ANADOLU UNIVERSITY INSTITUTIONAL

SELF-EVALUATION REPORT

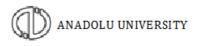**INDEX**

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1. INTRODUCTION

Anadolu University, a long-time member of European University Association (EUA), completed its first institutional evaluation process, made the required changes considering the feedback obtained from the evaluation and now considers applying a new external evaluation process as an integral part of its quality improvement efforts. As one of the largest universities in the world with a pioneering role in many fields, Anadolu University has been focusing on continuous improvement in order to sustain its accomplishments and take further steps towards its goals.

Bologna Process combined with the increasing importance of the internalization and Turkey's effort to become a full member of the European Union made a major impact on Turkish higher education institutions to review their systems. Anadolu University strongly believes that EUA evaluation process and its outcomes will make a great contribution to enhance its continuous improvement efforts.

1.1. The Self-evaluation Group Members

The self-evaluation group members taking part in the preparation of Anadolu University's self-evaluation report are listed on Table 1.

Table 1. The Self-evaluation Group Members

Prof. Dr. Adnan ÖZCAN	Vice-Rector (Education and International Relations)
Prof. Dr. Aydın AYBAR	Vice-Rector (Personnel)
Çetin KAYA	Secretary General
Prof. Dr. Tuncay DÖĞEROĞLU	Dean, Faculty of Engineering
Prof. Dr. Hayrettin TÜRK	Dean, Faculty of Science
Prof. Dr. Dilek AK	Director, Graduate School of Health Sciences
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Ali BENLİ	Student, Faculty of Economics and Administrative Sciences/Open Education Faculty
Işıl TEKİN	Student, Faculty of Education

1.2. Involvement of Stakeholders

During the preparation of the self-evaluation report, there has been cooperation with the representatives of the sector, the students and their representatives, the deans of the faculties, the heads of the departments, the directors of the institutions and the units, and the academic members.

1.3. The Sharing Process of the Self-Evaluation Report

The self-evaluation report has been shared with the whole academic and administrative personnel and the students. Moreover, it has been available on the Open Education Faculty's webpage for the students having a distant education. The required changes have been made taking the feedback into consideration.

1.4. The Experience of Institutional Self-Evaluation Process

The following factors influenced the preparation of the Self-Evaluation Report process positively;

- The same team members prepared the Universtiy's Strategic Plan for the years 2014-2018 a short time ago **(Appendix 1)**.
- Some of the team members having taken charge in the previous EUA evaluation participated in the evaluation process.
- The self-evaluation report team included the members from different academic and administrative units representing the University.
- The team got together every week to prepare the self-evaluation report.
- Some preliminary work was done by a sub-group in order to speed the preparation process.

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- The team included students from different units and educational levels.
- The report was prepared colloboratively; it was shared with different stakeholders, and their opinions were taken into consideration in the final version.

On the other hand,

- The heavy workload of the team members was the factor influencing the preparation process of the self-evaluation report negatively.

2.   INSTUTIONAL CONTEXT

2.1.   The History of Anadolu University

The foundation of Anadolu University goes back to 1958, a time when Eskişehir Academy of Economic and Commercial Sciences was established. In 1982, the Academy was replaced by Anadolu University, which has gained a well-deserved place as a modern, dynamic and innovative institution among the largest universities not only in Turkey but also in the world. Some of the faculties and schools as well as the majority of administrative units and social facilities are located at Yunusemre Campus, which is at the center of Eskişehir, renowned as a center of science and culture and a city of youth. İki Eylül Campus, which houses the Faculty of Sports Sciences, the Faculty of Aeronautics and Astronautics, the Faculty of Engineering, and the School of Foreign Languages, is only five kilometers to the city center. Anadolu Airport is situated on this campus as well. Porsuk and Transportation Vocational Schools offer education in the city center.

