relies on a holistic measurement-evaluation system. The main principles and rules are defined for measurement-evaluation, there are many directives and regulations on the matter. Some examples would be School of Medicine Directive on Education, School of Foreign Languages Regulations on Education and Examination, and Regulations on Graduate Degree Education. 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.

Security precautions regarding examinations are implemented within the framework of Regulations on Student Discipline in Higher Education Institutions, and examination sessions are supervised by at least one proctor.

Our university improves its measurement-evaluation approaches and opportunities based on student-faculty member feedback. In this context, a meeting was held to discuss the question preparation styles of faculty members, taking into account the repeatedly low correct answer rates in terms of item analyses in some theoretical courses of the School of Medicine, as well as the observations of all faculty members regarding the questions before exams when exam questions were being discussed, and the feedback of the students regarding the exam questions. The meeting ended in the decision to prepare Atılım University School of Medicine Guidelines for Multiple-Choice Question Preparation. The decision was that the guidelines were to detail a number of steps, such as preparing question stems and answer options, and a pre-exam question checklist; and to be shared with all faculty members, with all future exam questions to be prepared and checked based on the guide. It was agreed that the prepared guide would contribute to the formation of a quality question preparation standard that supports comprehensibility as well as knowledge by creating a common attitude and language in the School of Medicine exams. The relevant guide was shared with all faculty members via e-mail on June 19, 2023 and was put into practice. It has been in use as reference in question discussions, since September 2023.

All multiple choice exams of Atılım University are scanned and evaluated by the Directorate of Distance Education and Education Technologies. Reports are available regarding optical reading and evaluation of face-to-face multiple-choice exams, score calculation, performance of item analyses where needed, and creation of results based on an exam evaluation chart. In addition, instructors of relevant courses hold their exams online via the Moodle platform; with the support from the Directorate of Distance Education and Education Technologies where necessary. Atılım University conducts online midterm exams for the courses coded HIST 101, HIST 102, HIST 111, HIST 112, HIST 201, HIST 202, HIST 222; TURK 401, and TURK 402 via moodle.atilim.edu.tr. In addition to these efforts, all processes, including the final exams of the course KRY 111 Career Planning, an online course with content provided by the relevant instructors, are executed via Moodle.

In addition, our "Directive on Education and Examination for Students with Disabilities" was created for the disadvantaged groups studying at Atılım University, detailing the issues regarding course and exam practices. Furthermore, the Office for Students with Disabilities continues its operations to support our students in such disadvantaged groups.

B.2.3. Student admission, recognition and crediting of previous learning

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). Within the framework of the regulations determined by the Council of Higher Education (*YÖK*),

Atılım University admits students on the basis of the Higher Education Institution Examination (*YKS*) and the Student Transfer Examination (*DGS*) by the Directorate of Assessment, Selection and Placement Center (*ÖSYM*). After notifying the ÖSYM of their desired programs to pursue, students are placed by the relevant center as per their exam scores into these programs. Various other kinds of registration are also available for international students, transfer students, special talent exam students, and post-graduate degree students from abroad (for graduate and doctorate degree programs).

Application, acceptance and registration criteria for education programs are specified within the scope of the relevant regulation. As an example, the details are available in Section Two, Atılım University Directive on Graduate Degree Education. A total of 321 international students, including 267 undergraduate, 3 associate, 45 graduate and 6 doctorate degree program students, have been registered to the university for the Fall Semester of the Academic Year of 2023 - 2024, and international students from more than 70 countries are pursuing their studies at the university. Admission and registration procedures for international students are carried out within the scope of "Atılım University Directive on Procedures and Principles for International Student Admission". In all applications and processes, the criteria are clear and in compliance with the legislation.

In accordance with Atılım University Regulations on Scholarships, the university provides "Academic Success Scholarships" for our associate and undergraduate degree program students paying their tuition fees in full, or those studying at the university with tuition fee discounts of 25%, 50%, and 75% due to their YKS, Inter- and Intra-Institutional Transfer Scholarships. The Academic Success Scholarships provide a certain amount of exemption from tuition fees in order to encourage the academic success of our students. Additionally, students who are eligible to be thesis graduate degree program students at the Graduate Schools of Natural and Applied Sciences, and Social Sciences, and have completed their undergraduate education with outstanding success, are provided with scholarship opportunities that provide certain tuition fee exemptions within the scope of Atılım University Directive on Graduate Degree Scholarships.

In addition, our university provides support to students who intend to improve themselves in other fields with double major and minor degree programs that are applicable for some of our programs. Details about the programs are announced within the scope of Atılım University Directive on Minor Programs and Atılım University Directive on Double Major Programs.

In addition to these efforts, in response to the feedback in the Institutional Accreditation Report that "*There is a multitude of regulations and directives included in the legislation of the institution on student admission, recognition of previous courses and learning, and assignment procedures. However, only six of these regulations and directives are available in English on the official Internet pages of the institution.*", the translations of the English versions of all regulations and directives on education for students have been completed and published in the Legislation section of our University web pages. Furthermore, all regulations and directives on the organization are currently being translated, and the English versions of all the remaining regulations and directives shall be published on the same page.

B.2.4. Certification of qualifications and diplomas

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. Atılım University issues diploma supplements consisting of 8 sections along with diplomas, prepared in line with the template provided by the Higher Education Council. Certification and diploma procedures are carried out, monitored and necessary precautions are taken in accordance with the defined process. For example, students successfully completing the course coded and titled SMYO-105 Occupational Health and Safety under the Vocational School of Healthcare Services receive certificates.

Details regarding the criteria applied for student transfer procedures, foreign student admission and registration procedures, as well as student admissions to double major (*ÇAP*) and minor programs are carried out in accordance with the legislation, as detailed under "*B.2.3. Student admission, recognition and crediting of prior learning*".

The procedures and principles to be followed on transferring the credits of associate and undergraduate students between diploma programs across schools, colleges, conservatories or vocational schools under higher education institutions, or in between programs within the university to equivalent diploma programs in other higher education institutions, as well as between double major and minor programs, and across higher education institutions are implemented within the scope of the "Regulations on the Principles of Transfer Between Associate and Undergraduate Degree Programs, Double Major, Minor and Inter-Institutional Credit Transfer in Higher Education Institutions".

B.3. Learning Resources and Academic Support Services

B.3.1. Learning media and resources

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.

The Atılım University Library is set up in a way that meets the needs of students and researchers. At the library, printed and electronic resources are available, catalogued, stored, scanned, borrowed, reserved, and ILL services are provided. Additionally, our library provides wireless Internet access to visitors. There are twenty-four (24) desktop computers allocated for Internet use at the library. User training / orientation programs are organized one-on-one or for groups. Our library services are online, so that our students may research on the development of science and technology as well as do their research for their education, from wherever they are.

