



INTERNAL REVIEW REPORT

Özyeğin University

**Çekmeköy Campus
Nisantepeler District Orman Street Çekmeköy - İSTANBUL**

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¹ List of attachments and the content of attachments are available at <http://www.ozyegin.edu.tr/tr/Microsites/Akreditasyon-ve-Kalite-Guvenesi/Kurumsal-Ic-Degerlendirme-Raporu/OzU-KURUM-IC-DEGERLENDIRME-RAPORU.pdf>

A. Overview

A.1. Contact Details

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A.2. History

Özyeğin University (OzU) was officially founded pursuant to Law No: 5656 published in the Official Gazette No: 26526 on May 18, 2007 to contribute to social development by producing creative, original and applicable knowledge through its modern education system, and its innovative academic programs integrated with life in accordance with its vision.

Özyeğin University welcomed its first students on its Altunizade Campus in September 2008, and opened the doors of its Çekmeköy Campus in September 2011. Thus, the University increased its total learning area to 211,000 sqm. In May 2015, OzU had a total student body of 6,468, including 5,746 Bachelor's, 574 Master's, and 147 Ph.D. students. (ATTACHMENT A-1 Education Data) Presently, the university has 388 academic and 263 full-time administrative staff members. Further details about employees are available in the ATTACHMENT A-2 Academic and Administrative Staff Table.

A.3. Mission, Vision, Values and Goals

OzU's mission is to create, share, and apply knowledge in the service to society. Being a financially accessible and entrepreneurial research university is an important aspect of this mission. In all of its programs, OzU aspires to be recognized nationally and internationally as one of the top ten in Turkey, Eastern Europe and the Middle East, and one of the world's 200 best.

(<http://www.ozyegin.edu.tr/en/Hakkimizda/Felsefe>) To this end, the University adopts freedom, flexibility, multi-dimensionality and accessibility as its fundamental values, and endeavors to prepare sought-after graduates who can make a difference for their employers from the first day on.

Despite still being a fairly young university dating back to only 8 years ago, OzU graduated its fifth cohort of graduates this year. Presently, the University is undergoing a transformation process in line with its aforementioned mission and vision. Having grown rapidly in volume over the course of its first five years under the leadership of its founding rector, the University has been focusing on the improvement of its institutional operations for the past two years. Through these efforts, the University aims to minimize dependency on people and make sure that the system functions independently of people. The transformation process aims to ensure that all institutional processes work independently of the personal choices or preferences of process owners, and the continuity of management is maintained. Therefore, priority is given to the institutionalization of key structures, systems and management practices. The University sees the program accreditation processes and the internal review process of the Higher Education Quality Board as an opportunity to achieve its institutionalization goal. To this end, the University takes all these efforts as guidance for its continuous improvement efforts. The internal review report of Özyeğin University is prepared with this belief to document the University's approach to quality. The report covers not only the existing processes at OzU but also the processes to be put in force in the 2016-2017 academic year.

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A.4. Academic Units

A.4.1. Units:

OzU admitted its first cohort of students to the Undergraduate Business Administration Program at the Faculty of Economics and Administrative Sciences in September 2008. Today, Özyeğin University is made up of 6 Faculties, 1 School, 3 Graduate Schools, 5 research and application centers, and 1 research center. OzU offers 64 academic programs in total, including 23 Bachelor's, 24 Master's and 7 Ph.D. programs. Attached tables show the list of OzU's undergraduate and graduate programs as well as its faculties, schools, graduate schools and research centers. (ATTACHMENT A-3 Academic Units Summary Table) The language of instruction is Turkish in the LLB, LLM and LLD Programs in Law, as well as in the Undergraduate Architecture Program. The language of instruction is English in the other programs.

A.4.2. Double Major and Minor Programs

Double Major allows undergraduate Özyeğin University students to concurrently study in two different majors to obtain a second degree. Minor programs allows undergraduate Özyeğin University students to take a limited number of courses offered by another undergraduate program at OzU in order to receive a minor certificate in a specific field of interest. Double major and minor procedures are

conducted pursuant to YOK's "Rules and Regulations on the Principles of Transfers between Associate and Bachelor's Degree Programs at Higher Education Institutions, Double Major, Minor and Credit Transfers Between Higher Education Institutions" as well as "Özyeğin University Directives on Double Majors" and "Özyeğin University Directives on Minors".

A.5. Research Units

At OzU, research is conducted through several research and application centers, laboratories, a technology transfer office and an incubation center. OzU houses 5 research and application centers and a research center. At the research centers, faculty members and students collaborate to find solutions to real-world problems in a wide spectrum of areas of interest and specialization. These research centers are : German Law Application and Research Center , Center for Computational Finance, Center for Energy, Environment and Economy, Center for Entrepreneurship, and Applied Research Center for Technology Products. In addition, Alp Alkaş Retail and Real Estate Center has also submitted an official application to become a research and application center.

The University also houses a large number of laboratories that cater to its research mission. One of the distinctive features of the OzU laboratories is that all of them are supported by external funds. The Faculty of Engineering, the Faculty of Business, the Faculty of Architecture, the Faculty of Aviation and Aeronautical Science as well as the School of Applied Sciences and the Psychology program all have their own laboratories. In addition to field-specific research, these laboratories also conduct interdisciplinary research.

Since 2012, OzU has consistently been placed in the top 10 in the "Entrepreneurial and Innovative University Index" prepared by the Ministry of Science, Industry and Technology. This achievement also helped OzU receive 10 million of TTO Support from TUBITAK over a period of 10 years. The TTO support is also a strong testament to OzU's achievement in building an "entrepreneurial research university". The mission of OzU TTO is to promote innovativeness, increase the number of research projects, and contribute to economic development through effective management and transfer of new technologies and intellectual properties developed at OzU.

OzU's entrepreneurial efforts are managed by the incubation center at the Fit Start-Up Factory. The Fit Start-Up Factory is Turkey's first business accelerator established to support techno-entrepreneurs who aspire to start high-profile, sustainable, technology-based business ventures from the stage of ideation, all the way through to product launch. The accelerator program starts with a 5-week acceleration camp. The program includes training sessions on lean startup, customer development, business models as well as mentor sessions. The 5-week program then continues with a 3-month incubation period. Over the course of incubation, entrepreneurs are offered free office space, network, infrastructural support, access to investors as well as accounting and legal support. The Fit Startup Factory runs 5 to 6 programs a year, and does not charge any fees or shares from entrepreneurs. Since

2011, the factory has received a total of 3,500 applications, admitted 250 ventures, out of which 61 were turned into actual businesses.

Section Ç on Research provides an in-depth description as to how the efficiency and effectiveness of these research units are monitored. The short-term and long-term goals of the centers and other units at OzU are determined at the time of their foundation. Effectiveness and efficiency in achieving these goals are monitored based through activity reports requested by the Scientific Research Commission (SRC) chaired by the Vice Rector for Research. However, starting from the 2016-2017 academic year, the centers will be evaluated annually and once in every five years as per the “Directives on the Evaluation of Research Centers.” The units’ effectiveness and efficiency will be described in more detail in Section Ç on Research. On the other hand, TTO’s effectiveness and efficiency are monitored both by Scientific Research Commission (SRC) and TÜBİTAK on a regular basis.

A.6. Improvement

OzU has not undergone through an external review process before.

B. Quality Assurance System

B.1. Quality Assurance Processes

Özyeğin University's (OzU) quality strategy is built on the "compliance to standards" and "fitness for purpose" principles. The respective international standards are established according to the Bologna Process and the European Standards and Guidelines.

OzU sees quality assurance as a high priority. To this end, the University established an Accreditation and Quality Assurance Office (AQA) to ensure quality assurance. AQA is responsible for coordinating the institutional review process, national and international accreditation processes of academic programs, and the establishment and implementation of the quality assurance and management system. The unit manages quality assurance processes in cooperation with the Quality Commission established under the leadership of the Rector, and provides members of OzU with all the necessary support pertaining to quality assurance processes. However, academic and administrative units are responsible for managing their own quality management processes and preparing their own internal review reports.

Internal quality improvement mechanisms at OzU consist of actions taken based on procedures and annual activity reports. Procedures set forth the required standards for the necessary organizational structure and actions. Annual Activity Reports describe how these actions are taken in practice. Presently, there is an ongoing project to prepare an "OzU Quality Framework" in which all quality assurance processes are gathered together. The Quality Framework is drafted based on the opinion and feedback of all stakeholders. The draft will later be submitted to the Senate for approval.(ATTACHMENT B-1 Quality Framework)

In the 2016-2017 academic year, a 5-year plan will be prepared for the 2016-2021 academic years. Presently, strategic objectives and key performance indicators have been set forth, and self-assessments have already begun. As part of this process, annual reviews will be conducted to evaluate to what extent strategic objectives are achieved, identify the reasons of any negative or positive deviations from expected results, and determine required improvements.

In line with the OzU Quality Framework and the 5-Year Strategic Plan, the education, research and service functions of academic and administrative units will undergo a more comprehensive evaluation in five-year cycles, starting from the 2016-2017 academic year. Self-assessment reports and annual activity reports prepared by units will constitute the basis of the OzU Internal Review Report.

B.2. Assessment and Monitoring System

The required monitoring, assessment, data analysis and improvement actions have been planned to ensure that OzU's activities and services are effective and in compliance with the quality system. Starting from the next academic year, these activities will be conducted in accordance with the Quality Framework. In addition, a Planning and Analysis Office (PAO) has been established for the institutional

supervision of the monitoring, assessment and data analysis processes. PAO ensures that institutional development is monitored and reported from a single point with reliable and valid data. While the monitoring, assessment and data analysis processes are managed by PAO, all improvements pertaining to academic and administrative units are completed in coordination with AQA.

OzU runs its ongoing quality assurance processes under the categories of “teaching-learning”, “research”, and “management”, as defined in the Higher Education Quality Board’s report. In addition to these three categories, OzU also closely monitors its information transfer and community service processes. These two areas are the priority areas for OzU. However, it is planned to improve the assessment processes of community services. OzU’s Performance Areas are available in ATTACHMENT B-2 OzU Performance Areas. For each performance area, a different set of metrics has been identified. Collected performance data are monitored by the Planning and Analysis Office annually. (ATTACHMENT B-3 OzU Performance Data Samples). Once the areas of improvement are identified, AQA and Quality Commission provide feedback to the respective unit, and request an action plan.

PAO periodically collects and reports the inputs and outputs pertaining to OzU’s quality assurance and internal assessment processes. These reports are monitored on the OzU Dashboard by the Board of Trustees, Rector, Vice Rector, Deans and Directors. Each of these users has different access privileges. Attached is a sample report exported from the dashboard (ATTACHMENT B-4 Dashboard Sample). PAO is also responsible for conducting surveys to ensure that OzU’s services are in compliance with the required standards, and measure the efficiency of OzU’s quality management system. These surveys are intended to monitor the overall satisfaction of internal and external stakeholders, the performance of the quality assurance system and the quality of service at OzU (ATTACHMENT B-5 Surveys). Starting from the 2016-2017 academic year, it is planned to identify more detailed metrics for the performance goals of all units, which will be identified based on their strategies and budgets as part of the Quality Framework.

B.3. Continuous Improvement

For each academic program at OzU, a set of program outcomes are identified during the development of the programs. These outcomes are determined in line with OzU’s mission to prepare sought-after graduates who can meet the requirements of the modern age. In education, OzU’s fundamental academic mission is to prepare its students as highly-competent and globally-competitive individuals in their respective fields. In research, OzU places a substantial focus on commercialization through external funds. The shared final goal of education and research at OzU is to pioneer and serve for social transformation. To achieve these goals, the University annually collects and analyzes key fundamental data including but not limited to newly admitted students, course descriptions, the number and quality of courses offered, and research performance. Based on the results of these analyses, the areas of improvement are determined and the University’s existing processes are improved. Processes are improved based on the decision-making mechanisms set forth by Higher Education Law. Issues are first discussed by the boards of the respective departments. These are then evaluated by the respective faculty/school/graduate school boards. Recommended improvements and action plans are submitted

to the Quality Commission. Academic issues are referred to the Senate. Financial issues are referred to the Board of Trustees with the approval of the Rector. (ATTACHMENT B-6 Improvement Areas and Schedules).

Also, a “Continuous Improvement Procedure” has been developed to ensure that ongoing improvement processes for the 2015-2016 academic year are based on concrete data, and are carried out in a systematic way. This procedure applies to all stakeholders at OzU. However, the procedure was first tested as a pilot project on the Faculty of Engineering. The Continuous Improvement Procedure delineates the methods and data to be used to evaluate and assess the level of achievement of program objectives and outcomes, as well as to identify and implement improvements, where necessary. The procedure also specifies the individuals and committees responsible for collecting, classifying, analyzing, and interpreting data; recommending improvements; transforming these recommendations into actions, as well as implementing and monitoring these actions. In the 2016-2017 academic year, more thorough data analysis will be performed in accordance with the procedure. Furthermore, pursuant to the Quality Framework, it is planned to apply the existing procedure to all academic units, and prepare a separate continuous improvement procedure for administrative units.