Anadolu University is an institution, promoting universal higher education values and blazing trails in the Turkish higher education with its 17 faculties (3 of which offer open education), 4 vocational schools, 3 schools, 9 graduate schools, 30 research centers, and 21 research, development and application units. Anadolu University stands out with the innovative initiatives in the distance education system. Today the total number of students in three faculties offering open education is over one million. This system has been taken as a model by many universities.

2.2.   The Legal Status of Anadolu University

In Turkey, the formal educational system is composed of 4 years of primary school, 4 years of secondary school, 4 years of high school and higher education **(Appendix 2)**. The higher education is defined as all post-secondary programs of at least two years duration. Ministry of National Education (MoNE) and the Council of Higher Education (CoHE) are two bodies in charge of education in Turkey. CoHE, as the central regulatory body, is responsible for higher education including graduate studies whereas MoNE is in charge of all lower level education.

There are 184 higher education institutions 72 of which are foundation universities in Turkey. Anadolu University is a state university.

2.3.   National and Regional Labor Market

The Key Features of Labor Market in Turkey: In Turkey, the most important problem of the labor market with its great potential due to its young population is low labor force participation rate. There has been differing views about the reasons of high unemployment and low labor force participation rate. Especially structural issues such as the rural depopulation process continuing increasingly and the industrialization occurring slowly are among the most

prominent views. Moreover, women's labor force participation being extremely low is another structural issue. The work force costs being relatively high and the intensive capital structure being an important source for the economic growth are among the other factors listed as the explanations about the topic.

__The Key Features of Labor Market in Eskişehir:__ When the demographic features of Eskişehir are considered, the city's population as a whole is 812.320 by 2014. The population consists of 49.9% men and 50.1% women. The population of working age (14-64) in Eskişehir is 582.837. This group constitutes 71.7% of the whole population. The population growth rate of Eskişehir in 2013-2014 is 1.58%. The working age in Eskişehir in proportion to the city's population is higher than the country-wide working age. Child population rate of the city (0-14) is lower than the country-wide rate. The old aged population rate (over the age of 65) is higher than the country-wide rate. The old aged dependency rate being 13.6% is higher than 11.8% country-wide rate, while young dependency rate being 39.6% is lower than the % 48 country-wide rate. As for child dependency, it is 25.4% in Eskişehir and 36.9% in Turkey. According to the results of "The Demand Research in Labor Market in Eskişehir" by June 30, 2014, the three sectors having a locomotive role in the net unemployment change are manufacturing, construction and wholesale and retail trade. The net unemployment change rate being 4.8% in Turkey is 3.4% in Eskişehir by June 30, 2014.

2.4. Location and Infrastructure

Anadolu University constitutes 3 campuses all located in Eskişehir. Yunusemre Campus is the main campus housing the Rectorate building, the library, the student center, conference centers, 14 faculties, 7 graduate schools, 1 school, 1 state conservatory, 2 vocational schools and 26 research centers. Iki Eylül, the second campus, houses 3 faculties, 1 graduate school, 1 vocational school, 4 research centers and 1 airport. The third campus, relatively smaller one, is Porsuk campus housing 2 vocational schools and 1 graduate school. All three campuses are located in easily accessible locations. Eskişehir is located 330 km from İstanbul, the largest city in Turkey and 230 km from Ankara, the Capital. There are high speed train services to both of the cities.

2.5. The Number of the Faculties and Research Centers

Anadolu University has 17 faculties (3 of which have open-education system), a state conservatory, 2 shools, 4 vocational schools, 9 graduate schools, 30 centers and 21 units. The organizational chart of the university is presented in **Appendix-3**.

Anadolu University comprises 2111 academic members including 252 professors, 259 associate professors, 498 assistant professors, 322 academics, 440 research assistants, 231 instructors, 109 specialists, as of December 2014 **(Appendix-4)**.

In total, 2327 administrative personnel work at Anadolu University. 79.5% of them have government official status, 5.5% are permanent workers, 4.7% are contract employee and 10.3% are temporary staff **(Appendix-5.)**.