As of the end of 2023, there are 88201 printed and manuscript books, 9060 bound periodicals, 976097 e-books, 1647 theses and 6149 pieces of multimedia at our library. The library also serves subscribers with a total of 36 printed and 63711 electronic periodicals. Finally, as of 2023, the total number of databases available has reached 110.

Our library primarily aims to provide basic information resources in line with the purpose of the university in order to support the research and education activities at our university. In addition, it also provides librarianship services such as informing about these resources, providing training on how to access them and making them available so that both researchers and students may be able to benefit from these resources at the maximum level.

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.

A satisfaction survey was conducted for freshman students of the School of Engineering requesting student feedback regarding the learning resources offered to students. According to the student feedback received with the survey, the positive features of the University were listed as the providence of good education opportunities (19%), the physical infrastructure for modern and current needs, the education and research laboratories (17%), and the use of libraries and study halls (15%). In addition, as detailed under "*A.4.2. Student feedback*", student feedback is regularly sought through satisfaction surveys.

In addition to the efforts mentioned, it was determined that when course assignments were planned individually across schools, we were unable to make effective use of our classroom capacities; therefore, we initiated efforts towards improvement in this regard in 2023. Course and classroom assignments were made using the central database covering the entire university for the first time in the Spring Semester of the Academic Year of 2023-2024. This way, efficiency in classroom capacity utilization increased and the course schedules of all departments are now available in an integrated manner on our university website (https://www.atilim.edu.tr/tr/dersprogrami). In cases where classrooms are required in our operational processes (additional lessons, exam scheduling, etc.), the system may now produce much faster, and more reasonable solutions (assignments may

be made during the day instead of planning in the evening hours, lessons with large groups may be assigned to large classrooms instead of splitting groups into sections, etc.).

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As proven in the annex, while separate programs were made and announced for each unit in the past, as of the Spring Semester of 2023-2024, the scheduling for the entire university saw all of our classrooms assigned, and was announced via a single source, through a single optimization process.

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Atılım University offers learning resources of appropriate quality and quantity to students in order to continue education activities on its campus. In this regard, as shown in the indoor and outdoor space inventory and usage information table that covers the entire University, we offer students 223 classrooms at 14011 square meters, 196 laboratories at 13775 square meters, and 31 studios at 3595 square meters.

As clearly stated in our education policies, we aim to "train individuals with a competence in research". In this regard, students are also included in research activities with our unique programs. With the Undergraduate Research Projects program and the support program titled Researcher Career Program for Atılım University Students, both funded by Atılım University itself, our students are included in research activities at an early stage and encouraged to learn and produce through research.

B.3.2. Academic support services

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 Directive on Academic Counseling.

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.

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 are available to assist our students 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.

Individual interviews, online and face-to-face, were held with a total of 206 people having contacted the Student Development and Counseling Center between July 2022 and September 2023. 10 of the interviewees were our staff members, and 4 were our international students. Our 15 students interning towards their Graduate Degree in Clinical Psychology at our Department of Psychology also saw clients at the center, accompanied by a supervisor. A total of 26 people were referred to these students. Of the students interviewed, 19 were from the Department of Basic English at the School of Foreign Languages, 175 were from Schools, and 2 were from Graduate Schools.

Following the earthquakes at the magnitudes of 7.7 and 7.6 that took place in, and around Kahramanmaraş on February 6, 2023, 303 students from the region were called by our Student Development and Counseling Center experts, and psychosocial support was provided to students and their family members requesting a meeting. Our students who requested assistance further than psychosocial support were directed to relevant units.

As of the beginning of the Fall Semester of 2021-2022 and with the contribution of our affiliated units, Student Tracking Analyzes were processed with a practice in the form of "direct contact with students", in order to help solve student issues that may arise due to psycho-social, learning-related or academic failures, and to turn their preferences, which might include leaving the university, in a positive direction. Within weeks, efforts were made to contact our students, first by phone, or by e-mail when that failed. Those who could be contacted were contacted again to encourage and persuade them for academic success, and were asked whether they required any assistance. The feedback from the students during these meetings was monitored. With fresh students having their GPAs recorded for the first time at the end of Fall 2022-23 also added into the scope of this practice, the number of participating students rose to 2083; and as of that date, 574 students with GPAs exceeding 1.70/4.00 were excluded from follow-up calls, and 1509 students were continued to be called and texted until the beginning of Fall 2023-2024.

In order to facilitate the adaptation of our international students to our university and to support them in any possible problems they may encounter, student assistants were selected from among our university students without disciplinary offenses, studying in Years 3 or 4, with a GPA of at least 2.50 out of 4, and volunteering to participate. Before the student assistants started working, they were informed about what student assistants were, and the relevant process. Afterwards, student assistants were trained on cultural differences, communication skills, conflict resolution skills and campus life. A student assistant was assigned to each international student enrolled at the university. We had 16 student assistants working with our international students. Each student

assistant had approximately 50 students. Student assistants assisted the students under their responsibility in matters where they needed assistance, and reported to the Student Development and Counseling Center every week about their duties.

Some events organized in 2023 within the scope of seminars for students by the Student Development and Counseling Center were

- the Seminar on Psychological Process of Challenging Situations and Ways of Coping on March 14, 2023,
- the Seminar on Focusing in the Exam Preparation Process on May 08, 2023, which was held in cooperation with our Teaching and Learning Center,
- and the Seminar on Effective Study, Focus, and Motivation on 25.12.2023 that was organized with the aim of providing English Preparatory School students in Level D with effective study and focus methods.

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 to 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. Currently, there are 123 contracted Cooperative Education program companies.

The Directorate of Career Planning and Cooperative Education aims to help our students and graduates receive sectoral information by hosting the leading brands of Türkiye at our annual event 'Career Days', and to help them prepare for business life by learning more about the companies where they may be employed after graduation. Our annual "Career Days" event took place between October 18-19, 2023.

In addition to these efforts, the Directorate of Career Planning and Cooperative Education aims to execute cooperative education at the University to integrate higher education with business world, and contribute to the career development of our students. In this regard, a webinar on Résumé Preparation and Interview Techniques was presented to students on April 12, 2023, in cooperation

with the Directorate of Career Planning and Cooperative Education and the Teaching and Learning Center.

In addition to standard practices and legislation, an example would be the process developed in 2023, chaired by the Vice President for Academic Affairs, regarding the unique approaches and practices developed in line with the requirements of the institution. It was determined that there was a disconnect between academic advisors and students, most of whom are Gen-Z, due to the online registration system and technology usage habits. It was our observation that there was a need for a practice to bring students and their advisors together in order to help students meet face to face with their advisors, share their problems more easily, and especially improve their academic success. In this context, within the scope of the practice to be implemented during the course registration phase for Spring 2023-2024, we implemented compulsory academic advisor meetings for students with CGPAs under 2.00. Within the scope of the application, students with a GPA below 2.00 are able to hold space for their courses by choosing their courses beforehand as usual, but they are not able to finalize their course registrations through advisor approval without having seen their academic advisors about their low GPAs.