B.4. External Evaluations, Accreditation, and Management and Improvement of System Standards

OzU has not undergone an external institutional evaluation process. However, OzU has prior accreditation and certification experience pertaining to its academic programs, system management and laboratories.

OzU aims to initiate the accreditation process for all of its academic programs as soon as they produce their first cohort of graduates. Program accreditation and institutional external evaluation processes are managed by AQA. As a result of the coordination of the AQA and efforts of faculty members, the Psychology Department has been accredited by the Turkish Psychologists Association till 2023. The Undergraduate Industrial Engineering Program, Undergraduate Electrical-Electronics Engineering Program, Undergraduate Mechanical Engineering Program and Undergraduate Computer Science Program have completed accreditation procedures for the Association for Evaluation and Accreditation of Engineering Programs (MÜDEK) and waiting for the decision. Likewise, the School of Languages at Özyeğin University also completed its accreditation application, and expecting to be awarded the Evaluation and Accreditation of Quality Language Services (EAQUALS) accreditation. Furthermore, the Faculty of Business and the Graduate School of Business (jointly referred as “Business School”) also initiated the AACSB International accreditation process and expects to be accredited in 2022.

OzU has immediately taken action for any feedback it has received so far as a result of accreditation evaluations, and implemented the required improvements right away. For instance, MÜDEK concluded that external stakeholder input is kept very limited while determining program outcomes, and rated it as a “concern”. OzU immediately took action and revised its Continuous Improvement Procedure to ensure more effective participation of external stakeholders in the design and

development of program outcomes. Accordingly, the new procedure changed the frequency of requesting input from external stakeholders from once in 5 years to once in 3 years. As a second example, the Turkish Psychologists Association reported that the Psychology program offers a limited number of electives, especially for senior students. Accordingly, based on TPA'a feedback, the number of electives offered will be increased in the 2016-2017 academic year.

In addition to the evaluation of our academic programs, our on-campus health, safety and environment systems are also being monitored and managed for quality assurance. Our Health & Safety and Environment (HSE) Department is responsible for the management of system standards pertaining to on-campus health, safety and environment systems. In fact, OzU is the first university in Turkey that is concurrently awarded ISO 14001 (Environmental Management System) and OHSAS 18001 (Occupational Health and Safety Management System) Certifications. By managing the standards of these two systems, OzU forges ahead to serve as a sustainable and participatory academic institution with its environmentally-friendly campus and buildings. The 14001 system has helped OzU make social impact in the region including the interaction of its Çekmeköy Campus with the surrounding environment, its contributions to the local transportation system, and added value to the local area. On the other hand, the OHSAS 180001 system has helped OzU prevent numerous occupational accidents through a series of simple and affordable precautions. To this end, OzU has taken necessary actions to minimize risks and ensure on-campus safety. These actions include health screenings; training programs on safe driving, first-aid and emergency response; or ambulance service, especially during on-campus events. Also, OzU is periodically inspected by external evaluators such as BSI and IFC. ISO 14001 and OHSAS 18000 inspections are conducted by BSI. Any concerns or weaknesses identified during these inspections are addressed by the Health & Safety and Environment Department. Attached is a list of improvements performed in 2015. ([EK B-7 Continuous Improvement Examples](#))

EVATEG Optics Laboratory has been granted accreditation by the Turkish Accreditation Agency (TURKAK), and thus received the ISO 17025 (General Requirements for the Competence of Testing and Calibration Laboratories) accreditation according to the EN TS 13032-1 and LM 79-08 standards. EVATEG Optics Laboratory is the one and only university laboratory in Turkey that has been awarded accreditation for the LM 79-08 standard.

B.5. Identification, Monitoring and Improvement of Objectives and Performance Indicators

The foundation of Özyeğin University entailed a comprehensive study that involved more than 500 persons including businessmen, faculty members, as well as university and high school students in addition to a study entitled "Developing Sectors and Professions in Turkey and in the World". Based on the results of these studies, ARAMA Consulting began the designing process. The University's core values and the vision were discussed and identified in collaboration with all stakeholders. Özyeğin University shaped its vision through a series of workshops held with more than 300 participants

including businessmen, faculty members, university students and new graduates. OzU's mission, vision and strategic objectives are reviewed and revised through strategic plans prepared every 5 years.

The first 5-year strategic plan entered into force in 2010. The first plan focused on the primary goals of OzU as a newly founded university. The plan not only set forth the goals but also delineated the inputs and mechanisms to be used to achieve these goals. However, performance indicators and measurement systems in the initial strategic plan were described in general terms. The mechanisms listed in the plan were put in action, and the performance indicators were closely monitored through the annual activity reports requested from units. Units that fell short of achieving the desired performance indicators were asked to revise their objectives and prepare new action plans.

In 2015, the Rector's Office announced the commencement of the 2016-2021 Strategic Planning preparation to all academic and administrative units. To this end, the University established a Strategic Planning Steering Committee (SPSC). SPSC is made up of competent faculty members who can make scientific contributions to the University's strategic planning process, and managers who are well-versed in organizational SWOT analysis. The committee conducted meetings with all of the academic units. In addition to SPSC, several commissions were established within units to contribute to strategic planning, and submit the required information and documents to SPSC by taking internal and external stakeholders' opinion and feedback. Sub-units reviewed the mission and vision identified in the 2010-2015 Strategic Plan, and submitted to SPSC their SWOT analysis and recommended goals based on their own strategic objectives. Concurrently, SPSC also performed a situation analysis for OzU and conducted brand perception and reputation surveys to understand the general perception and opinion of all stakeholders about OzU. The Board of Deans analyzed collected data, and identified goals and respective performance indicators based on identified strategic objectives. The respective responsible units and costs will soon be determined for these indicators.

The committee prepared its strategic plan in approximately six months. Over the course of this period, committee members regularly met units to evaluate data pertaining to sub-agenda items, and brainstorm for new ideas. The Board of Deans then evaluated these ideas and identified common performance indicators that apply to all academic units. Objectives that each academic unit aspires to achieve; and the required timeline and methods to be used to achieve these objectives, as well as each academic unit's current strengths and weaknesses were submitted to the Board of Trustees. These Indicators will be monitored by PAO. Improvements fall under the responsibility of deans and directors. Each unit is expected to prepare an action plan to address and improve any deviations from annual goals. Furthermore, it is also planned to link activity-based budgeting with performance evaluations in the 2016-2021 Strategic Plan.

B.6. OzU Quality Commission

The OzU Academic Evaluation and Quality Improvement Commission fulfilled its mission on July 23, 2015 as per Article 7 of the Rules And Regulations For Quality Assurance In Higher Education, and was renamed as the “Quality Commission”. Chaired by the Rector, the commission is made up of all deans and school directors, secretary general, accreditation and quality assurance coordinator and a representative of the Student Union.

The Quality Commission is responsible for establishing the University’s internal and external quality assurance system; identifying institutional indicators for strategic planning; performing institutional evaluations; conducting periodic improvements; and monitoring institutional development pertaining to the University’s teaching-learning, research, management processes; administrative services; and social, sectoral and international relations. The commission is also responsible for conducting internal evaluations and preparing an annual institutional evaluation report. The annual institutional evaluation reports includes the results of institutional evaluation and quality improvement projects undertaken by the University. The commission then submits this report to the Senate for approval, and once it is approved, posts it on the homepage of the University’s website.

B.7. Stakeholder Participation in the Quality Assurance System

OzU currently has a “Stakeholder Policy and Procedure” in place. The document is intended to set forth a policy to govern stakeholder participation in the quality assurance system and explain the methods to be used for this purpose. Thus, the policy aims to improve the learning objectives and program outcomes of Bachelor’s, Master’s and PhD programs at OzU, and increase the efficiency and effectiveness of OzU’s research centers and administrative units. OzU creates a list of stakeholders. This list includes anyone who is connected with OzU’s activities and services, including those who use, manage, affect or are affected by these activities and services. In addition, OzU systematically conducts a stakeholder analysis every five years. Stakeholders are classified by functions under the main categories of clients, employees, key partners and strategic partners.

C. Teaching and Learning

C.1. Design and Approval of Programs

To launch a new degree program at OzU, the respective unit must first prepare a proposal file, and have it approved by the respective supreme board. The respective unit then applies to the YÖK Coordination Office with the approved file. The file must provide sufficient information, including but not limited to the reason for the new program proposal, national and international examples, compliance of program outcomes with the National Qualifications Framework for Higher Education in Turkey (NQFHET), courses offered and course descriptions, program benefits, departmental infrastructure by faculty members, and admission requirements. The file is reviewed by the Curriculum Commission and the University Senate, respectively. If approved by the Senate, the file is then submitted to the Higher Education Council of Turkey. The final decision about the new degree program is made by the General Board of Higher Education. The stages of launching a new degree program is summarized in ATTACHMENT C-1 Stages of New Program Launch. Each program's learning objectives and outcomes, NQFHET matrix, and course descriptions are posted in detail on the respective academic department's web site.

C.2. Student-Centered Teaching, Learning and Assessment

C.2.1 ECTS Credits and Work Load

OzU adopted the ECTS system during its foundation as part of the Bologna Process. All graduates are awarded a "Diploma Supplement". The total ECTS credits and estimated work load of each course offered at OzU are calculated. The work load of the course is then added to the work load of the program. As seen in the ATTACHMENT C-2 Sample Course Description Form, the total time students spend for both in-class and out-of-class learning and practical activities is calculated, including for theoretical classes, laboratories, workshops, clinical work, assignments, practicals, projects, seminars, presentations, exam preparation, exams, internships, on-the-job training, on-site training, and sectoral practicum. The University has been conducting "Course Evaluation Surveys" since the 2014-2015 Spring semester. In these surveys, students are asked how many hours per week they spend for their courses. The average of students' answers will be calculated every three years, and total credits will be revised based on these averages.

C.2.2. Internship Work Load

Students' professional experience in and outside Turkey is continuously supported from their first day at OzU. During their first years at our University, students will prepare their resumes and discover their personal competencies under the guidance of the Professional Development Unit as part of the Student Development Support Programs. Students are informed in advance that their resumes will be

included in the “Resume Book”, which is prepared at the time of graduation, and shared with companies. Thus, throughout their studies at the University, students endeavor to enrich their resumes. They strive to acquire new competencies or build on their existing skills through volunteering and extracurricular activities. Internships are required in 21 undergraduate programs at OzU, excluding the Psychology and International Relations programs. Expected workload of students is also calculated for internships. Here, one of OzU’s weaknesses is its programs which award only 1 ECTS for internships. Although these units are aware of the fact that a 30-day internship program must be awarded 8 credits, they state that 240 ECTS credits are only enough for courses taken in Fall and Spring semesters, and if they award any extra credits for summer internships, then students will graduate with more than 240 ECTS credits.

C.2.3 The Role of Students in Program Administration

OzU students actively take part in the administration of academic programs through the Student Union. The YÖK Relations Coordination Office is responsible for the activities and events of the Student Union. Students may also join the Faculty Board or Faculty Executive Board meetings to discuss their needs and issues. Likewise, the Student Union President may attend Senate meetings as an invited participant. As part of the ongoing efforts to design and develop a Quality Framework, the University plans for new mechanisms to enable students to participate and be represented in the Quality Framework processes. To this end, the University seeks to take students’ opinion.

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Students also contribute to the administration of academic programs with their active participation in class. As can be seen in the Course Description Form, each student is expected to regularly attend classes and actively participate and make presentations during a class. Additionally, all of these activities are promoted to be factored in the student’s final grade. In Flipped Classrooms, students are expected to come prepared and actively participate in in-class activities.

C.2.4 Evaluation and Assessment System

Evaluation and assessment methods employed at OzU are available in the [ATTACHMENT C-3 Course Evaluation & Assessment Methods Table](#). Faculty members specify which of these methods they will use in the Course Description Forms, and share it with students at the beginning of a semester. They also clearly specify how each exam question will contribute to the learning outcomes, and accordingly calculate the weight of each grade assigned to students.

While OzU Management recommends that course instructors adhere to Grading Guide in evaluating and assessing students’ academic performance, it is at the discretion of course instructors to determine the appropriate grade for their students. The guide is only intended to provide guidance for fair, transparent and consistent evaluation and assessment of students’ academic performance.