2.6. Institutional Autonomy

2.6.1. Institutional Autonomy in terms of Human Resources and Financial Resources

Academic members are employed within the scope of 2547 Higher Education Law, in accordance with the Law 5434 and 5510. Our university can assign academic personnel by adding other criteria through publication if the related criteria that are stated in the applicable legislation are provided. Administrative personnel are employed based on centralized Public Personnel Selection Exam (KPSS). While assignment is done by the government, the university can determine the staff's title and position only.

Not having financial autonomy is one of the fundamental financial constraints that universities have in Turkey. State funds which are provided by Finance Ministry are limited with small increases on annual basis. Universities cannot use the funds which are created by themselves without the permission of the Ministry.

2.6.2. The Capacity of Determining Education, Research, and Innovation Profile

The centralized structure of Turkish Higher Education system does not provide the universities with autonomy up to the mark except academic subjects. Universities can take relatively full advantage of their autonomy in educational areas. In response to the changing educational demands and needs, universities can offer new degree and non-degree programs, open new schools and centers - provided that they get the permission from the CoHE. Partnering with different industries in joint-research projects, companies started by the academic staff, collaborating with other universities inside and outside of Turkey are also examples of the use of their autonomy.

The cooperation strategies with the sector and the development plan of Anadolu University are composed by taking our country's national and local objectives into account and by combining them with the fields in which our university is powerful.

Four development axes are specified in the 10th Development Plan of the Ministry of Development including 2014-2018 period: "Qualified People, Strong Society", "Innovative Production, Stable Growth", "Liveable Places" and "Sustainable Environment and International Cooperation for Development".

Furthermore, in the Local Development National Strategy, prepared by the Ministry of Development (2014-2023 Plan), Eskişehir is ranked among the cities whose focus is industrial growth. As a result of this, it is expected that University-Sector cooperation opportunities in Eskişehir and in the region will increase and it will have an important role in the increase of the number of employment and entrepreneurship thanks to the synergy arisen from coordinated works of universities and sector with joint projects. The prominent sectors in Eskişehir and in the region are aeronautic, rail systems, ceramics, white goods, and food sector.

From 1958, when it was founded, to the beginning of the 2000s Anadolu University contributed to our country as an education university. After this period, there has been a dramatic increase in the scientific research studies. While there were 14 Project Coordinator researchers (Scientific Research Projects (BAP) + The Scientific and Technological Research Council of Turkey (TUBİTAK) in 2001, this number increased up to 125 in 2009. As a consequence of the search conferences in an attempt to develop the future plans and strategies of the university in 2010, the university created a new position in the senior management, "Vice Rector", responsible for the scientific research with the thought that "the research should be one of the priorities of the universities". In parallel with this perspective, the number of the academic members at the moment taking part in the scientific research as a project coordinator in Anadolu University reaches up to 440, which makes % 45 of the total academic members. In this sense, it is possible to state that Anadolu University has established in-house scientific research culture, and it has been improving continuously. Furthermore, Anadolu University encourages the academic members to establish companies in technology development zones and/or to take

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charge in the companies. Besides, the fact that Anadolu University climbed up to the 16th place from the 37th place compared to the previous year in 2013 National Entrepreneurship and Innovativeness Index, and it had the 13th place in 2014 are a sign of the change of the university on the path of "Entrepreneurship and Innovativeness." Anadolu University's organized industry-university collaboration began in 1998 with *Ceramics Research Centre* (SAM). SAM was incorporated in 2007 and with its 19 ceramics companies it had the name of SAM Inc., as the partnership of Anadolu University (with 50-50 sector-university portion rate). SAM Inc. still continues its activities in Eskişehir Technology Development Region as the university-sector joint research centre.