B.3.3. Facilities and infrastructure

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.

As presented in the [Reading Halls and Capacities Lists](#); as for the current physical area situation of our Kadriye Zaim Library under the Directorate of Library and Documentation, there are 46 reading halls within the library, totaling at 4507 m².

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. Our servers undergo regular annual updates to match the current requirements regarding education and learning. In this regard, the following efforts were made to improve infrastructure services by the Directorate of Distance Education and Education Technologies in the year 2023.

- The Moodle software was upgraded from 2.11 to 3.12,
- The Zoom License Z-35 was obtained for Flight School, as well as webinars and meetings.
- Big Blue Button (BBB), a free and open-source platform based in Atılım University and managed by the Directorate of Distance Education and Education Technologies in terms of infrastructure, Internet, and technicalities, was established and made available, for our e-MBA departments providing distance education in Turkish and English.

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. ATÜSEM 2023 Training List shows 6 courses opened in the relevant year, garnering 311 participants.

With its 3 examination rooms and observation room equipped with four beds, the Directorate of Health Services at Atılım University offers almost all kinds of health care services including day-case inpatient treatment, routine examinations, diagnosis and treatment procedures, employment and periodical examinations of personnel members, wound dressing, injections and osmotherapy. Our Directorate also evaluates electrocardiography results and electronically prescribes medication, accordingly. The Directorate of Health Services provides health services to 7000 patients in average with 5 personnel members including 1 MD, 2 EMTs, 1 paramedic, and 1 janitor. Our students and staff may visit us between 09.00 - 18.00 on weekdays.

Within the scope of efforts to improve facility and infrastructure services, efforts to improve the physical infrastructure in line with corporate growth continued in 2023. In this context, the current area size of Atılım University School of Medicine and Health Sciences is 4312 m². Construction activities are underway to move the existing School of Medicine and Health Sciences. The total physical size of our new Medicine, Health Sciences and R&D Center construction is 27475 m². The physical size of the relevant schools is planned to be increased by approximately 537%. In addition, the total service area provided for Atılım University Adana Civil Aviation Training Center is 146 m². Construction work continues to improve our existing center. The total physical size of the construction for our new training center is 313 m². The physical size of our relevant center is planned to be increased by approximately 114%.

The main purpose of Atılım University Directorate of Landscaping is to create a dynamic, green and sustainable campus with high aesthetic value through landscaping operations, where our campus area may serve students not only with its buildings and classrooms but also with its green areas. To provide an overview of the landscape areas owned by Atılım University as of 2023;

- 34,711.51 m² of afforestation and nursery,
- 60,441.11 m³ of grass (green) area in use,
- 6,265.29 m² of total landscaping,
- 101,417.91 m² of total area with quality landscaping.

The maintenance of a total of 60,441.11 m² of grass area owned by the Directorate of Landscaping as of 2023 has been carried out at regular intervals. As for protection and maintenance of

vegetation, there are a total of 15,680 different species and types of plants in the Central and Ahlatlıbel Campuses of our University, and the maintenance and control of the vegetation in question is underway. As for production in 582 m² of greenhouses located on our university campus; in 2023, a total of 69,850 different types of seasonal flowers were produced in our greenhouses and planted in the flower areas on our campuses.

In addition to these efforts, the Directorate of Landscaping undertakes composting work in order to use the university resources more efficiently, to prevent waste generation and to utilize organic wastes such as grass, gazelle and pruning residues generated during green area maintenance in relation to a sustainable environmental approach. The organic fertilizer obtained is used in the vegetation of our campus.

B.3.4. Disadvantaged groups

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. 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, with the aim 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. 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.

The course ART 292 Sign Language, one of the courses of the Department of Fine Arts Common Courses, is aimed at gaining communication skills with hearing impaired individuals and is offered as a non-departmental elective course throughout the university. This course has been added to the Audiology Department curriculum as a compulsory course as of the Academic Year of 2022- 2023 Academic Year.

Our university was awarded the "Orange Flag" for 3 of our buildings (School of Foreign Languages, School of Law, School of Business) in the indoor access category within the scope of the "Accessible University Awards" organized by the Higher Education Institution.

B.3.5. Social, cultural, sports activities

At Atılım University, spaces are available for student clubs and their events, as well as their social, cultural and sports 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 requirements.

Organizing conferences and cultural events within the scope of celebrations of the 100th Anniversary of our Republic, the Directorate also took part in the organization of nearly thirty scientific activities together with our departments. The directorate contributed to the realization of our 100th Anniversary activities, through events such as panels, conferences, symposiums, meetings, exhibitions and concerts, garnering many contributors and participants.

Orientation activities were held at the Amphitheatre, as previously planned, with the participation of all first-year students, student clubs were introduced with wide participation within the scope of this program, and the new education period opened in a festive manner with the inauguration concerts.

The International Students Festival, which was planned to accelerate the adaptation process of our international students and strengthen their social lives, was initiated with the participation of thousands of international students and promotion stands.

In order to provide a working environment for our students who are interested in music, whether amateur or professional, preparations for our music studios have been completed and three music studios have been established, with their basic instruments. The required technical equipment will be procured during this period, and one of the studios will be made available for professional rehearsals.

Although we do not have a department providing training in this field, Radio Atılım, which was established to contribute to the development of our students in diction, oratory, broadcasting and production, continues its broadcasts under the management of our willing students who have received free professional training, and in this sense, its education and broadcasting activities continue steadily.

Our Turkish Music Choir, which gave its fifth concert in 2023 and whose choristers/soloists are our staff, has likewise achieved a stable structure and continues its training and concert activities regularly.

In addition to our members, our citizens living around the campus also participated in our Aid Campaign in response to the earthquake in Kahramanmaraş, which lasted approximately one month, and the materials needed in the region were periodically delivered to the region in coordination with the resources of our University or public institutions.

Our student clubs, now 75, carry out scientific, social, professional and cultural activities. The clubs organized nearly one hundred and fifty events in 2022, and more than 200 activities in 2023 in line with the goal we had set.

The Directorate of Sports aims to protect the physical and mental health of our students and staff, to enable them to work and develop in areas of interest outside of education in order to make them useful to society, to offer our students, academic and administrative staff the opportunity to do sports in a modern, healthy environment and to provide them with sports habits that they may need throughout their lives. The activities in 2023 by the Directorate of Sports are summarized in the Directorate of Sports 2023 Activity Report.

B.4. Teaching Staff

B.4.1. Appointment, promotion, assignment criteria

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. They are included in the directive on appointment and promotion of faculty members, and the faculty member promotion and appointment processes are clearly defined.

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 (promotion process / appointment process) 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.