C.2.5. Assurance for Correct, Fair and Consistent Evaluation & Assessment

- **Correct (Transparent):** The evaluation and assessment method is announced by the course instructor at the beginning of the respective semester. Students may request a review of their examination results within five business days from the announcement of the exam results.
- **Fair:** Examinations are given to measure student learning. The length of exams and the grading method are determined according to the difficulty of exam questions. At the end of each semester, students are asked to complete Course Evaluation Forms. These forms are developed to take students' opinion about the fairness of evaluation and assessment methods.
- **Consistent:** Course instructors adhere to the rules they announce at the beginning of a semester. Due attention is given to ensure that evaluation procedures are consistent across sections. Students from all sections of the same course take the exam at the same time and answer the same questions. When exam papers are evaluated, course instructors share the questions among them -not the students-, and answers to a question are graded by the same course instructor.

C.2.6 Absence, Failure to Take an Exam and Special Students

Justified and acceptable reasons that preclude students from attending their classes or taking their examinations are governed by the Rules and Regulations for Undergraduate Programs and the Rules and Regulations for Graduate Programs at Özyeğin University.

The University also offers supportive services for students with disabilities. These services are offered by the Office of the Dean of Students based on the Directives for the Disability Friendly OzU Unit.

International students are considered full-time OzU students once they complete their enrollments in the University and, in particular, after they attend the Orientation Program. As the language of instruction is English, there are not any special protocols pertaining to their learning processes at OzU. On the other hand, as a testament to the University's special approach to students that require a special treatment, the University requires foreign language proficiency in recruitments for administrative staff positions in order to provide full support to both its international students and international staff.

C.3. Admissions, Student Development, Recognition and Certification

C.3.1. Admissions

Students are admitted to undergraduate programs at OzU through the central placement examination administered by the Student Selection and Placement Center (OSYM). Application and admission information including application and admission requirements, documents, and periods is posted on the University's website by the Student Services Directorate and International Office Directorate. On the other hand, students are admitted to graduate programs pursuant to YOK's Rules and Regulations for Graduate Programs as well as the Directives on Graduate Program Admissions at Özyeğin University. Newly enrolled undergraduate students may request exemptions from the courses they passed at another higher education institution prior to enrolling in OzU, and have them counted towards the graduation requirements of their new program. Students may be granted exemption from these courses provided that their contents comply with the corresponding courses offered at OzU and are approved by the respective school/faculty/graduate school directorate.

C.3.2. Adaptation to University

In order to help newly admitted students have an easier transition to life at OzU, the Student Life Office offers a series of programs in coordination with the Office of the Dean of Students. These programs are the Orientation Program, First Year Program and Peer Advising Program. The Orientation Day and Week are intended to introduce students to the University and campus, and create a sense of belonging to the University. The First Year Experience Program is a series of training sessions designed specifically for new students to ease their transition to university. Peer Advising is a two-way, volunteering-based learning experience designed to provide mutual benefits to both the advisor and the advisee. In Peer Advising, upper year students offer advising to their newly admitted advisees. They share their knowledge and experience with them. Peer advisors employ a pressure-free learning method that encourages self-discovery and -exploration.

C.3.3. Encouragement of Academic Success

OzU awards numerous scholarships to recruit distinguished students and promote academic success among its current students. In addition to Undergraduate Admission Scholarship granted as a form of tuition waivers based on central placement examination scores of students, OzU also awards scholarship upgrades, cash stipends, meal support, and housing scholarships. Furthermore, OzU offers support scholarships to children of fallen soldiers of the Turkish Armed Forces, and OzU graduates pursuing their Ph.D. studies. In addition, OzU awards tuition waivers, part-time academic work opportunities and faculty trainee scholarships to attract academically distinguished students to its graduate programs.

In the pursuit of promoting academic success among its current undergraduate students, OzU awards Undergraduate Academic Merit Scholarships. Aside from academic achievements, students' extracurricular achievements are also recognized by OzU through Golden OzU Awards. Golden OzU Awards are presented in the following six categories: Art and Creativity, Athletic Achievements, Social Responsibility, Entrepreneurship, Scientific Achievements, and Contribution to the University Culture. Awards can be presented to more than one student or student group in a single category. Likewise, should it be concluded by the panel of judges that there are no suitable nominees in a particular category, no award is given in that category.

C.3.4 Academic Advising

In line with its mission, OzU established several units to support academic, social and professional development of all of its students. The University's academic advising services and their scope are listed in ATTACHMENT C-4 Advising Summary Table. In addition to its advising services, the University also adopts the "open door policy", which allows all students to have easy access to faculty, administrators, deans and the Rector.

Academic advisors are responsible monitoring and tracking the academic development of students. The roles and responsibilities of academic advisors are described in OzU's "Academic Advising Procedure". These roles and responsibilities include but not limited to the following:

- Ensure all necessary measures are taken to help the student achieve good academic performance,
- Approve the student's internship employer and assess the internship report,
- Provide guidance to the student about courses, fields of specialization and sectors in order to help the student make the best choices for himself/herself based on his/her career goals, interests and skills, and
- Follow up on and provide guidance for the course registration, add-drop, course repeat, course withdrawal, course substitution, course transfer and graduation procedures the student needs to complete in order to fulfill his/her graduation requirements, and play an active role for any other procedure that calls for the approval of the academic advisor as per the relevant rules and regulations, directives and procedures.

Over the course of the academic advising process, academic advisors are expected to keep track of their meetings with their advisees via the Student Information System. Academic advisors are also asked to complete a form to get to know the student during their first meeting. Department/Unit heads must endeavor to assign advisors an equal number of advisees to help advisors serve with maximum effectiveness. Should students request a change of advisor, they must submit a written petition, explaining the reasons of their requests in detail. The request is then evaluated by the

respective Department Head. Should the request be approved, the student's advisor is changed. Student Satisfaction Surveys also include a section to assess our students' satisfaction with our academic advising services.

C.3.5 Student Mobility

Özyeğin University adopted the ECTS system as part of its Bologna reforms. The University also awards each of its graduates a Diploma Supplement. OzU offers two exchange programs managed by its International Office: Erasmus and Non-Erasmus.

Erasmus Mobility: Outgoing students are nominated and placed based on existing bilateral agreements and the Erasmus Handbook published by the Turkish National Agency. In alignment with Erasmus rules, all credits completed by outgoing students are transferred as is to their programs at OzU, and these students are exempted from courses they completed in their host university, provided that these courses are determined and approved by the Faculty Executive Board before the start of the exchange program.

Incoming students are also nominated and placed by their home universities based on existing bilateral agreements. Learning agreements are accepted during the application period and the final decision is made at the beginning of the semester. Students are expected to complete 30 ETCS credits. However, provided that their home institution approves, students may take fewer or more credits.

Non-Erasmus Mobility: In this mobility program, students first undergo a series of interviews conducted by a panel of judges made up of program coordinators. Students are then placed at appropriate institutions based on their preferences and interview results. To be eligible to join these programs, students must first prepare their course schedules and obtain the required academic/administrative approvals. Should there be any changes to their course schedules, students must obtain the same approvals and complete the required forms again. All credits completed by outgoing students are transferred as is to their programs at OzU, and these students are exempted from courses they completed in their host university, provided that these courses are determined and approved by the Faculty Executive Board before the start of the exchange program. Incoming students are also nominated and placed by their home universities based on existing bilateral agreements.

Exchange programs are promoted and the required procedures are undertaken by the International Office. All information pertaining to exchange programs are kept centrally and the website is always kept up-to-date. The online application screen provides students with information and reminders about the process. Furthermore, the International Office also organizes info sessions/presentations and offers one-on-one consultancy about exchange programs. Partner institutions visit OzU time to

time, and during their campus visits, they also hold seminars and info sessions about exchange programs. Students who have been to exchange programs also join these meetings to share their experience with nominees. Program coordinators may also arrange info sessions. Presentations from past info sessions are available on the website.

C.4. Faculty

C.4.1 Quality and Quantity of Faculty

To ensure effective teaching and learning, each academic unit has sufficient full-time faculty with required qualifications. Faculty members' resumes, publications and projects are posted on the OzU and YÖK website. These clearly demonstrate that OzU has sufficient faculty with required qualifications for the effective administration and management of its teaching and learning process.

C.4.2 Appointment and Promotion of Faculty Members

Appointment of Faculty Members:

OzU's Code of Ethics stipulates that due consideration shall be given "not to breach scientific standards during the recruitment, promotion and appointment of faculty members; and not to violate the rule of merit when describing required special qualifications for an open academic position". OzU adopts this rule as its policy for the recruitment, appointment and promotion of its faculty. To this end, OzU recruits members of its faculty based on Law No:2547 on Higher Education, Law No:5434 and Law No:5510 as well as additional requirements set forth by OzU.

Should there be a need for a full-time faculty member in an academic unit, the respective unit will submit its recommendation to recruit a full-time faculty member to the Dean, detailing the reasons of the recommendation. Should it be approved by the Dean, the recommendation is then submitted to the Rector for approval. Provided that the minimum requirements stipulated in the higher education legislation are met, the University Executive Board informs the YÖK Relations Coordination Office and Human Resources Directorate to initiate the recruitment process for the open position. The respective employee is chosen from candidates who have proven themselves in all of the four key areas, which are research, teaching-learning, service and application, or from high-potential candidates.

Candidates are evaluated based on their potential in the respective field of science, continuity of their publications, international citations to their publications, scientific projects they have conducted or contributed to so far, their application-oriented research and activities (patents) and similar other important achievements. In addition, candidates' contribution to education (i.e. undergraduate/graduate courses taught, Master's/PhD theses supervised, courses and curricula developed, programs and laboratories they launched or contributed to the launch of, and

contributions to international exchange programs) is also evaluated. Furthermore, candidates' professional activities (i.e. memberships in national and international professional organizations; reviewer assignments in national and international peer-reviewed journals; other national and international activities; international experience; scientific, academic and professional awards; nationally and internationally recognized professional work and industrial activities -entrepreneurship) are also taken into account. In sum, the final decision is made with a thorough analysis of candidates' scientific publications, teaching-learning activities, research and entrepreneurial activities, sectoral relations and contributions to the University management and administration.

Appointment of Faculty Members:

For appointments and promotions of faculty members (to the positions of Full Professor, Associate Professor and Assistant Professor), OzU evaluates faculty members based on the Rules and Regulations for the Appointment and Promotion of Faculty Members prepared pursuant to Article 65 of Law No:2547 on Higher Education. There is a 5-member standing University Promotion Committee (UPC) to review all cases of promotion to full and associate professorship with 3 members appointed by the Rector and two elected by faculty members. Faculty members are promoted in accordance with the Principles and Procedures for the Promotion of Faculty Members.

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All academic staff at Özyeğin University are subject to the "Performance Evaluation Process for Faculty". Performance evaluations for faculty are conducted at the end of each academic year to increase the efficiency and quality of teaching, learning, and scientific research as well as academic and administrative services at Özyeğin University. The details of the process are available in Ç.3.1 Qualifications of Research Faculty. The results of performance evaluations are taken into account in the promotion, assignment and appointment of faculty members.

Part-Time Faculty Members

Part-time faculty are hired either for their areas of specialization or to meet the need for the remaining classes after full-time faculty have their course loads assigned. Part-time faculty are paid on an hourly basis. Foreign language proficiency and prior experience in teaching the respective course subject play an important role in part-time faculty recruitment. Department heads contact the respective candidates, and the final decision about part-time faculty recruitment is made by the respective Dean/Director. The respective department head and/or the faculty member most related to the respective field provides guidance and support to the hired part-time faculty member to help him/him adjust to OzU's academic philosophy.

C.4.3 Monitoring and Supporting the Qualifications of Faculty:

In academic units, faculty members are hired first and foremost based on the curricula. In assigning courses to faculty members, the Department Board is responsible for making sure that the qualifications of faculty match the course requirements. Department heads make courses assignments consistent with faculty members' areas of specialization in consultation with all other faculty members on the Department Board. Course Evaluation Surveys offers an assurance to match faculty qualifications with course requirements. Students rate their course instructors' performance at the end of each semester. (A sample course evaluation form is available in [ATTACHMENT C-5 Sample Faculty/Course Evaluation Form.](#))

OzU attaches great importance to supporting its faculty in developing their qualifications for teaching-learning. To this end, OzU established the Center of Learning and Teaching Excellence (CLTE). The center offers a series of training programs on advance teaching techniques, and an orientation program for new staff. This program was launched in 2015 to accelerate professors' adjustment to the University, and increase the overall quality of education at the University.

Furthermore, research qualifications of faculty are also supported with a rich array of tools. TTO supports the research activities of faculty to contribute to their professional development. OzU also offers financial support to encourage its faculty to attend national and international conferences. In addition, each faculty member is assigned a research fund. Each year, different centers, faculties and departments at the University organize academic and sectoral conferences and workshops. These activities are supported with a separate budget for financial, non-financial and catering needs.