Anadolu University established Anadolu University Ar-Ge (Research and Development R&D) and Innovation Coordination Unit (ARINKOM) on March 13, 2013 as a compatibilizer not only among the units in the university but also between the university and the industry. The unit was established to use the sources of the university effectively by making the works of R&D result-oriented, to make the information provided by the university turn into its maximum value by bringing the information and the industry together and to create a healthy and a sustainable university-industry collaboration by enabling human capital and infrastructure of the university to be used actively by the industry.

On January 1, 2014, ARINKOM got the authority of Technology Transfer Office [TTO] which has been given to only 20 universities by TUBITAK up to now. ARINKOM-TTO offers service to the industry and the universities in nearby cities (Eskişehir, Kütahya, Afyon and Bilecik).

ARINKOM-TTO gives support and service especially in the fields of aviation, defence, material-ceramics, animation, pharmaceuticals-pharmacy, bio-technology, nano-technology, rail systems, environment and energy and consumer durables. These fields are updated dynamically by taking the country's priorities, sector demands and the prominent fields of our university into consideration. Besides, through ANATEK Technology Transfer Industry and Trade Inc. (ANATEK Inc.) established in Eskişehir Technology Development Region on 09 May 2013, a university–industry collaboration canal was added to the system to enable instructors to work on project basis with industry without establishing a company. Especially Anadolu University Entrepreneurship and Innovation System (AUGİS) which will be supported by ARINKOM-TTO structure and in which the pre-incubation (ANAÇ), incubation (Anadolu KOSGEB- Technology Development Centre) and Anadolu Teknopark are situated altogether is one of the most professional entrepreneurship and innovation systems among universities in Turkey.

*Anadolu Technology Research Park (ATAP) Corporatio*n is the executive company of Eskişehir Technology Development District (ETGB). ARINKOM and ATAP Inc. collaborate to enable ARINKOM to get in touch with companies within the scope of ETGB and conduct TTO activities concerning these. Furthermore, under the coordination of ARINKOM, ARINKOM and ATAP Inc. work together to enable the ideas at the phase of incorporation benefit from the privileges of technology development regions and carry on business there.

Anadolu University Project Unit was established in order to generate the project culture and to increase the number and quality of the projects supported by different sources (Commission for Scientific Projects (BAP), TUBITAK, European Union, Development Agency (BEBKA), etc.). The unit has made significant contributions especially to the increase in the number and quality of the BAP projects and the development of the project culture within the body of the university so far. While performing all these works and studies, the project unit gained experience especially on studies that could be conducted in instructors' field of studies along with the sectors. With these experiences gained, ARINKOM and project unit has made BAP funded projects turn into projects funded by national and international sources and /or projects aimed at the needs of the sector. Besides, ARINKOM supports the project unit on the subject of intellectual and industrial property rights of the results of the BAP projects.

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Anadolu University Turkish Patent Institute (TPE) Information and Documentation Unit was established to raise the awareness of researchers at Anadolu University and in the region on the issue of intellectual and industrial property rights, with the support of Turkish Patent Institute and the education materials that the unit prepared.

Anadolu University Entrepreneurship Education and Research Unit (AÜGEB) is a unit which raises awareness in entrepreneurship and provides educational activities on this subject for Anadolu University students, instructors and in its region. All the activities that this unit has conducted and all the relations it has established since it was founded enable the university gain experience in noticing the deficiencies in education of entrepreneurship and how to correct these deficiencies.

Besides these units, faculties at the university and research centres and laboratories such as *Anadolu University Advanced Technologies Research and Application Centre and Anadolu University Plant, Drug and Research Centre* are also the units that contribute to TTO experience of Anadolu University with both in-house and external project-based research and university-sector collaboration activities.

In the setting ARINKOM provides, the units contribute to the TTO activities in the university, support students, instructors and the sector to create value by working together in a synchronized way. At this point, it is important for Anadolu University to have instruments that enable itself to start university-sector collaboration step by step. In this context, the 'project-based internship' becomes prominent as one of the important collaboration activities of Anadolu University with the sector.