B.4.2. Teaching competencies and their improvement

Systematic training activities for instructors (courses, workshops, lectures, seminars etc.) are provided at the University through the center for learning-teaching, to ensure that our teaching staff learns and uses interactive-active teaching methods, and distance education processes. Atılım University is making efforts to increase the pedagogical and technological competences of our instructors. In this context, a distance education seminar titled "ChatGPT and the Changing Educational Environments, Teacher and Student Roles" was held on May 12, 2023.

The Orientation Program, organized regularly every year by the Teaching and Learning Center in order to accelerate the adaptation process of the faculty members freshly employed at our university, was held in 2023, as well.

As an example of improving the teaching competences of faculty members, apart from instructor training, while common course programs are maintained in the Department of Modern Languages, a cooperative lesson plan study has been initiated in which faculty members may work together to create synergy in terms of both planning and implementation, which will contribute positively to education. In this context, groups were formed to prepare lesson plans, implement them, self-evaluate and ensure improvements, and targets and a time period were determined for the study. Processes for implementation and self-evaluations in the semester of Spring 2023 were determined and shared, and the cooperative lesson plans prepared on the Earthquake disaster experienced in this period could be partially implemented online.

An example of teaching competence improvement processes would be the in-service training sessions of 2023, presented by the Department of Basic English, with the aim to increase the abilities, knowledge and skills of instructors.

B.4.3. Incentives and awards on education activities

In addition to the academic performance measurement system applied at the university and the evaluations made within this scope, including metrics for the teaching performance of academics and giving incentives based on the performance evaluations obtained, it is aimed to establish this structure in order to increase the quality of education and to increase the quality of education. In this context, the Directive on Education Awards was prepared with the decision to start evaluation studies, and give awards, as of 2024. The relevant directive entered into force with the Senate Resolution no. 2 dated 07.02.2024.

C. RESEARCH AND DEVELOPMENT

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

C.1.1. Management of research processes

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. Research policies of the university are available to the public.

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.

Within the scope of the "Change Management Project", 4 Level-1 and 16 Level-2 processes were determined under the Research and Development Process umbrella, and 42 process designs were finalized accordingly. Process Description Documents of 167 pages in total were prepared for the Level-1 processes determined. All process definition documents created, as in the job descriptions, have been made available online via the Institutional Atılım System (KAS) within the framework of authorization criteria for access by academic/administrative staff and students.

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 Directive on the Organization and Operation of the Research, Development, Design, Implementation, consultancy, and Technology Transfer Office (ARGEDA-TTO).

The University Research Board, chaired by the President and consisting of the Vice President for Research, the Representative of the Board of Trustees, the Director of ARGEDA-TTO, the Deans

of Schools, and School/ Graduate School Directors, plays an important role in the management of research processes. At the end of each calendar year, the University Research Board convenes and evaluates the ending calendar year, and determines recommendations and targets for future research strategies.

"Research Volume-Quality Criteria and Objectives" was first presented in the Atılım University Research Board meeting in October 2017. In the Atılım University Research Board meeting held in February 2024, the realization levels of the 2023 targets and the targets for 2024 were emphasized. The resolutions reached after the meeting were prepared and reported to the Chairperson of the Board of Trustees via a "Note from the University Board of Research".

The duties of the Atılım University Board of Research are the following:

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.

Information about the units affiliated to the Vice Presidency for Research, and the processes carried out by the relevant Vice Presidency are made available to internal and external stakeholders via the relevant website.

The Directorate of ARGEDA-TTO 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 Directive on Execution of Research, Development, and Design Projects Supported Internally. 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.

ARGEDA-TTO is the unit tasked to ensure that the experience and knowledge gained through various studies are used in the most efficient way, that technologies emerging as a result of the 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 project. 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. Within the scope of the

TÜBİTAK 1513 program, there are annual targets assigned to the TTO by TÜBİTAK-TEYDEB. After the end of each calendar year, the realization levels of these targets are reported to TEYDEB by the Directorate of TTO Directorate. In this context, TÜBİTAK-TEYDEB is an external stakeholder regarding the R&D activities of the University.

The university provides a concrete evidence that the relationship of research with local/ regional/ national development goals, socio-economic-cultural contribution, level of national and international competition, awareness, continuity and ownership by its stakeholders are examined, and the evidence is available via the relevant web page.

C.1.2. Internal and external resources

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),
4. National and International Patents of Atılım University.

These indicators are tracked by the ARGEDA-TTO Directorate, and the Vice Presidency for Research.

The University has certain practices in place, and provides certain resources to its resources, to support and encourage the targets set in line with its key performance indicators. The general definitions of these support and incentive mechanisms are available at https://www.atilim.edu.tr/tr/argeda/page/5804/arastirma-destekleri-ve-tesvikleri.

Unique Internal Support Programs

Atılım University offers various internal support programs, funded with our own resources, all of which are revised in line with current requirements, as per their budgets and their scopes of support. With these programs, we aim to provide our researchers with preliminary support and resources to help them accelerate their application processes to benefit from grants under national and international funds (such as ERC, Horizon Europe, and TÜBİTAK, among others).

- Support programs for students (LAP, Researcher Career Support Program)

- The University-Industry cooperation support program (ATÜSAD)

- The call-for-research study support program (ATÜ-ÇAP)

- The international collaboration support program (UDP)

- The internal panel evaluation system

Incentive and Award Systems for Scientific Publications

A publication incentive system, and scientific publication award systems are in place at Atılım University for our researchers having contributed to science at a global scale, had the outputs of their studies published in magazines that fall within the scope of Web of Science, and created an effect, to encourage them towards continuing their such efforts.

Individual Research Fund

An individual research fund is established for researchers the projects of whom have received international support from external funds, or researchers with registered patent activities. The individual research fund, namely the ATÜ-BAF, may be utilized to cover the expenses for participation in qualified national/ international conferences, workshops and similar meetings; to purchase consumables, equipment and services to be used in R&D studies, for participation in training sessions for academic professional development, and to cover the transportation and accommodation expenses of scientists from abroad, invited to the University to participate in joint research activities within the scope of an international collaboration.

Some concrete examples and practices regarding research resources are as follows:

The call-for-research study support program (ATÜ-ÇAP) was established to improve the research environment at Atılım University. This program aims to support research and/ or development projects aimed at both meeting the needs of Atılım University that may be fulfilled through R&D or problem-solving, and developing a new national/ international product/ process/ method/ model to increase the competitiveness of our country. Calls for research projects within the scope of ATÜ-ÇAP have been announced by the Directorate of ARGEDA-TTO when each Academic Year begins, since 2022-2023. Projects are supported for a maximum of 12 months. 4 ATÜ-ÇAP projects were supported in the Year of 2022-2023. Support up to 150,000.00 TL was granted for each project. Details on supported projects are available on our website. The Procedures and Principles on Call-for-Research Study Support Program (ATÜ-ÇAP) have been set. The calls opened in 2023-2024 are available at https://www.atilim.edu.tr/tr/argeda/page/5618/2023---2024-akademik-yili-cagri-basliklari.