OzU publishes its faculty's research in its own publishing house at no charge, and offers them for sale at the printing cost. Another example OzU's continuous support for its faculty's professional development is the sabbatical leave of absence. Members of faculty may be granted a sabbatical leave of absence for a semester/year. The purpose of these leaves is to enable faculty to focus on their research without an obligation to teach.

Teaching performance of faculty is evaluated during the performance evaluation process for faculty. Faculty members are also provided with regular feedback about their teaching performance through the Course Evaluation Surveys. Deans and Directors keep track of the results of course evaluation forms for all course instructors in their units via the Dashboard application. However, the University currently does not have any procedures in place for potential improvements that may be required following these checks. The absence of any applicable procedure for potential improvements is rated as a deficiency, and the University has already initiated the preliminary work to address this deficiency.

Lastly, our University honors full-time faculty members and instructors' outstanding contribution to research, teaching-learning, service, and information transfer with Faculty Excellence Awards. The purpose of Faculty Excellence Awards is to highlight the importance the University attaches to the outstanding achievements of its faculty in the aforementioned categories; to inspire winners for new achievements; to publicize award-winning achievements of faculty both within and outside the University; and, to increase the quality of teaching-learning, research, community service and information transfer.

C.4.4 Sustainability of Faculty

OzU offers financial and non-financial privileges to maintain the quantity and quality of its faculty. The biggest advantage OzU offers to its faculty is that it gives its faculty the freedom to determine their own research and teaching-learning objectives and encourages its faculty to shape their own career development. OzU retains its high-quality faculty through its above-average salaries and below-average teaching loads that enable faculty to focus more on research. Furthermore, the University also endeavors to form a sense of belonging in faculty to the University with its additional benefits, including personal retirement, rent support, life insurance, private health insurance, tuition discounts for children in partner institutions, and the employee support program.

C.5. Learning Resources, Accessibility and Support

C.5.1 Equipment in Learning Environments

OzU's Çekmeköy Campus is Turkey's first LEED Gold certified campus. Situated on 220,000 square meters of land, the campus offers all the amenities and facilities necessary to foster students' academic development and expose them to social, sportive and cultural events. The campus accommodates a 13,000 square meter Athletic Center, a 2,600 square meter library, and a 350-person auditorium as well as modern classrooms and laboratories and quiet and comfortable study rooms. (ATTACHMENT C-6 Physical Spaces and Infrastructure Table)

The campus is also equipped with the wireless communication system. All students, faculty and staff use laptops or similar other devices that support wireless communications. In addition, all classrooms and auditoriums are equipped with audio-visual systems which offer an interactive and applied learning experience. All classrooms have wireless network access, a projector and a projection screen. Furthermore, in some classrooms, lectures can be recorded with IP cameras. More details about the overall technological amenities are available in the ATTACHMENT C-7 Information Technologies Hardware.

With its spacious and comfortable atmosphere, rich collection of books and movies, and high-level technologies that span three floors with a total area of 2,270 sqm, the OzU Library is a center for living

and learning. The library strives to support academic and research activities of the University through its user-friendly, high-quality, and innovative information resources and services. To this end, the library builds its collections and expands its services in collaboration with academic staff and students. The library uses the Millennium integrated library system. Millennium is the world's leading system preferred by 11 university libraries in Turkey. On the other hand, eResearch@Ozyegin is an academic, open-access repository of Özyeğin University. It is designed to collect, preserve and make Ozyegin University's scientific output available online within the framework of open-access principles. Patrons may search for library resources online from anywhere 24/7 via the library's new generation search engine "Ozoogler". The library webpage has two search engines "oZooGle+" and "Journal Portal", which can be used to search for online sources, or access online journals, articles and other online resources. The system is intended to make it easier for patrons to search and find information.

The safety of teaching and learning environments is ensured in coordination with the Health & Safety and Environment Department. The HSE Department acts in accordance with the Emergency Management Policy, Environmental Protection, Waste Management and Energy Efficiency Policy, and Occupational Health and Safety Policy. These documents are shared with all our stakeholders on our website. In the light of these policies, OHSAS 14001 and ISO 18001 standards are observed to ensure occupational health and safety across the campus.

C.5.2 Use of New Technology in Teaching and Learning

In addition to conventional teaching and learning methods, OzU also employs the following innovative teaching-learning methods and technologies:

- **In-Class Communication Tools:** OzU makes use of in-class communication tools such as Socrative and GoSoapbox to enhance communication between the course instructor and the student. These tools enable students to submit their questions to their course instructors or answer their classmates' questions during the class. Students may choose to keep their identity anonymous or disclosed while asking or answering questions using these tools.
- **Application Techniques:** Some courses require active participation of students. Thus, the learning experience goes beyond a one-way information transfer from the instructor to the student, and the student is transformed into an active part of the classroom experience. In Physics and Mathematics classes, online assignment systems (i.e. Webwork) are used. In addition, lectures are enriched with integrated simulations (i.e. Algodoo simulations integrated with Physics classes). Students are exposed to different sectors through field trips to factories and lectures by invited lecturers. Students are expected to prepare a report following their field trips. Invited guest speakers are chosen from leading companies in the respective sectors.

- **Lecture Videos:** Students are promoted to continue to learn outside the classroom through video lectures prepared for some classes by instructors.
- **Content Management System:** The University also uses content management systems such as Moodle and Piazza to enhance communication both between faculty and students and among students themselves, and to make course contents available for access from anywhere anytime.
- **Equipment:** During lectures held in lecture halls with a large number of students attending, tablet computers are used. These tablets connect to projectors in lecture halls through the wireless network. Through these tablets, all corners of lecture halls are turned into a whiteboard accessible to all instructors and students.

C.5.3 Professional Development and Career Planning for Students

Each OzU student is required to take a series of Sectoral Solutions courses, starting from their sophomore year, as part of the University's Sectoral Education model. The Sectoral Education Model is designed in line with OzU's philosophy to offer sector-integrated education. Courses offered under this model expose students to different sectors to enable them to observe, study and analyze each sector in detail, and gain hands-on experience in the sectors of interest to them.

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Each OzU student is supported by our Professional Development Team. The Professional Development Team is made of up well-versed and experienced experts in their respective fields. The team help students make informed and goal-oriented career choices in recognition of their personal competences. To this end, our Professional Development Team offers our students a number of internship opportunities, evaluate their internship experience, and as a result, support their professional development and career plans, with a tailored approach, starting from their first year at Özyeğin University. The team offers the following services in collaboration with different organizations and institutions: personal career consultancy sessions, mock interview sessions, resume and cover letter workshops, job search and interview workshops, "job shadowing" placements, full-time job announcements and career talks.

Furthermore, each year, the team organizes Sectoral Orienteering Days on campus. The annual Sectoral Orienteering Days expose students to different tracks and a multitude of career opportunities through a series of events and activities designed for students from all years and programs. Sectoral Orienteering Days are open to all students. Sectoral Orienteering Days offer different benefits to each participant depending on their career goals.

C.5.4 Support Services for Students and Quality Assurance

OzU offers a wide array of supportive services to its students. These services are offered by supportive units. Our main supportive units include Student Services, Office of the Dean of Students (Psychological Counseling, Student Life Office, Social Development), Professional Development, International Office and Health Center. All of these units are located in the Student Center building. Student Center also accommodates the main dining hall, cafeterias, a bank branch, ATMs, a super market, a hairdresser, and student lockers. More details about these units and services are available in [ATTACHMENT C-8 Supportive Services and Units.](#)

In line with its innovative and transformational education model, Özyeğin University blends academic activities with social, cultural and athletic activities. These activities are explained further in [ATTACHMENT C-9 Student Development Activities.](#) Each of these activities is designed to equip students with new competencies that will help them discover their true identities, plan for their future, increase their self-awareness, and, consequently, set them apart from others. OzU integrates all activities of the Student Development Program into its academic activities to make them an integral part of academic life at Özyeğin. To this end, the fundamental program outcomes, which are the shared learning outcomes of all academic programs at the University, are designed in such a way that they can be achieved through not only in-class but also extracurricular activities. Below are some examples of the fundamental program outcomes and associated activities.

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(PO1) Effective communication, reporting, and presentation skills both in Turkish and English through verbal, written and visual methods

Associated Activities: Educational and experiential opportunities, methods, evidence (numbers)

Student Development Programs: First Year Experience

Clubs

Student Development Curriculum

(PO2): Effective independent and team working skills both in intra-disciplinary and multidisciplinary teams.

Duyarlı OzU

Clubs (Clubs work in collaboration: Homecoming, Welcome Week)

(PO3) Awareness of the importance of life-long learning, and ability to find information, keep track of technological developments and constantly develop oneself

Student Life Office

Professional Development

Library

The Disabled Friendly OzU Unit (Office for Students with Physical Disabilities) conducts its activities based on the principle of equal opportunity in education. The main responsibilities of the Office

include making campus life more convenient for disabled students, planning necessary administrative arrangements to support their academic studies, organizing curricula in a way not to obstruct their academic, physical, psychological and social lives, contributing to their social and cultural lives, encouraging them to benefit from and take part in on-campus social activities organized for their personal development, and ensuring that they are subject to fair and right assessment and evaluation. Peer advisors assigned to students with disabilities are first admitted to an orientation program to ensure that they can deliver the maximum benefits to their advisees. Peer advisors stay in touch with the Disability Friendly OzU Unit and offer feedback throughout the advising period. More details are available about infrastructural amenities offered at OzU for disabled students in [ATTACHMENT C-10 Infrastructural Arrangements for Students with Disabilities](#).

The efficiency and sufficiency of services offered to students at Özyeğin University are maintained by quality assurance actions taken in accordance with the OzU Quality Framework (**ATTACHMENT B-1**). The evaluation process of respective administrative unit entails different assessment methods including customer satisfaction surveys, performance indicators and self-assessment reports. Details are available in the “Administrative Unit Reviews Procedure.”

C.6. Continuous Monitoring and Revisions of Programs

C.6.1 Stakeholder Contribution to the Evaluation of Program Outcomes

The responsibility for revising program structures, curricula and outcomes lie with academic units at Özyeğin University. Departments/units review and revise their programs in every three years based on the feedback of internal and external stakeholders. OzU currently has a “Stakeholder Policy and Procedure” in place. The document is intended to set forth a policy to govern stakeholder participation in the quality assurance system and explain the methods to be used for this purpose. Thus, the policy aims to improve the learning objectives and program outcomes of Bachelor’s, Master’s and PhD programs at OzU, and increase the efficiency and effectiveness of OzU’s research centers and administrative units.

Learning objectives are reviewed as part of continuous improvement practices. This is further explained under the section B.3. Continuous Improvement in the Internal Review Report. Learning objectives are reviewed based on the analyses of five-year alumni data. Performance indicators for learning objectives are reviewed every three years.

C.6.2 Achievement of Learning Objectives and Program Outcomes: Assessment and Monitoring

Students are internal stakeholders while they study at OzU. They become external stakeholders after graduation. OzU stays in touch with its students both during their studies and after their graduation. The Alumni Office is responsible for analyzing our alumni data. These analyses are intended to assess

to what degree our graduates have achieved the learning objectives of our programs. However, as our number of alumni is still limited, our graduates' level of achievement of learning objectives can still not be assessed properly.

Özyeğin University's program outcomes are identified and revised in accordance with the requirements of the National Qualifications Framework for Higher Education in Turkey and the University's mission. Presently, the University periodically measures and assesses to what extent program outcomes are achieved as part of its Continuous Improvement Activities. During this process, the following tools are used:

Indirect Measurement Methods:

- **Course Evaluation Survey:** The quality and learning outcomes (Each course has a separate set of learning outcomes) of courses and the teaching performance of course instructors are evaluated by students using the Course Evaluation Surveys. Courses contribute to the program outcomes through their learning outcomes.
- **Graduation Exit Survey:** The survey is designed to analyze the learning objectives of graduating seniors and to what degree they achieved program outcomes.
- **Internship Evaluation Survey for Students:** The survey is designed to analyze the contribution of internships completed by students to the learning outcomes of the internship course and consequently to the program outcomes.
- **Coordinator's Opinion:** Program Career Coordinator, in particular, plays an active role to improve program outcomes and submits his/her evaluation to the Department Board.
- **Department Board Meetings:** These meetings are intended to ensure that programs not only contribute to the sustainability of their own activities but also the overall improvement process. Full-time faculty members of the department are natural members of the Department Board. Department Boards plays an active role in our continuous improvement and decision-making processes.
- **Employer Survey:** The survey is designed to analyze to what extent our alumni and current students achieved program outcomes and learning objectives from the perspective of their employers.
- **Intern Evaluation Survey:** The survey is designed to have OzU students who completed their internships assessed by their employers in terms of their professional competency, business attitude and personal qualifications, and analyze the results thereof.
- **Advisory Boards:** Advisory Boards are intended to obtain feedback and recommendations from sector representatives pertaining OzU's programs as part of the continuous improvement process. On these boards, senior authorities from the

respective sectors evaluate programs and provide recommendations to contribute to their continuous improvement.