Project-Based Internship Programme aims to develop solutions for the anticipated problems in accordance with the needs of the sector and provide interns whose studentship still continues with the experience related to business life before graduation. For the projects to be conducted under this programme in the direction of the needs of the sector, students from all departments in Anadolu University can be chosen as interns. Instructors as academic advisors and representatives from the sectors as industrial advisors guide interns during the whole process. In addition to this, seniors' graduation projects (theses), master theses and doctoral dissertations are conducted on the subjects that interest industry and in a similar structure (student-academic and industrial advisor) within the scope of Education-Research Collaboration Programme.

The coordination of regional partners and their working together towards the same goal is of utmost importance in order to carry out university-industry collaboration activities and succeed in these. Anadolu University is in contact with non-governmental organizations (NGOs) representing the industry in the region by realising this necessity.

Activities which will be conducted on TTO activities have been planned in detail among ARINKOM TTO, Eskişehir Industry Chamber and ATAP Inc. and Executive Company of Eskişehir Technology Development Region. According to these protocols, the needs assessment and evaluation surveys are conducted in companies within the scope of the chamber and in Technology Development Region respectively through the joint studies conducted by ARINKOM-TTO with Eskişehir Industry Chamber and ATAP Inc. once in a year separately. After these evaluations, in order to determine the activity schedule of the next year, parties come together once in a year and create a joint activity schedule calendar. Furthermore, relations with three business groupings (Eskişehir, Bilecik, Kütahya Business Grouping Association, Eskişehir Business Grouping Association, Eskişehir Rail Systems Business Grouping Association) established in the areas which have priority for both the region and Anadolu University and also the areas where Anadolu University took active part in the process of establishment, still continue and a consensus has been reached on the issue of sharing Anadolu University's R&D

project suggestions with these business groups and exchanging information on the evaluation of projects and implementation on the subjects agreed.

2.6.3. The Capacity of Determining the Administrative Structure

Anadolu University is structured in accordance with the administrative structure determined for state universities within the scope of Higher Education Law no 2547. Rector is responsible for the management of the University and chairs the Senate and the Executive Board. The Senate functions as policy and decision making organ in all academic and administrative matters. In Anadolu University, the Senate consists of the Rector, 5 vice-rectors, 17 faculty deans, 17 representatives elected by faculty boards of each faculty, 3 school directors, 4 vocational school directors, 9 graduate school directors, the representative of research assistants and the president of the Student Council. The Senate meets at the beginning and at the end of each semester or at the call of the Rector when needed.

The University Executive Board is the highest decision making organ in the university administration. The Board consists of the Rector as the president of the board, 17 faculty deans and 3 professors elected by the Senate. In Anadolu University, vice rectors, directors of schools, vocational and graduate schools are also invited to attend the board meetings, but without voting rights. The University Executive Board generally meets every week throughout the year.

The organization chart of the University is given in Appendix 3. The counterpart of the Senate in faculties is the Faculty Board, and of the University Executive Board is the Faculty Executive Board. The Faculty Board consists of the dean as the president of the board, the department heads and 3 professor representatives, 2 associate professor representatives, 1 assistant professor representative, 1 research assistant representative and 1 student representative. The Faculty Executive Board consists of the dean, 3 professors, 2 associate professors and 1 assistant professor elected by the faculty board. Organization chart of the faculties is given in **Appendix 6**.

A parallel administrative structure is present in the garduate schools. The School Board consists of the director of the school, 2 vice-directors and department heads. The Graduate School Executive Board consists of the director of the school, 2 vice-directors and 3 academic staff elected by the graduate school board. The research centres have the director, vice-directors, the Executive Board and the Advisory Board. The University Secretary General is responsible for all administrative units and there are Faculty Secretary Generals responsible for their administrative staff.

Majority of the operational activities of the University are automated. The University runs automated information systems on student affairs, human resources, accrual and accounting, revolving funds, library and distance education bureau management.