In order to improve the research environment for the students of Atılım University, the Researcher Career Support Program for Atılım University Students (ATAK) was initiated in 2023. **The feedback of our undergraduate students was taken into account during the creation of this program.** With the ATAK program, up to 30,000 TL of support is provided to encourage the students of the University to do research through projects based on their "own ideas", to inculcate a culture of project preparation, and to prepare for national (TEKNOFEST etc.) or international competitions to participate and represent Atılım University. The first call for research projects within the scope of ATAK was announced by the Directorate of ARGEDA-TTO in January 2024, and a promotional presentation was made. ATAK projects are supported for a maximum of 12 months. In the Academic Year of 2023-2024, 11 ATAK project applications have been received, and the evaluation process continues. The Procedures and Principles on the Researcher Career Support Program for Atılım University Students (ATAK) have been set, and are accessed via the relevant website.

In order to improve the research environment at Atılım University and to provide support to faculty members having successfully completed research projects and their subsequent research and development activities, the Procedures and Principles on the Individual Research Fund Program (ATÜ-BAF) have been set, and implemented as of the Academic Year of 2023 - 2024.

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 Procedures and Principles on the Researcher Career Support Program for Atılım University Students (ATAK) have been set, and are accessed via the relevant website. Within the scope of this program, five projects (4 for TUSAŞ, 1 for DEMMERG Kimya A.Ş.) were initiated for the Academic Year of 2022-2023, to be co-funded. Thanks to the program, a significant contribution has been made to activities related to University-Industry cooperation. Details on the projects within the scope of these programs are available in the ATÜ-Internally Supported Project List and the Industry Supported Project List.

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: University Research Board Presentation).

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. In this context, some examples are the information training on TÜBİTAK-TEYDEB programs held on 05.10.2023 and the Preservation of Stability in Companies seminar held on 19.10.2023.

C.1.3. Doctorate degree programs and post-doctorate opportunities

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. Our Directive on Implementations regarding Visiting Scholars and Post-Doctorate Researchers is now in place, and within the scope of the directive, Atılım University offers partial support for visiting scholars from outside of Türkiye, visiting us to conduct research with Atılım University researchers.

As for doctorate programs (number of graduates, trends) and "post-doc" opportunities, the doctorate degree programs executed by Atılım University Graduate Schools are:

- Doctorate Degree Programs in Electrical and Electronics Engineering, Chemistry, Mechanical Engineering, Mathematics, Architecture, Engineering Systems Modeling and Design, and Software Engineering under the Graduate School of Natural and Applied Sciences; and
- Doctorate Degree Programs in English Language and Literature, Business Administration, Public Law, Political Science and Public Administration, Private Law, and Political Economy under the Graduate School of Social Sciences.

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 relevant section (Research and Development) in our strategic

plan study. 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).

C.2. Competency in Research, Collaborations and Support

C.2.1. Research competencies and their improvement

Atılım University was chosen to be the university to specialize in the field of "Hydrogen and Fuel Cells" within the scope of the "Priority Field Mission" by the Turkish Higher Education Council, in May 2023. Various reports and policy documents such as the priority sectors, fields and sub-fields included in the 11th Development Plan by the Higher Education Council, field-based competency analysis reports of universities, technology road maps in priority and key technologies, R&D and innovation issues of relevant institutions and organizations were examined to determine the Priority Science and R&D Areas to be supported regarding the Universities Specializing in Priority Areas Project, and Atılım University was selected as the University to specialize in the field of "Hydrogen and Fuel Cells" by evaluating the publication and citation performances of the departments or programs that demonstrated expertise and competence in these fields within the framework of the Field-Based Competency Analysis Report of Universities prepared by TÜBİTAK, and the publication and citation performances between 2018-2022.

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. Improvements have been made to the directive on academic appointment and promotion within the framework of the continuous improvement approach, taking into account our current research objectives and strategy, and the revised directive is available here. 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. The relevant training sessions are detailed in the Directorate of Library and Documentation 2023 List of User Training Sessions.

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. 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 constructed, 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 academic 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, the Academic Performance Evaluation Report on the academic performances of all faculty members at the departments within the University is prepared by the Presidency.

Evaluation results are conveyed to the heads of departments and the results are communicated to the relevant individuals by the relevant heads of departments, via the "Faculty Member Performance Score and Performance Index Evaluation Result Notification Form". Faculty members are provided details regarding their evaluation results during the report confirmation stage.

The academic performance evaluation system appeared to have room to improve; therefore, studies have been initiated accordingly. The relevant system is planned to undergo a revision in the year 2014.

C.2.2. National and international cooperative programs and cooperative research units

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.

There are cooperation protocols signed between our university and various universities abroad. Cooperative activities, scientific studies and outputs have been produced within the framework of these cooperation protocols. For example, a protocol has been signed with the University of Piraeus in Greece, and some of the research articles published in 2023, and co-authored by researchers of both universities, are available here. The protocol signed is within the framework of international cooperative programs and cooperative research structures.

The university pays importance to international collaborations in terms of research activities, and our researchers conduct cooperative scientific studies with researchers from universities abroad. As a matter of fact, according to InCites data, 38.93% of our publications in 2023 were produced with international collaborators. Atılım University researchers also execute projects with international partners within the scope of the TÜBİTAK bilateral cooperation program. Detailed information on the projects underway within the scope of bilateral cooperation with Korea and Japan is presented in our International Cooperative Projects file.

C.3. Research Performance

C.3.1. Monitoring and evaluating 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 in the 2023 Evaluation of Research Activities.

In the University Research Board, data on publications, citations, internal and external supported projects and patents are evaluated. 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 Research Budget Performance, the research budget of Atılım University consists of these items:

- Funds for internal support programs (LAP, ÇAP, UDP, ATÜSAD, ATÜBAF, ATAK),
- 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 Turkey.

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 in the R&D Expenditures by Sources file 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. These monitoring results have given way to the development of new programs. For example, since the outputs of the projects supported within the scope of the Starting Research Support and Research Support Program were not at the expected levels, a new program was created by the University to support the result, rather than the process. Details of the Individual Research Fund called ATÜ-BAF are presented above. The PDCA cycle was operated for the transition process from a process-supporting mechanism to a result-supporting mechanism.

C.3.2. Evaluating instructor/ researcher performance

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.

The research performance of the lecturers of Atılım University is regularly monitored. The relevant mechanism and the structuralized methodology is detailed above. Our academics have made the list of the most influential scientists worldwide, as presented at the link Our Academicians are Among the Most Influential Scientists Worldwide, within the framework of the effective research and development process and organization structure developed by Atılım University.