Direct Measurement Methods:

Required courses in the curriculum are designed to enable students to achieve program outcomes. Courses contribute to program outcomes through their learning outcomes. Student learning can be assessed for each subject covered in class by examinations, assignments, projects etc. Grades achieved through these methods are, thus, directly associated with program outcomes.

Attachment C-2 includes the course description form of a course offered by the Electrical-Electronics Engineering Program. On the form, it can be seen how each course subject, through learning outcomes, is linked to program outcomes. The link is first clearly specified in the course description form before the course is offered.

C.6.3 Planned Direct Measurement Model: -OzU Learning Assurance Project

OzU is aware of the fact that measuring the achievement of program outcomes through grades can be problematic. Therefore, OzU is working on a new project to adopt a more comprehensive approach to measure the achievement of program outcomes. The pilot project will be implemented on the Faculty of Business and Graduate School of Business in the 2016-2017 academic year. The project is aimed at using new direct measurement methods. The project proposes a new system made up of primary measurements. These measurements include the assessment of all student outputs, including assignments, projects, tests and examinations, using a holistic rubric; administration of general knowledge tests to students; and assessment of the achievement of program outcomes based on e-portfolios students create and maintain till their graduation. In this system, programs will evaluate all of their program outcomes every five year, and plan for necessary improvements based on the results of their evaluation. Details of the “OzU Learning Assurance Project” will be shared during the External Evaluation process.

Ç. Research and Development

Ç.1 Research Strategy and Objectives

Ç.1.1 Definite Strategies and Objectives

Özyeğin University (OzU) was founded as an innovative, and entrepreneurial research university. The university aims to make a global impact through its international collaborations that are integrated into its academic programs, and supports commercialization of research.

OzU's mission is to create, share, and apply knowledge in the service of society. OzU aims to conduct research that is relevant to society, beneficial to the humankind and targeted to increase the quality of our daily lives. As a research university, it strives to educate future leaders through the process of discovery and creation of new knowledge. Faculty members are active researchers, internationally recognized in their respective areas. They also hold extensive experience in transforming their research into novel businesses. Research at OzU aims not only to enrich the University's academic programs but also contribute to social and economic development in Turkey and around the world.

Ç.1.2 Research and Development Approach

Özyeğin University's research and development approach is focused on the main pillars of global impact, integration with academic programs, commercialization, global cooperation, interdisciplinary studies and comprehensive support.

Ç.1.3 Organization

Today, Özyeğin University is made up of 6 Faculties, 1 School, 3 Graduate Schools, 5 research and application centers. OzU's research strategy and objectives are determined by the Scientific Research Commission (SRC) chaired by the Vice Rector for Research. Faculty deans and school/graduate school/research center directors are responsible for the achievement of research strategy and objectives. Technology Transfer Office (TTO) also offers different levels of support to faculty and research centers in achieving their research objectives.

Vice Rector for Research

The research process is managed by the Vice Rector for Research at Özyeğin University. The Vice Rector is responsible for:

- Proposing new strategic objectives for research, and creating and executing research policies,
- Advising faculty members to assist them with their research studies and innovative startups with the ultimate goal of transforming scientific and technological developments into social and economic benefits,

- Managing and monitor the annual performance of research centers and graduate schools at the University,
- Representing the University in events organized by national and international research institutions,
- Chairing OzU's curriculum development committee to reflect the University's scientific outputs to curricula,
- Determining and executing strategies to place the University on the top of rankings.

Units reporting to the Vice Rector for Research are listed in the ATTACHMENT Ç-1 OzU's Research-Focus Organizational Structure.

Scientific Research Commission (SRC)

SRC meets at least semi-annually or when necessary to discuss applicable principles and procedures for evaluating, supporting, offering supportive services for, monitoring the progress of, and evaluating and announcing the results of project proposals submitted by faculty for internal or external funding. SRC meetings are chaired by the Vice Rector for Research. SRC is responsible for providing feedback to the Rector's Office in the following areas of responsibility:

- Giving priority to the development and execution of projects that cater to the actual needs of target groups and beneficiaries,
- Principles for appropriate use of OzU's research support funds,
- Allocation of OzU's research support funds,
- Feasibility assessment of projects based on the project manager's capacity and environmental factors,
- Allocation of overhead funds received from research projects,
- Evaluation of the advising activities of faculty members,
- Monitoring the ranking of OzU in university indices, and collecting necessary information,
- Identifying necessary actions to take in collaboration with the project owner in order to maintain the sustainability of the respective project's benefits.

Faculty Deans and School/Graduate School/Research Center Directors

During the research process, the main responsibilities of Faculty Deans and School/Graduate School/Research Center Directors are as follows:

- Prepare the “Logical Framework Matrix” for research projects developed by academic units in order to accurately analyze and evaluate stakeholders, issues, objectives and strategies,
- Evaluate the annual performance of faculty members with a focus on their research and commercialization activities,
- Meet with project owners and stakeholders to promote local ownership, perform economic and financial analyses, and analyze the environmental impact of the respective project,
- Integrate the fundamental quality evaluations into all phases of the project cycle,
- Ensure that key documents are prepared at the highest quality in every phase of research for the effective and efficient distribution of resources.

Technology Transfer Office

TTO’s contributions to research processes are as follows:

- It is responsible for all pre- and post- award operations pertaining to sponsored research projects.
- It manages processes pertaining to the University’s intellectual property rights.
- It follows up on the application process for patents or licenses, and identifies the appropriate strategies for commercialization.
- TTO manages the “innovation management” process within the University to contribute to the transformation of research outputs into benefits at the service of society.

Ç.1.4. Review of Research Strategies

The Research Strategy is reviewed during the development of the 5-Year Strategic Plan based on the feedback of internal and external stakeholders. Furthermore, each year, the Vice Rector for Research and TTO meet with deans and directors to determine the University’s goals for the respective year. These goals are identified based on the performance indicators set forth by external institutions such as TÜBİTAK. At the end of the year, the Vice Rector for Research and TTO report to SRC to what degree these goals are achieved. SRC reviews the report, identifies strengths and weaknesses, and provides feedback to deans, directors and TTO about areas of improvement.

OzU places a special emphasis on application development to accelerate/improve its institutional operations, and use its workforce more efficiently. The development of projects is tracked via “Research Management System” (RMS). In addition, the University has recently purchased an ERP system, and presently, respective processes are followed online via the ERP system. Thus, the achievement of strategic objectives and the level of spending can now be tracked simultaneously. The RMS database, and forms/sample reports extracted from RMS are attached. ([EKÇ-2 Sample Reports From Research Management System](#))

Ç.1.5. Dimensions and Scope of Research Strategy

Dimensions of Research Strategy

Özyeğin University has a holistic and multi-dimensional research strategy. The University achieves this strategy through its organizational structure by:

- Having a Vice-Rector responsible for research, overseeing all research related activities.
- Keeping an active Scientific Research Commission (SRC) to provide centralized coordination and support of research activities,
- Keeping an active Technology Transfer Office (TTO) that matches the needs of the business, industry, and government with the interests and abilities of research faculty, and assists research faculty with applications for research grants, management of intellectual property rights, and commercialization of research outputs,
- Helping create spin-off companies from faculty research outputs and support the development of entrepreneurial infrastructure with a Center for Entrepreneurship,
- Creating financially self-sustaining centers for focused research activities depending on the needs and opportunities.

Fundamental Research and Applied Research Approach

OzU positions itself as an entrepreneurial research university. As also specified on its website, OzU's mission is a testament to its applied research approach. As a university, our applied research agenda creates useful knowledge. We share our knowledge through our academic programs which transform the lives of our students. Application of this knowledge generates economic benefits for society through start-up and spin-out companies, or through improved efficiency and productivity for existing companies.

Priority Fields of Research

OzU accommodates several centers focused on the priority fields of research. For instance, in 2009, OzU launched its Center for Energy, Environment and Economy, Center for Computational Finance, and Center for Entrepreneurship to study systems that naturally apply the concept of sustainability to the fields of energy, environment, economy, finance and technology. OzU then went on and established the German Law Application and Research Center in 2012, and the Applied Research Center of Technology Products, and Alp Alkaş Retail & Real Estate Center in 2015 to continue conducting research on its priority fields of research.

The centers determine their own 5-year strategic plans in alignment with OzU's research policy. Since the director of each center, except for the Center for Entrepreneurship, is a faculty member, when preparing their Annual Performance Evaluation reports, each director will specify to what rate their performance should be evaluated in recognition of their activities in the respective center. This rate is fixed with a contract. Academic performance of these directors is evaluated based on the Academic Performance evaluation process described above. As per the "Rules and Regulations for the Evaluation of Research and Application Centers", all centers at the University shall be evaluated as separate units

every five years starting from the 2016-2017 year. Accordingly, each center will prepare Self-Assessment Report. This report will then be submitted to a panel made up of the members of the SRC and Quality Commission. Their KPIs will also be extracted from the system and shared with commission members. The panel will review the self-assessment report and conduct on-site visits to further examine the processes by conducting thorough interviews with both the director and employees. The panel will then prepare a report based on the self-assessment report and the results of on-site visits and share it with the center. Should there be any need for improvement, the Center will prepare an action plan. The report and the action plan will then be submitted to the Rector's Office. Should there be any need for academic improvement, the action report is submitted to the Senate. Should there be any need for financial support, the action plan is submitted to the Board of Trustees, after obtaining the approval of the Rector. The Vice Rector for Research will be in charge of monitoring whether or not the planned actions are taken. When deemed necessary, centers may be asked to prepare interim reports and submit them to the SRC and Quality Commission.

Furthermore, both academic units and centers organize conferences and sectoral events in line with the recommendations of internal and external stakeholders. The ATTACHMENT Ç-3 includes a summary of events held by centers in 2015 (ATTACHMENT Ç-3 Sample Conferences and Sectoral Events).

Ç.1.6. Interaction Among Research Activities

Relation Between Research Activities and Other Academic Activities

OzU encourages both its faculty and students to have students participate in research through projects starting from their undergraduate studies. To this end, OzU offers several project-based opportunities. The main goal is to promote learning by doing and thus have students take charge of their own learning. Students who participate in research projects to learn how to conduct research actually learn how to learn. The mission of undergraduate and graduate programs at OzU is to prepare engineers, researchers and managers who are vested with necessary skills and competencies to start or work for global high-tech businesses. To this end, OzU carefully studies new technological developments and application methods in Turkey or around the world, and conducts a wide array of research and development studies to support the application of best technologies in cooperation with industrial organizations in Turkey. In addition, OzU encourages its students to participate in research studies conducted by OzU faculty, keep track of different professional events and activities, and maintain a close relationship with the industry.

Furthermore, all scientific and sectoral events held by OzU are aimed at transferring knowledge created through research activities to society through education. One of the fundamental values of our University is to have a positive impact on society and individuals. To this end, OzU endeavors to ensure

that its ongoing studies to develop high-tech devices, systems or concepts makes the most effective contribution to sustainable development.

OzU also supports collaborative research projects with different organizations as part of its research strategy. The establishment of the Applied Research Center of Technological Products is the best testament to it. One of the main goals of this center is to create a working environment in close collaboration with Vestel Electronics, one of the leading organizations in particular in consumer electronics. Another example is the CEEE's ongoing project within the scope of the Support Program for the Initiative to Build Scientific and Technological Cooperation Networks and Platforms. The project is intended to build a cooperation network for issues/recommendations that lie at the cross-section of urban energy, ecology and economics on a macro/micro scale in the city of Istanbul. The project includes industrial partners including companies such as Şişecam, BASF, Ford Otosan, Bosch-Siemens and non-governmental organizations such as ÇEDBIK, GUNDER, GUNSAD, IMSAD, WRI-Turkey, and UNSDSN.

ATTACHMENT Ç-4 Sample Institutional Collaborations provides a list of sample institutional collaborations TTO has entered into after a careful analysis of how to best utilize the actors in the ecosystem. Research outputs achieved by OzU centers through institutional collaborations are reviewed during the annual performance evaluation of the respective faculty members who work at OzU centers. Performance evaluations will be conducted as per the aforementioned Rules and Regulations for the Evaluation of Research and Application Centers starting from the 2016-17 Academic Year.