D. SOCIAL CONTRIBUTION

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

D.1.1. Managing social contribution processes

Education is one of the policies that play a role in the development of societies at local, national and global levels. Higher education institutions, on the other hand, represent the last and highest stage of the education system, with a vital role in the advancement of society. YÖK (*The Council of Higher Education*) determines the basic functions of universities as education, research and service to the society, and Atılım University has considered the main functions pointed out by YÖK among its main objectives since its establishment.

As the reflection of the aforementioned approach, the Atılım University mission is defined as "raising qualified individuals who are equipped with national and international knowledge by creating high-performance spaces in the production and application of scientific knowledge with the understanding of social sensitivity and sustainability." The core values of Atılım University are determined as inquisitiveness, scientificity, universality, trust and reliability, respect for people and the environment, a focus on quality, corporate sense of belong, corporateness, respect for professional ethics, a focus on shareholders, productivity, innovation, and creativity. In this regard, our Social Contribution Policy document has been created and made available to our internal and external stakeholders via our website.

As stated in the content of the "final report" submitted as a result of the KAP - Corporate Accreditation Program evaluation process regarding the management of social contribution processes, a decision was taken at the quality commission meeting dated December 2023, based on the proposal to manage the management of social contribution processes through an independent function. Accordingly, it has been decided to create this function within the University organizational structure, to be realized in the first quarter of 2024.

Social Contribution Commission

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 Strategic Plan - social Contribution Table.

The Social Contribution Commission was established on 14.02.2022 with the Letter numbered E-59394181-050.06.02-29135, and the commission held its first meeting on 22.02.2022. In the following periods, the relevant commission convened at different times and made evaluations. The content produced was evaluated by the University quality commission and progress was ensured.

The "Geleceğe Atılım" Scholarship Program

Atılım University provides the "*Geleceğe Atılım* Scholarship" to socio-economically underprivileged students in order to create equality of opportunity in quality education. The scholarship earned by students enrolled at Atılım University continues unconditionally and

uninterruptedly throughout their regular period of study. The principles and procedures regarding the scholarship are executed under Atılım University Regulations on Scholarships.

Continuing Education Center

Apart from the academic programs of our university, Atılım University hosts its Continuing Education Center, established with the aim of organizing continuous education programs, ensuring the creation of educational projects, and helping to raise the educational and cultural level of our country by developing cooperation between our university and the society, public, private sector and international organizations through their programs. The relevant center undertakes its activities within the scope of Atılım University Regulations on the Continuing Education Application and Research Center. In this direction, 16 classes were opened in 2023, and a total of 311 people attended training sessions at the center.

Environmental Sustainability

Within the scope of our environmental sustainability studies, the following efforts have been undertaken by the Directorate of Landscaping.

- As for production in 582 m² of greenhouses located on our university campus; in 2023, a total of 69,850 different types of seasonal flowers were produced in our greenhouses and planted in the flower areas on our campuses.
- In 2023, we continued the propagation of the Flower of Love, *Centaurea Tchihatcheffii*, an endangered and endemic species that has bloomed on our campus in April every year since 2006, and sending its seeds to requesting schools and institutions, and our information and promotion activities about the flower in question.
- In addition to these efforts, the Directorate of Landscaping undertakes composting work in order to use the university resources more efficiently, to prevent waste generation and to utilize organic wastes such as grass, gazelle and pruning residues generated during green area maintenance in relation to a sustainable environmental approach. The organic fertilizer obtained is used in the vegetation of our campus.

Hazardous and non-hazardous waste collection areas have been created in the waste collection area within the campus of our university, which received the "Zero Waste at the Basic Stage" certificate on 08.03.2021. Hazardous and non-hazardous wastes collected in this regard are delivered to the relevant licensed companies, and waste amount data is presented to our internal and external stakeholders on our website. Processes related to waste management are carried out by the Directorate of Auxiliary Services.

Additionally, Atılım University applied to be included in the UI Green Metric World University Rankings for a third time in 2023. Our university ranked 532nd worldwide in rankings where universities are evaluated on issues such as sustainability, education, infrastructure, environment and energy, and climate change.

Another practice implemented as of 2023 is that the presentation of souvenir products such as plaques to our event participant external stakeholders, speakers and guests has been abandoned,

and within the framework of the cooperation with TEMA, nearly a thousand saplings are donated every year on behalf of our guests/ stakeholders.

Culture, Art, and Sports Events and Activities

In addition to the events organized only for Atılım University members, our university also organizes events open to the general public. For example, the Music Club performs outside the campus and contributes to the cultural life of the city. In addition, the theater performance prepared by the Theater Club was staged 5 times in 2023.

In cooperation with the Directorate of Sports and the Turkish Rowing Federation, the "Youth Türkiye Cup and Turkish Rowing Cup" were held at our Mogan boathouse between July 07-09, 2023, with the participation of 24 clubs and 350 athletes. Furthermore, the "Sanmar Youth Türkiye Championship" was also held at our Mogan boathouse between September 01-03, 2023, with the participation of 20 clubs and nearly 300 athletes.

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.

D.1.2 Resources

The adequacy and diversity of social contribution resources are monitored and improved in the institution. All units carrying out social contribution activities monitor the diversity and adequacy of contribution resources such as financial, physical and human resources, and work towards improvement by taking the data into account.

Application and Research Centers

There are application and research centers at our university that conduct social research and were established for the purpose of informing, policy-making and disseminating research-based data. In this regard, Atılım University Women's Studies Research and Application Center (KASAUM), established with the cooperation of relevant departments and units with the aim of developing social sensitivity against gender inequality, especially women's issues, constitutes an example. The corporate structure and objectives of the center are made available to internal and external stakeholders via the relevant website. A sample key service in the context of their corporate objectives is the AKADEM'i (Atılım University Women's Support Center), launched to provide legal support. The relevant center undertakes its activities within the scope of Atılım University Regulations on the Women's Studies Application and Research Center.

Another research and application center is the Migration Studies Research and Application Center. The center aims to raise awareness throughout the university on issues related to internal and external migration, conducting research, publications and projects on issues related to migration processes in Turkey and the world, and in this sense, national and international conferences, symposiums, talks (colloquiums), seminars, on subjects covering all aspects of migration, participate in workshops, exhibitions and similar studies and events, cooperate with national and international, public or private institutions and organizations operating on migration-related issues

within the scope of the relevant legislation provisions, perform cooperative studies, projects and organize training programs. The corporate structure and objectives of the center are made available to internal and external stakeholders via the relevant website. As a sample activity by the center, the center prepared the Migration and Social Cohesion Process: Hatay Province Case Research Report as the output of the project numbered ATÜ-ADP-2122-03, supported within the scope of Atılım University Research Support Program (ADP). The relevant center carries out its activities in line with Atılım University Regulations on the Migration Studies Application and Research Center.

The Metal Forming Center of Excellence was founded in 2010 with the support of the Ministry of Development of Turkey and the contributions of Atılım University. The Center aims to support the Turkish metal forming industry through applied research, develop innovative, knowledge-based manufacturing technologies, manufacture high value-added components and form new and advanced materials. The executive board and the services of the center are made available to internal and external stakeholders via the relevant website. The relevant center carries out its activities in line with Atılım University Regulations on the Metal Forming Application and Research Center of Excellence.

Allocated Budgets for Social Contribution Activities

Accordingly, in line with the planning made taking into account the monitoring and evaluation results, the total budget allocated to social contribution activities increased by an average of 57% in 2023 compared to the previous year, as evident in the table of Budget Increase Rate of Resources Allocated for Social Contribution Activities. In this regard, the adequacy and diversity of financial resources allocated to social contribution activities at our university are monitored and improved.

The Social Contribution Strategy

The compatibility of the strategic objectives included in the Atılım University 2020-2024 Strategic Plan Report with social contribution processes was determined, and the 2023 realization rates for each strategic priority area were analyzed in line with monitoring and evaluation studies. In this regard, 28 strategic objectives in our 2020-2024 Strategic Plan are compatible with social contribution processes, and the overall completion rate for 2023 is measured at 47%.

Diversity and Adequacy of Social Contribution Resources

Social contribution resources are managed in line with our social contribution strategy, monitored and improved in terms of diversity and adequacy. Atılım University uses the Social Contribution Information Form prepared by the Social Contribution Commission to monitor qualifications and diversity. In this regard, forms are sent to all relevant units every year and adequacy and diversity are monitored.

As an example of such efforts, educational institutions are provided with free support and special opportunities regarding the examination areas and human resources they may require within the framework of teaching activities. In this context, trial exams were organized for 28 different educational institutions at our campus in 2023, and a total of 4077 used these services.

Atılım University closely follows the requirements arising at local, national and international levels and uses its resources effectively to meet them. In this regard, we welcome the students of high schools in Ankara and provide them with lecture halls so that they gain experience in exams. In addition to the physical resources offered to the career development of high school students, the Directorate of Corporate Communications and Promotion visits schools all over Türkiye, and promote the University. Career promotion sessions that include academicians are made in the process that distinguishes our promotional activities from those of similar universities.

The Student Development and Counseling Center carries out various studies every year in cooperation with the Directorate of Corporate Communication in order to support the education, training and social lives of students studying at secondary and high school levels and to provide them with relevant psychoeducation. In this scope;

- The seminar titled "Effective Study Methods" was planned and implemented on November 30, 2023, in line with the request of the University, and
- the interactive seminar on "Peer Bullying" was planned and implemented on December 18-22, 2023, in order to raise awareness about a concept that is

frequently encountered at high school.

Another example is that our university mobilized physical, material and manpower resources after the earthquake that occurred in 2023; earthquake aid packages were prepared at gyms; our students worked in the preparation of earthquake aid packages, and an earthquake reconnaissance group was sent to the earthquake region from the university.

D.2. Social Contribution Performance

D.2.1. Monitoring and evaluating social contribution performance

Atılım University allocates an ever-increasing amount of resources to centers, projects, academic studies and social responsibility activities in order to fulfill the adopted social contribution policy in the best possible way, and strives to continuously improve performance by monitoring the activities carried out through formations such as strategic plan, performance management system, its Directorate of Corporate Development and Planning, and the quality commission. These activities are social contribution activities that are compatible with the United Nations Sustainable Development Goals, meet the needs of society and the environment, including disadvantaged groups, and create value.

Healthy and quality living

In order to prevent substance addiction, including drug use and alcohol addiction, our university organizes "Anti-Addiction Training" in cooperation with the Directorate of Security and Anti-Narcotic Crimes Branch Directorate under the Ankara Provincial Police Department. In addition, in the 2022-2023 academic period, a training session on "Neglect and Abuse" was organized in cooperation with the Directorate of Public Health Services in order to raise awareness of our new students.

Apart from on-campus activities, our university supports research on "Healthy and Quality" living. In this context, the following research projects by our academicians received support in 2023.

- The project titled "Developing a blood glucose-sensitive insulin transport system for individuals with the insulin-dependent Diabetes Mellitus disease and studying it in a diabetic rat model", supported by TÜSEB, and
- The project titled "Fast and Low Cost Microfluidic Device Development for the Detection of Streptococcus Pneumoniae", supported by TÜBİTAK.

In addition to externally-supported projects, a call for "*Health Technologies*" was opened in the 2023-2024 academic year within the scope of "Internal Support Programs", backed with the internal resources of our university.

Quality education

In order to promote lifelong learning opportunities for everyone, our university organizes training sessions through the Continuing Education Center.

With the aim of ensuring that everyone has equal access to accessible and quality technical education, vocational training and higher education, including university education, our university provides the "*Geleceğe Atılım* Scholarship" to students with socio-economic disadvantages in order to create equality of opportunity in qualified education.

The courses MTT282 Sustainable Fashion and MAN408 Introduction to Sustainability are provided to students with the aim of providing them with the knowledge and skills required to achieve sustainable development. In addition, with Atılım University well aware that sustainable development should be advanced not only by our students but also by our external stakeholders, an event was organized where the Head of the Department of Textile and Fashion Design at Atılım University informed the participants, the members of the Ankara Clothing Manufacturers Association, about sustainable design, production, distribution and new fiber resources produced by minimizing the damage to nature.

Social Gender Equality

The Atılım University Women's Studies Research and Application Center (KASAUM) was established in order to raise social awareness against gender inequality. As an example of their activities, a panel on Preventive and Compensatory Gender-Sensitive Disaster Management was held on 15.03.2023.

In addition to the operations of the Women's Studies Research and Application Center, many events are organized at our university to raise awareness and sensitivity about gender equality. Some of the events held in 2023 were:

- The Critical View of Law in the Context of Gender Symposium organized by the School of Law on 31.03.2023,
- The Combating Gender-Based Discrimination and the Case of Türkiye webinar by the Graduate School of Social Sciences on 09.05.2023,

- And the Sexism & Feminism event by the Directorate of Cultural and Social Affairs on 14.12.2023.

In addition to these studies, the course HUM211 Social Gender and Women's Rights is included in our curriculum.

Accessible and Clean Energy

Our university promotes research on clean energy, including renewable energy, energy efficiency, and advanced, cleaner fossil fuel technology. In this context, the following research projects by our university's academics were supported in 2023.

- The project titled "Investigation of Hydrogen Production Performance from Seawater by Desalination-Anion Exchange Membrane Electrolysis Coupled Technology", supported by TÜBİTAK,
- The project titled "Development of Innovative Membranes for Anion Exchange Membrane Electrolyzer and Investigation of Hydrogen Production Performance", supported by TÜBİTAK,
- The project titled "Investigation of Ultrasonic Vibration Assisted Milling with the Nanofluid Minimum Quantity Lubrication Method in Hard-to-Match Superalloy Aerospace Materials", supported by TÜBİTAK,
- The project titled "First Principle Study of Layered Titanium Carbide as an Anode in Lithium-Ion Battery", supported by TÜBİTAK,
- The project titled "Development of a Single Variable Hybrid Deep Learning Model for Wind Energy", supported by TÜBİTAK.