Interdisciplinary and Multi-Disciplinary Research Activities

OzU supports interdisciplinary and multi-disciplinary research activities. One of the main themes of OzU's strategic plan for 2016-2021 is to conduct interdisciplinary and multi-disciplinary research activities. The Ph.D. Program in Design, Technology and Society and the Ph.D. Program in Financial Engineering are some of the examples of OzU's efforts towards conducting interdisciplinary research activities. The most concrete example of multi-disciplinary research activities is the the Energy Efficiency project conducted by CEEE in the ScOLa Building within the scope of the EU's NEED4B project. Another example is the rehabilitation of OzU's Engineering Building through changing user behavior towards higher energy efficiency within the scope of the EU's TRIBE project.

SRC, evaluates interdisciplinary and multidisciplinary research activities based on the achievements of Ph.D. students, the performance of graduates, and goods and services produced as a result of interdisciplinary research activities.

Examples of Research Strategies Towards Developmental Goals

The Scientific Research Commission evaluates and offers its opinion about submitted projects based on local/regional/national developmental goals and OzU's research strategies. The SRC also plans to support the development of guided projects to promote the alignment of OzU's research processes with national development goals.

The Strategic Planning Steering Committee (SPSC) examined the local, regional and national development goals during the development phase of the Strategic Plan, and adopted sustainability as one of its fundamental themes. "Sustainable city and life" and "climate action" are also included in the UN's 2030 Agenda for Sustainable Development. The CEEE at OzU was founded with this mission in mind. The center develops macro/micro/nano-scale energy efficiency/harvesting solutions to contribute to the goal of a more sustainable life and sustainable cities during the transition to low-carbon economy. To this end, the CEEE works in close cooperation with numerous non-governmental organizations. In addition, the CEEE also served as the coordinator of the "Sustainable Energy" projects network managed by TUBITAK and NSF from 2012 to 2015. The network led to 7 university collaborations between Turkish and American universities.

Economic and Socio-Cultural Contribution of Research

Research makes significant economic and socio-cultural contributions on a regional and national level. University-industry collaborative projects run by OzU are perhaps the most important step taken for this purpose. Through the TTO, research outputs of faculty are licensed and commercialized, and thus knowledge created is transferred to the industry. For instance, methods developed by the CEEE to increase energy efficiency in buildings not only led to substantial energy savings in buildings, but also promoted the use of renewable resources and increased society's awareness of energy efficiency. CEEE will also continue to support the transition to low carbon economy in Turkey through its energy efficiency and energy harvesting projects.

Another example is Alp Alkaş Retail & Real Estate Center. The center was founded to provide a spatial analysis of socio-demographic and economic factors underlying residential and commercial real estate development (office spaces, shopping malls and mixed-use projects) in Istanbul and across Turkey in general. The center is also intended to prepare and publish reports and newsletters to provide information and guidance to global actors in the sector and serve as a source of reference for the development of the real estate industry on a regional scale. Information obtained as such is expected to benefit to many actors in society.

Ç.1.7. Research Systems within the Institution

Adoption of Ethical Values

OzU's Code of Ethics is put in effect pursuant to the Senate decision dated June 23, 2015. The Code of Ethics is posted both on the OzU website and via KAYSIS. Members of OzU are responsible for the efficient use of national or university resources and the fulfillment of all roles and responsibilities as well as any scientific and academic activity or conduct according to requisite standards.

The Ethical Board is established pursuant to the Senate decision dated July 17, 2013 to evaluate all experiments, studies and field work that are conducted on or with human subjects based on the current provisions of effective laws and legislations on health, safety, and human rights as well as general principles of law and ethics. Before launching a project, it is required to apply to the Board of Ethical Board to obtain their approval.

OzU uses a web-based tool, "Turnitin", to identify and prevent inaccurate citations and plagiarisms in assignments, projects and articles students submit via LMS, as well as "iThenticate", an anti-plagiarism tool, to detect plagiarism in academic studies. The application offers comprehensive academic content pertaining to the evaluation of academic publications (excluding student assignments).

Recognition of Research Outputs

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As described under the section C.4.3, OzU has been awarding "Faculty Excellence Awards" in research and information transfer each year since 2014. Furthermore, two faculty members with close ties with industrial organizations were awarded "Information Transfer Awards" by TTO in recognition of their outstanding achievements in 2015. OzU will continue to offer this award each year to promote collaboration between the University and the Industry. Moreover, 4 researchers from OzU were honored with the Science Academy's Young Scientists Program Award (BAGEP) between 2014 and 2016.

Information Exchange For Research Opportunities

TTO keeps track of national and international calls for projects and partnerships, and shares it with faculty via internal announcements. TTO also sends reminders as the deadline for submissions draws near. After necessary announcements are made, TTO holds one-on-one meetings with faculty members who plan to submit a project proposal. In 2015, TTO also organized a series of events and training sessions to provide information and raise awareness.

Ph.D. Degrees Awarded To-Date

So far, OzU has awarded 4 Ph.D. degrees. A student who graduated from the PhD Program in Business Administration is currently working as an assistant professor at Istanbul Commerce University. Two students who graduated from the Ph.D. programs in Mechanical Engineering and Computer Science were recruited by OzU as faculty members. Only one Ph.D. graduate is currently working in the industry.

Research Policies for the Physical Infrastructure and Resources

The University provides the necessary physical and technical infrastructure for research. Nevertheless, the University encourages faculty to purchase research hardware and equipment through external funding. The Rector's Office allocates a separate budget for each faculty to support the research studies of faculty members. This budget is called "Faculty Research Support". Faculty Research Support can be used subject to the approval of the respective Dean. Faculty members may request equipment, software or research assistants when necessary for the successful completion of their projects. When using the budget, priority is given to newly joined faculty. In addition to this budget, the University also offers support to encourage faculty to attend a conference every year.

The University also offers "graduate assistant scholarships" to promote research. For each undergraduate course taught at OzU, a number of graduate assistants is assigned. The exact number of assistants is determined based on the need. The total amount of scholarship to be paid to graduate assistants is added on top on the faculty budget by the Rector's Office. Almost all of the graduate assistants also receive research scholarships from sponsored research projects of their thesis advisors. Teaching and research assistant scholarships are offered to attract outstanding graduate assistants to the respective departments.

Sustainability of Research Activities

As OzU faculty's individual research studies are assessed through "Annual Performance Evaluations", and their pay raises, promotions and appointments are determined based on the result of these evaluations, the University endeavors to ensure the sustainability of its high-quality research activities. There are not any automated scales for the annual performance evaluation for faculty. Each discipline is rated individually. Furthermore, as the projects of faculty and centers are funded mostly by external funding, and these funds (i.e. TUBITAK, EU, Istanbul Development Agency (ISTKA), University-Industry Cooperation) determine how technical and financial resources will be used, faculty members and centers observe the terms and conditions set forth by these funds for project management, and they periodically submit reports to demonstrate their compliance with these terms and conditions. Thus, sustainability of research activities is ensured both quantitatively and qualitatively.

Ç.2. Research Resources

Ç.2.1. Resource Sufficiency

OzU has sufficient and appropriate physical/technical infrastructure and financial resources for the fulfillment of its research priorities. OzU's Çekmeköy Campus is located on a 212,152 sqm land with 197,326 sqm indoor area. The total area and capacity of academic buildings and laboratories are attached (ATTACHMENT C-5 Physical Areas -Research).

OzU offers financial support to faculty members for their individual research studies. Attached is the 2015-2016 research support budget allocated to the faculties and schools for OzU faculty's individual research projects. (ATTACHMENT C-6 Research Support Project Allocated for Faculties and Schools). Furthermore, research conducted by OzU faculty or centers are mostly sponsored by external funding institutions (TUBITAK, EU, ISTKA, University-Industry Cooperation). (ATTACHMENT C-7 External Funds) All income of CEEE, the Center for Computational Finance, and the Center for Entrepreneurship comes from external funding institutions. In addition to office space, equipment and laboratory support, the University also provides financial support to its centers and faculty, when necessary. To ensure that research and development activities are conducted faster and more easily, a separate network structure is designed and implemented for laboratories.

Ç.2.2. Resource Allocation Criteria

OzU has allocated a budget for research activities to academic units. This budget can be used for, including but not limited to, research-related travels (i.e. for conferences, seminars, meetings held with other researchers), travel costs incurred for the visits of research partners to OzU, books, DVDs, and other resources as well as newspaper subscriptions, and database subscriptions purchased for research purposes and registered to the library database, software and hardware purchases, salaries of research assistants working on the project, and expenses incurred for sponsored projects but somehow could not be covered by the external funds. Priority is given to new faculty when using this budget.

Ç.2.3. External Resource Supply

As described above, to secure new resources and ensure the effective and efficient use of existing resources, TTO meets investors, plays an active role on the University-Industry Cooperation Platform, and pays visits to research and development centers and technoparks. Presently, the amount of external funding (project support, donations, sponsorships etc.) is in alignment with and sufficient for the University's strategic objectives. Year-on-year external funding amounts are provided attached by faculties and schools. (ATTACHMENT Ç-7 External Funding)

Ç.2.4. Promoting Adherence to the Code of Ethics in Research

Özyeğin University is both the creator and user of intellectual and artistic works. The University carefully exercises Copyright Policy for using, protecting and improving intellectual property rights.

OzU staff and students are responsible for adhering to effective laws, and general principles summarized in the Copyright Policy, as well as other codes and principles of ethics in all their acts and actions pertaining to copyrights. Özyeğin University, as part of its code of conduct, strictly bans copying or using copies of the original or a copy of any work, including textbooks, in any way or through any method, unless permitted to do so by Intellectual Property Law. The University's policies, procedures and rules and regulations reflect its careful attention for Intellectual Property Rights, and the actions it has taken so far towards their protection. Any violations of Law No: 5846 on Intellectual Property Rights are evaluated based on the University's Rules and Regulations for Student Discipline, as well as other policies and practices.

On the other hand, the financial process is regularly audited by independent audit firms. In case of the TUBITAK, EU and ISTKA projects, adherence to deadlines and job descriptions specified in the work packages, and compliance with legal procedures and intellectual property rights are subject to multi-layered controls by the referees designated by external funding institutions. Where necessary, consulting services can also be procured.

Information Systems upload licensed software to PCs and laptops that the University issues to its students and staff to use during their period of study or term of employment at the University.

Ç.2.5. Sustainability of Resources

OzU attaches great importance to multi-partner projects, university-industry cooperation projects and technology transfer. The overheads in external funds awarded for TUBITAK projects creates a fund in the University's research pool. Furthermore, TTO's continuous support for the commercialization efforts of faculty, students or other people with R&D ideas to develop and launch new products and technologies for economy; income derived from successful entrepreneurs supported by TTO; and income received from training programs delivered by TTO within the scope of its Incorporation and Entrepreneurship Services help maintain the sustainability of research resources. (i.e. ATTACHMENT Ç-8 TTO'S Activities.)

Ç.3. Research Faculty

Ç.3.1. Qualifications of Research Faculty

OzU's Code of Ethics stipulates that due consideration shall be given "not to breach scientific standards during the recruitment, promotion and appointment of faculty members; and not to violate the rule of merit when describing required special qualifications for an open academic position". OzU adopts this rule as its policy for the recruitment, appointment and promotion of its faculty.

For appointments and promotions of faculty members (to the positions of Full Professor, Associate Professor and Assistant Professor), OzU evaluates faculty members based on the Rules and Regulations for the Appointment and Promotion of Faculty Members prepared pursuant to Article 65 of Law No:2547 on Higher Education. However, when recruiting full-time faculty members, in addition to the general requirements for appointments to the assistant professor and associate professor positions, OzU also carefully evaluates the applicant's research competency and qualifications. Candidates are evaluated based on their potential in the respective field of science, continuity of their publications, international citations to their publications, scientific projects they have conducted or contributed to, their application-oriented research and activities (patents) and similar other important achievements.

In addition, candidates' contribution to education (i.e. undergraduate/graduate courses taught, Master's/Ph.D. theses supervised, courses and curricula developed, programs and laboratories they founded or contributed to the foundation of, and contributions to academic programs within the scope of international exchange programs) is also evaluated.

Furthermore, candidates' professional activities (i.e. memberships in national and international professional organizations; reviewer assignments in national and international peer-reviewed journals; other national and international activities; international experience; scientific, academic and professional awards; nationally and internationally recognized professional work; and industrial/entrepreneurial activities) are also taken into account. In sum, the final decision is made with a thorough analysis of candidates' scientific publications, teaching-learning activities, research and entrepreneurial activities, constructiveness, inventiveness, sectoral relations and contributions to the University management and administration.

Our faculty's academic competency can be clearly seen from their resumes, projects and publications. Information above is a testament to the outstanding qualities of OzU's full-time faculty, sustainability of its academic programs, and sufficiency of its research activities.

Research Faculty - Performance Evaluation Process for Faculty

All academic staff at OzU are subject to the “Performance Evaluation Process for Faculty”. Since 2009, performance evaluations for faculty have been conducted annually at the end of each academic year to increase the efficiency and quality of teaching, learning, and scientific research as well as academic and administrative services at Özyeğin University. All faculty members must complete a standard annual report form, using the “Annual Evaluation Software (YDY), and submit it to their unit managers. The annual report covers an academic year from September 1 to August 31. The annual performance of faculty is evaluated in four main areas. These areas are research, teaching-learning, service and application.

The performance of faculty is evaluated based on the annual reports they submit about their contributions to research, teaching-learning, service and application, and the results of course evaluation surveys completed by students. The results of performance evaluations are taken into account for contract renewals, annual performance-based pay raise calculations, the distribution of incentives and awards, academic promotions, and academic and administrative assignments, as well as for the allocation of individual research fund, and assignment of the right to use the university research fund.

Ç.3.2. Development & Improvement Opportunities

The University gives importance to supporting its faculty in developing their teaching-learning and research qualifications. To this end, the University established its “Technology Transfer Office” and “Center for Excellence in Teaching & Learning” to promote research and teaching-learning, respectively. TTO is responsible for all pre- and post- award operations pertaining to sponsored research projects. TTO is also responsible for managing all intellectual property rights of the University. TTO evaluates the intellectual property rights arising from the inventions submitted via “invention notification forms”. It follows up on the application process for patents or licenses and determines the appropriate strategies for commercialization.

Ç.3.3. Impact of Research Performance on Assignments and Appointments

There is a 5-member standing University Promotion Committee (UPC) to review all cases of promotion to full and associate professorship with three members appointed by the Rector and two elected by faculty members. (The election process is determined and managed by the Rector). Initially, the principles for the promotion of faculty members were set forth in the Principles and Procedures for the Promotion of Faculty Members in 2011. The document was later revised in 2013. Accordingly, faculty

members are promoted based on their publications, citations, and projects listed in their nomination files.

Ç.3.4. Sustainability of Research Faculty

C.4.4 As described under the “Sustainability of Teaching-Learning Faculty”, the University endeavors to ensure to sustainability of research faculty both quantitatively and qualitatively. To this end, the University calculates pay raises based on the result of annual performance evaluations, lowers the total course load of research faculty, offers research support funds, recruits graduate research scholars to work with faculty members on their research projects, and has TTO assist faculty in writing their project proposals.

Ç.4. Monitoring and Improvement of Research Performance

The Scientific Research Commission (SRC) is chaired by the Vice Rector for Research. The SCR monitors the progress on 5-year research objectives and follows up on year-on-year research performance data. The OzU Research Policy summarizes the necessary mechanisms for the achievement of our research goals. These mechanisms can be found in ATTACHMENT C-8 Research Monitoring and Evaluation Mechanisms and Measures Table.

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The SCR evaluates research performance data measured annually by PAO and shares its analyses with the respective deans and directors. Attached are sample performance indicators for 2015 (ATTACHMENT Ç-9 Sample Performance Indicators Tables). Deans and directors are also asked to prepare a 2 to 3-page self-assessment report pertaining to their research activities. In their self-assessment reports, deans and directors are specifically asked to provide their priority research areas, and analyze how research conducted by the faculty members in their academic units contributes to regional, national and global economy.

The OzU Research Evaluation Panel is made up of a member of the SCR, the Quality Commission and a full-professor from another discipline at OzU. The analysis report and research self-assessment reports received from academic units are submitted to this panel. The panel then examines the relevant processes. To this end, the panel reviews submitted reports, makes on-site visits, and conducts in-depth interviews with deans or directors as well as top, average and low-performing faculty members regarding their research activities.

The SCR then prepares a report based on the analysis report and the results of on-site visits, and shares it with the respective academic unit. Should there be any need for improvement, the respective academic unit is also asked to prepare an action plan. The report and the action plan are then submitted to the Rector’s Office. Should there be any need for academic improvement, the action report is submitted to the Senate. Should there be any need for financial support, the action plan is

submitted to the Board of Trustees, after obtaining the approval of the Rector. The Vice Rector for Research is in charge of monitoring whether or not the planned actions are taken. When deemed necessary, dean's offices are asked to prepare interim reports and submit them to SRC and the Quality Commission during the academic year. Furthermore, the SCR Commission also evaluates the following processes by obtaining the opinion of internal and external stakeholders, and submits a report to the Rector's Office to ensure the integrity and continuity of research activities at OzU.

D. Management System

D.1. Organizational Structure of Management and Administrative Units

D.1.1 Management Model

The foundation of Özyeğin University entailed a detailed study to understand the existing needs and deficiencies in higher education, and how the University may add value to the Turkish higher education system. As a result of this comprehensive study, the University adopted the third generation university model. As a third generation university, OzU endeavors that knowledge created extends beyond academic publications to become the source of social and economic innovations, and the starting point of new businesses to produce new ideas. It aims to turn its graduates from job seekers to job creators, transform entrepreneurship into an interdisciplinary research topic, and create its own resources. OzU seeks to produce revenue through commercialization of knowledge produced, and building strong ties between the University and industry.

OzU recruits professionals who can easily adapt to changes in administrative units in order to enhance internal productivity, increase the University's revenues through strong cooperation between the University and external stakeholders, and make the University's performance and accountability more transparent for stakeholders. The management is innovative, adept at team working, and able to seize opportunities and change its organizational structure to be successful. The University adopts the "entrepreneurial university model" as its management model.

D.1.2 Management of Operational Processes

Just like all other foundation universities in Turkey, OzU is also organized and managed based on the Rules and Regulations for Foundation Higher Education Institutions published in the Official Gazette 26040 on December 31, 2005 pursuant to Law No:2547 on Higher Education, Law No:2914 on Higher Education Personnel, and Law No:2809 on the Organization of Higher Education Institutions. OzU's Academic and Administrative Management Organization Chart is included in ATTACHMENT D-1 and ATTACHMENT D-2.

In addition being subject to the supervision and approval of YÖK in its activities, as a foundation university, OzU is also periodically monitored by its Board of Trustees. OzU Senate is in command of academic issues, including the design and development of academic organization, while the University Executive Board is responsible for administrative organization. Academic decisions are made by academic units based on their own decision-making mechanisms. These decisions are then submitted to the Rector for approval.

In administrative issues, however, OzU has strong centralized management. The highest decision-making authority is the Board of Trustees, and the board is responsible for all financial activities of the University. The Rector is elected by the Board of Trustees for four years, and appointed pursuant to the YÖK approval. The Rector reports to the Chair of the Board of Trustees.

Unlike state universities, the administrative organization chart also includes a YÖK Relations Coordination Office to support academic units in offering new programs and courses in accordance with YÖK legislations; an Accreditation and Quality Assurance Coordination Office to design the University's national/international accreditation processes and quality assurance system; and a Planning and Analysis Office to monitor the University's performance based on specific metrics. All of these units directly report to the Rector. Furthermore, the Office of the Dean of Students, Student Services Directorate, Information Systems Directorate, Human Resources and Lifelong Learning Academy also report to the Rector. The Secretary General's Office is in charge of the Finance Directorate and all operational processes (operations, administrative services, purchasing, technical services and accommodation services).

There are also several boards and commissions established by the Senate or the University Executive Board to manage academic processes (i.e. SRC, Bologna Coordination Commission), administrative processes (i.e. Dormitory Commission) or both academic and administrative processes (i.e. Campus Services Commission).

Rules and regulations, directives, policies, procedures and principles which govern the University's decision-making processes are available in the Intranet for University staff. The Secretary General's Office under the Rector's Office has a Process Management Office. The Process Management Office is responsible for managing, reviewing and updating documents and notifying the respective units of any new developments and changes pertaining to these documents.

Satisfaction surveys regarding all operational processes are conducted by an independent research agency, and feedback is shared with the respective units. The results of satisfaction surveys and planned improvement actions are considered when evaluating the performance of administrative units.

As OzU is a foundation university, no action plan has been prepared for compliance with internal control standards.

D.2. Resource Management

D.2.1. Human Resources Management

A Human Resources Directorate has been established at Özyeğin University to shape the required human resources (HR) strategies and manage human resources to help the University achieve its goals.

To this end, the Human Resources Department provides functional leadership, and develops HR processes in line with the University's vision and mission. The department aspires to develop fair and effective HR policies, procedures and practices and to make fair and effective decisions for all members of the University. The department also provides consultancy to all members of staff and management on HR practices. The department plays an important role in cherishing the University's values and preserving its culture in line with the University's code of ethics. To sum up, the HR department, which directly reports to the Rector's Office, implements HR policies to fulfil the University's needs, and is responsible for personnel affairs, recruitment, talent and performance management, compensation & benefits, organizational development and training. The department fulfills the following roles and responsibilities in order to effectively manage the University's human resources:

- Plans and offers competency and talent management programs,
- Identifies training needs for personal and professional development,
- Develops, plans and offers training and development programs within the University,
- Effectively evaluates the performance of employees,
- Recruits the right person for the right job,
- Ensures that all personnel affairs are completed as per legal requirements,
- Ensures that all HR practices of the University are in conformity with effective labor laws and legislations,
- Prepares and manages the HR budget,
- Calculates, plans and manages the headcount needed for all departments within the allocated budget,
- Identifies and implements compensation, benefits and reward policies and procedures in line with the University's strategies,
- Completes all appointment and diploma equivalency procedures for faculty as per YÖK legislations.

Administrative staff are recruited based on the Procedure for Recruitment of Administrative Staff to ensure that the academic background and qualifications of candidates to be recruited for the University's administrative or support units comply with the requirements of the role. Furthermore, staff are periodically offered a variety of training programs to meet their different training needs. To this end, administrative units also include their training needs as a separate budget item in their annual budgets.

Applications received by Human Resources for administrative positions through external channels such as job advertisements, employee referrals, or individual applications are evaluated by Human Resources and the respective unit manager based on their fitness to the open position. All applicants are granted equal rights throughout the application and recruitment process including the prescreening. Applicants are not discriminated based on language, religion, race, gender, ethnicity, or

disability. Applicants are evaluated based on the required competency, skills, education background and experience for the role. All applications are treated as strictly confidential at Özyeğin University. Salaries are balanced across the University and determined based on benchmarking studies with other universities. Furthermore, the University also conducts a joint study with other foundation universities for faculty compensations.

Administrative staff are evaluated by their respective managers about their adjustment to the role 4 months after their recruitment. Additionally, employees undergo an annual performance evaluation at the end of each academic year. As part of these evaluations, managers also submit their recommendations for promotions. For promotions to the team leader or senior positions, a 360-degree assessment is performed for each candidate. All promotion requests are evaluated by the Promotion Committee.

OzU is well-aware that it needs to develop a Human Resources Strategy that reflects its plans and objectives onto its future employee profile, and a Personnel Development Policy that shapes the development plans and priorities of employees. It is crucial to enhance the competitiveness and skills of academic and administrative staff for the University's activities in the field of research, teaching-learning, and social services.

D.2.2. Financial Resources Management

OzU has initiated the Activity-Based Budget Development Process to evaluate the management of its financial resources. Accordingly, academic and administrative managers prepare their budget requests based on their activity plans by providing reasonable justifications. These requests are then consolidated by the Finance Department and submitted to the Rector for approval. Budget requests are evaluated by the Rector's Office and approved after necessary revisions, if any, are made. The approved budget takes effect following the decision of the Board of Trustees. Once approved, all expenditures incurred during the respective academic year are covered from the allocated budget.

There are procedures and approval mechanisms in place for all expenses and capital investments incurred in the respective academic year based on the type and scale of the expenditure. For large-scale expenditures, tenders are offered and the results of tenders are reported as per the approved purchasing policy of the University.

All expenditure requests are evaluated based on the available budget pursuant to the request of the process owner. Expenditure requests which do not fall within the scope of the approved budget are submitted to the Rector's Office for approval with detailed justification. In evaluating the respective process owners, budget/actual comparisons pertaining to their budgets are also taken into account as a performance indicator.

Budget/actual comparisons are prepared and reported regularly. Starting from early 2016, approval and budget monitoring processes pertaining to all purchasing requests are handled online via the ERP system. The efficiency of financial resources management will be measured via performance evaluation starting from the 2016-2017 academic year.

Movable and immovable assets are managed by the operations, purchasing and technical services units under the Secretary General's Office. In movable assets, the commodity is purchased after due completion of purchasing procedures. Once purchased, it is barcoded and recorded in the inventory records. The length of their depreciation period is 5 years on average. Movable assets are managed by either Information Systems, Technical Services or Administrative Services depending on its nature. Movable assets must be used in the most effective way possible to meet the needs of the University. Assets whose useful life has expired are stored in the warehouse for a while more, and then sold as scrap.