In addition to externally-supported projects, a call for "*Energy Technologies and Management*" was opened in the 2023-2024 academic year within the scope of "Internal Support Programs", backed with the internal resources of our university.

Mitigating Inequality

In support of the aim of facilitating systematic, safe, orderly and responsible migration and displacement of people through the implementation of planned and well-managed migration policies, a workshop titled "Hatay and the Social Adaptation Process: Processes and Suggestions for the Future" was held by Atılım University Migration Studies Application and Research Center on January 17, 2023. In addition to the Provincial Immigration Administration Harmonization and Communication Study Group of the Governorship of Hatay the workshop brought together representatives of the Department of Health and Social Services of Hatay, officials of NGOs such as UNHCR, ASAM-SGDD, MSYD-ASRA, Turkish Red Crescent, GOAL, DRC, Support to Life, IOM, all conducting studies on migration and immigrants. The "Migration and the Social Adaptation Process: Hatay Case Study Research Report" was shared with internal and external stakeholders on our webpage, after the workshop.

Sustainable cities and Communities

Atılım University organizes studies to increase efforts to protect and preserve the world's cultural and natural heritage. The studies carried out for 2023 are explained under Environmental Sustainability in the section "D.1.1. Managing social contribution processes".

In addition, in this context, the following research projects by Atılım University academics were supported in 2023.

- The project titled "Investigation of Ultrasonic Vibration Assisted Milling with the Nanofluid Minimum Quantity Lubrication Method in Hard-to-Match Superalloy Aerospace Materials", supported by TÜBİTAK, and
- The project titled "Low temperature behavior of SMA and HMA mixtures", supported by TÜBİTAK.

Responsible Production and Consumption

Atılım University undertakes its efforts to significantly reduce solid waste production through prevention, reduction, recycling and reuse within the campus. The studies carried out for 2023 are explained under *Environmental Sustainability* in the section "D.1.1. Managing social contribution processes".

In addition, with the Electronic Document Management System (EDMS) used at our university, in 2023; 43 trees were saved, 12,182 kg of CO_2 emissions were prevented, 214,980 liters of water were saved and 860 kg of waste generation was prevented. Details are available in the Electronic Document Management System Activity Report.

Peace, justice, and strong institutions

The full text proceedings book of the Taxation Authority Symposium organized in 2022 with the aim of contributing to the significant reduction of all forms of corruption and bribery; containing a select range of papers from different universities, has been completed and published in open access, making it available to the Ministry of Treasury and Finance, the Revenue Administration, those involved in tax jurisdiction processes, lawyers and budding tax lawyers.

On 20.11.2023, within the scope of a Children's Rights Day Event, a brochure containing information about the World Convention on the Rights of the Child and children's rights was prepared by the students of the Child Development Department, to inform students and faculty members from different departments.

On 25.12.2023, within the scope of our Centennial Republic Anniversary events, the Symposium on the State of Law in Türkiye in the Light of Current Developments was held in cooperation with the School of Law, and the Ankara Bar Association.

Partnerships towards objectives

Our university supports the proliferation of Global Partnerships for Sustainable Development, which are completed by multi-stakeholder partnerships that mobilize and share knowledge,

expertise, technology and financial resources to support the achievement of the Sustainable Development Goals in all countries, and especially developing countries.

As examples of our studies in this context, Atılım University School of Law, TOBB ETÜ University School of Law and the Ankara Bar Association cooperate in the field of environmental law and bring together practitioners and students working in the field of environmental law.

In 2023, a protocol was signed with Ankara University and İhsan Doğramacı Bilkent University in order to encourage cooperation, support and develop relations and assign faculty members.

The Atılım University Engineering Sciences and Research Student Congress (MÜBAK) was held on May 11-12, 2023, and a scientific setting was established for the presentation of research outputs, with the participation of students were then pursuing their undergraduate or graduate degrees in engineering disciplines. Within the scope of the congress, 356 students and academicians from 14 universities participated in the congress, 96 papers were presented (20 papers online), and the booklet of abstracts was published online on our website. Work is underway for the congress, planned to be made into a tradition, to be held again in the first half of 2024.

Atılım University contributes to social contribution activities that are compatible with the United Nations Sustainable Development Goals, responds to the needs of society and the environment, including disadvantaged groups, and creates value, with the support of its internal and external stakeholders.

In addition to the activities and research & development activities carried out above, our social contribution activities undergo evaluations. For example, the Owl Grasshopper Mentoring Program in Law was carried out between January and May 2023 in cooperation with the School of Law and the Directorate of Career Planning and Cooperative Education, and at the end of the program, program result forms were requested from owls and grasshoppers to monitor whether the targets were achieved in terms of student-sector integration.

In order to strengthen cooperation with external stakeholders regarding our social contribution activities and to learn about demands and suggestions, the Social Contribution External Stakeholder Survey was prepared and delivered to more than 300 people and institutions.

In addition to the communication with external stakeholders regarding our social contribution activities, Schools also establish their Advisory Boards and stay in communication with external stakeholders on education, research and social contribution, and receive regular feedback.

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 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.

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

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

Evaluations regarding the strengths and weaknesses of Atılım University identified within the scope of the Institutional Accreditation Program detailed above are included in detail in the 2022 Institutional Internal Evaluation Report (pages 27-29).

The KAP Result report by THEQC was reviewed and analyzed at an institutional level; with suggested actions separated into categories with respect to their types (Organization and Business Model, Analysis and Reporting, Shareholder Experience, 4. Process Improvement), and the suggested actions prioritized with respect to their criteria scores. Some of the practices regarding these mechanisms are available in the 2022 Institutional Internal Evaluation Report (page 29).

The University analyzed the data within the scope of the "KAP - Accreditation Result Report" by THEQC within the scope of the Institutional Accreditation Program, evaluated it in the quality commission meetings held and prepared an "action plan" for the areas identified to be open to improvement. Within the scope of the prepared action plan, elements such as areas that need improvement, the function responsible for improvement, the start/ end dates of the proposed action, and its association with the IIER titles were examined. Result data regarding the studies that are completed / currently underway/ not yet initiated are available in the table below regarding the studies within the scope of the action plan specified as of March 2023.

Counter Status	Column Tags				
Row Tags	Ongoing	Not Initiated	N/A	Completed	Total
A. Leadership, Governance, and Quality	6			18	24
B. Education	1	4	3	8	16
C. Research and Development	3		4	12	19
D. Social Contribution	5				5
Total	**15**	**4**	**7**	**38**	**64**