Immovable assets are purchased pursuant to the decision of the Board of Trustees and leased pursuant to the approval of the Rector's Office. On-campus buildings and the dormitories are the most important immovable assets. Dormitories are leased to students on a semester basis to create funds for the University.

Leased immovable assets include the Center for Computational Finance in Altunizade, Atolye Istanbul in Bomonti, Şişli, and Swissôtel Istanbul. These are rented as training centers and used to offer training and consulting services to contribute to the University. These properties were not purchased and instead were leased to keep the cash resources of the University.

D.3. Information Management System

D.3.1 Existing Information Management System

The Planning and Analysis Office (PAO) is responsible for collecting, analyzing and reporting data pertaining to all kinds of activities and processes at OzU. PAO performs research and analyses on plans, programs and projects intended to contribute to institutional development, as assigned by the Rector's Office, and provides the necessary coordination and support services during the preparation process. It determines the key performance and quality indicators to monitor institutional development; and collects required data and information from relevant sources at the right time and with the right methods. Finally, PAO sorts, analyzes and interprets collected data and submits it to the Rector's Office. To this end, the office not only monitors available data about performance and quality indicators but also contributes to the preparation process of internal and external periodical and ad-hoc reports (i.e. Entrepreneurial and Innovative University Index Report, TUIK R&D Report, TUIK Non-Formal Education Report, YÖK - Governorship -District Governorship - City Briefing Report, YÖK Activity Report).

OzU uses several information systems for data collection, analysis and reporting:

Student Information System (SIS): SIS is used to manage all personal, demographic, academic and financial information pertaining to students of the University. The Finance Department is in charge of financial information, while Student Services is in charge of other information pertaining to students. In addition, SIS also is used for dormitory applications and room assignments (Dormitory Management); classroom management; appointment management for faculty and students; course and instructor evaluations by students; as well as graduate and international application and admission processes. Furthermore, SIS is also used to manage applications for and financial records of training and certification programs the University offers in addition to its degree programs (i.e. Lifelong Learning Academy, and Summer School for High Schoolers). The system is integrated with other online systems including MERNIS, YOKSIS, OSYM, ERP, LMS as well as the credit card collections system and the Fibabank's cash collections system. SIS is a Java-based application and is developed in-house. It is also a Web-based application.

ERP: ERP is used to manage all purchases, fixed assets and financial records of the University. Further details can be obtained from the Finance Department and the Purchasing Unit. The ERP system used by the University is Oracle e-Business Suite, a commercial software program. It is also a Web-based application.

LMS (Learning Management System): LMS is used to facilitate information exchange between faculty and students. It is also used for examinations and assignments. The LMS system used by the University is Moodle, an open-source PHP-based system. It is also a Web-based application. LMS is integrated with Turnitin, an academic plagiarism detector.

Annual Report: Annual Report is used by faculty to report their annual activities to the management. It is a PHB-based, in-house-developed application. It is also a Web-based application. The Planning and Analysis Office is in charge of Annual Report.

Repository: The purpose of the repository is to collect all types of internal and external information sources and publicity materials pertaining to OzU in order to create a historical memory of the University. It is an online, Sharepoint-based application. The system is managed by the Library unit.

Tableau: Tableau is a commercial software program used by the Planning and Analysis Office to prepare the dashboard. The system is made up of two separate software programs: desktop and web-based.

RMS (Research Management System): RMS is a commercial software program used by TTO to monitor ongoing research projects.

Eresearch: eResearch is an open-source, web-based software program. It aims to make Ozyegin University faculty's scientific output available online for open-access. The program is managed by Library.

Library Software: Library software is a system used to manage library resources. The program is managed by Library.

Quality processes which use the data collected from the information systems listed above are explained more in detail in the Quality Assurance System (B.1) section of this report.

OzU aims to make its data collection, analysis and reporting process more institutional through these software programs. It is also planned to purchase data warehouse software in the 2016-2017 academic year in order to make data analysis and reporting much easier. Thus, as the volume of data stored in the systems increases in time, it is intended to prevent data contamination and its adverse effects on the accurate understanding and analysis of available data. The data warehouse will be used to collect and store records created by different applications under the same roof for future inquiries. OzU also plans to improve its institutional reporting services, which are supported by online resources, to accelerate its decision-support processes and access the right information without the need for the expertise or support of a second person.

All information pertaining to teaching and learning activities (i.e. students' demographic information, academic advisor information, student development and success rates) is extracted from SIS, analyzed and reported by PAO. All information pertaining to graduates are managed by the Alumni Office and shared with PAO.

Furthermore, a separate project is underway to develop a new system for the continuous improvement of research evaluation criteria through the measurement of performance indicators on a faculty, center and institution basis. The system is expected to be fully functional by the end of the 2016-2017 academic year. Presently, all publications of our faculty are collected for the annual performance evaluation. All information pertaining to publications; to patents and projects; and to project budgets is collected by the library, TTO and Finance Department, respectively. It is then shared with PAO by the respective units. PAO then analyzes and reports submitted information, and shares the results with the respective units.

Post-graduation employment statistics are managed by the Alumni Office at OzU. OzU is aware of the fact that there is still room for development in this area. Presently, OzU is working on an information management system to store and manage post-graduation employment statistics of all of its employees. ATTACHMENT D-3 OzU Alumni Study Road Map summarizes planned activities to collect information pertaining to our graduates.

D.3.2 Data to be Used for Evaluation Processes

PAO periodically collects and reports data to the respective units, as specified in OzU's Quality Framework and Continuous Improvement Processes. PAO also shares these data with the AQA unit annually for the institutional internal review process. Furthermore, should there be any need for additional data for the external institutional evaluation or accreditation application process, the required data are collected by PAO under the coordination of the AQA.

D.3.3 Information Security, Confidentiality and Reliability

The purpose of the Information Management System is to ensure the accuracy, integrity and security of academic and personal records pertaining to students, staff or other stakeholders, and to offer right people access to right information at the right time by maintaining information confidentiality and security. At OzU, Information Systems is responsible for maintaining information security and confidentiality, while information reliability is the responsibility of the Planning and Analysis Office, the department in charge of collecting information.

D.4. Quality of Outsourced Services

The purchasing process of outsourced administrative and/or support services is managed by Purchasing Management (PM) in accordance with the "Purchasing and Supplier Management Procedure". The purpose of this procedure is to describe the applicable rules and workflow, and determine the roles and responsibilities regarding any and all purchases to be made in order to fulfill requirements and requests as per the terms and conditions and objectives set forth by OzU. The procedure also aims to facilitate the purchase of goods and services required by OzU in order to effectively and efficiently continue to carry out its operations by observing the following criteria: right quality, best cost, right amount and right time. PM and Health & Safety and Environment Department works in cooperation to ensure that all purchased goods and services comply with the OHSAS 14001 and ISO 18001 standards.

In order to ensure the compliance and quality of outsourced services, PM manages the purchasing process in accordance with the Approved Supplier Procedure. The procedure is developed in cooperation with the Health & Safety and Environment Department as per OHSAS 18001 and ISO 14001 Management Systems. Furthermore, all suppliers are asked to complete the "Supplier Consent and Information Form". PM periodically (once in 4 months) completes the Supplier Performance Evaluation Form and rates the performance of suppliers in the Approved Supplier List (ASL) based on the rating criteria specified in the procedure. Suppliers whose total performance score is less than 50 are blacklisted, and the University does not work with these suppliers again. Suppliers whose total performance score is between 50 and 70 are asked provide a written corrective action plan to improve their performance. Should these suppliers fail to improve their performance, they are delisted from the ASL and, unless for unavoidable circumstances, the University does not work with these suppliers

again. Suppliers whose total performance score is 70 or above remains in the ASL. Frequently used suppliers in the ASL are subject to risk assessments by the University. To this end, the University visits or inspects these suppliers' production facilities.

D.5. Public Disclosure

OzU sees transparency and public disclosure practices as one of the most important indicators to the quality of institutional management. The structure and operation of OzU's activities and services are disclosed to the public in compliance with the principles of "full disclosure", "transparency" and "informativeness". The Corporate Communications Directorate is responsible for the clear, transparent, reliable, timely, and full disclosure of the results of all activities and services, and information pertaining to the structure and operation of institutional management mechanisms used by organizational units in order to aid decision making. The directorate provides stakeholders with an accurate picture of the quality of the University's institutional management standards. In academic units, some members of faculty are assigned as website content administrators or publicity coordinators to keep the website up-to-date about the University's current teaching-learning, research and development activities. In addition to their academic assignments, they are also responsible for ensuring that information on the website is accurate, reliable and up-to-date. These services are evaluated under the "services" category during the annual performance evaluation.

D.6. Effectiveness and Accountability of Management

The Rector, Senate, University Executive Board, and sub-boards are the decision makers at OzU as per the relevant articles of Law No:2547 on Higher Education. They adopt a managerial approach that fully respects the rule of law, and is in strict compliance with provisions of effective laws and legislations. In all decision-making processes of the University, stakeholder opinions are taken into consideration with a participatory approach in accordance with the University's mission and vision.

OzU has a participatory, effective, efficient and sustainable quality management system which aims for continuous improvement and development. In accordance with its quality policy, the University aims to satisfy all its stakeholders, in particular its students and society, and continuously achieve excellence in the areas of teaching-learning, research and services.

OzU has a policy that governs the accountability of management and administration towards staff and society in general. The policy is prepared pursuant to OzU's Code of Ethics which entered in force on June 23, 2015 with the Senate Decision No:4. This policy is shared on the homepage of the University's website and via KAYSIS. Members of OzU are responsible for fulfilling all roles and responsibilities as well as any scientific and academic activity or conduct according to requisite standards; and using all national or university resources with utmost care and efficiency. Accountability is the obligation of all members of Özyeğin University towards those who have provided them with resources to fulfill a responsibility. Members of Ozyegin University must be transparent and

account for how and to what degree the resources are used and the assigned responsibility is fulfilled. All employees must use the University's resources in the most efficient and economic manner. They must pay maximum attention to all their activities and expenditures, and endeavor to protect environment and nature.

E. Conclusion and Assessment

Özyeğin University's strengths and areas for improvement are summarized below.

E.1. Quality Assurance

Strengths: The University has a comprehensive Quality Assurance Policy which applies to all academic and administrative units and covers all teaching-learning, research and development activities of the University. The University attaches great importance to national and international accreditation. Each degree program at OzU applies for accreditation right after they produce their first cohort of graduates. The University has already been awarded with OHSAS 18001 and ISO 18001 accreditation in management. The Accreditation and Quality Assurance Office has full-time staff specifically assigned to coordinate Quality Assurance activities.

Areas for Improvement: The Quality Assurance system is not fully in force yet. Where it is in force, the contribution of stakeholders needs to be increased. In addition, the University's commitment and approach to quality must be reinforced and promoted through a series of training programs.

E.2 Teaching-Learning

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Strengths: The University offers a unique education model in Turkey with its innovative practices including required internships, social responsibility projects, and required sectoral courses. The University has a distinguished cadre of faculty (Almost 100 percent of its faculty obtained their Ph.D. degrees overseas). The University takes pride in attracting successful students as a leading foundation university. The University offers a rich variety of scholarships and attaches great importance to being financially accessible and continuously endeavors to enhance accessibility of its programs. The University also has a rich selection of learning resources. Furthermore, it has several systems to continuously monitor and update its programs. The University attaches great importance to accreditation and assurance of learning. The University provides its students with extensive career support. The University ensures that its students always stay in touch with faculty and management (the University has an open-door policy).

Areas for Improvement: There are several deficiencies pertaining to student-centered teaching and learning. The University lacks a comprehensive training on the application of different teaching techniques. The University does not measure the results of different teaching techniques. Learning assurance practices are not in full force yet.

E.3 Research - Development

Strengths: Young, dynamic research faculty; the volume and variety of research funds; projects with high potential for commercialization; strong infrastructure; full support for research; consistent

placement in the top ten in the Entrepreneurial and Innovative University Index; consistent rise in the URAP University Rankings; and a successful and effective Technology Transfer Office.

Areas for Improvement: Lack of criteria pertaining to the distribution of research funds allocated for overheads, and the need to align the University's research studies with national priorities.

E.4. Management System

Strengths: Importance attached to entrepreneurship and the fact that all stakeholders are well-informed and aware of the University's entrepreneurial focus; OHSAS 18001 and ISO 18001 accreditation; commitment to design and develop an Information Management System, continuous and robust support of the Board of Trustees; the fact that all members of staff are well-aware of the University's objectives.

Areas for Improvement: The University's contribution to society, accessibility, and revenues derived from entrepreneurial activities must be increased. The University must develop a Human Resources Strategy and Personnel Development Policy. The University's current information management system must be improved.