2.7. The National Quality Assurance System

Bologna Process which aims to realize the idea of a comparable, competitive, transparent European Higher Education District officially started with the declaration of Bologna in 1999. Turkey participated in this process in 2001.

Anadolu University, chosen as one of the pilot universities for Turkey Higher Education Proficiencies Framework study which was started for national proficiencies to be developed in the Bologna process, completed these studies immediately and started to implement the field proficiencies alligned with the learning outcomes. The Council of Higher Education (CoHE) sent an appreciation certificate of achievement to Anadolu University for completing the piloting process successfully **(Appendix 7)**. In Anadolu University, studies on the Bologna Process

started in 2003 and has continued regularly since then, and all regulations foreseen to be realized in the Bologna Process have been put into practise and mechanisms have been created to control these practises. On the issue of academic degree which is one of the priorities of the Bologna Process, the process of transition between degrees has been completed and the system has been made easily understandable and applicable. Students are informed clearly about their right to reach an upper degree after graduation.

3. MAIN REPORT

3.1. Vision, Mission, and Strategic Objectives

3.1.1. Vision Statement

The vision of Anadolu University is,

- "To become a life-long learning oriented world university."

3.1.2. Mission Statement

The mission of Anadolu University is to,

- increase the life quality of people in the city, the region, the country and the World,
- contribute to the accumulation of universal information and culture through education,
- research and projects in the fields of science, technology, arts and sports.
- offer every individual at any age authentic and qualified distance and on-campus
- education opportunities.
- produce creative and innovative solutions by anticipating social needs.

3.1.3. Core Values

The core values of Anadolu University are:

- Transparency
- Accountability
- Equity
- Human centeredness
- Innovation
- Creativity
- Reliability
- Perfection
- Universality

3.1.4. Strategic Objectives

Objective 1. Improving the educational-instructional activities constantly.

Objective 2. Increasing the quality and quantity of research activities.

Objective 3. Increasing the effectiveness and ensuring the sustainability of community service practices.

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Objective 4. Increasing the effectiveness of the Open Education system.

Objective 5. Ensuring the effectiveness, efficiency, and sustainability of the management system.

3.2. Governance and Activities

The administration and organization of Anadolu University are determined according to the Law no 2547. The administration consists of the Rector, the Senate and the Executive Board.

Rector: In state universities and advanced technology institutes, the Rector is appointed by the President, after YOK evaluation process, among the nominees elected by the university academicians having the professor title who meet at the call of the Rector. The Rector's term of office is four years and a person may hold it for at most two consecutive terms. The Rector represents the legal entity of the University. The Rector appoints three university professors at most as vice rectors to help in his studies. However, in Anadolu University, due to the distance education offered, five professors are assigned as vice rectors. The Vice rectors are responsible for teaching and education, international relations, distance education system, administration and financing, research and university staff. The Rector is authorized and responsible for the rational use and development of the teaching capacity of the university and affiliated units, providing students with necessary social services, taking security precautions when needed, teaching and education, planning and conducting scientific research and publication activities in accordance with the state development plan, principles and objectives, scientific and administrative supervision and transferring these duties to subordinate units as well as following and controlling them and getting results.

The university administration is supported by various commissions and committees such as the Board of Academic Assessment and Quality Improvement (ANADEK), the Bologna Coordination Commission, the Commission for Scientific Research Projects (BAP) and the Permanent Regulations Commission.

For administrative management, a general secretary, two deputy general secretaries, department heads, directors, advisors, a law counsellor, experts, officers subject to Law no. 657 on civil servants and other officers are present. Besides, in every faculty there is a faculty secretary working under the dean at the top of the administrative unit and graduate school or school secretary are present in the graduate schools and schools.

3.3. Quality Assessment Policies

The university's quality policies at various areas are summarized below:

Education Policies:
- To offer education programmes conforming to the standards of the international
- programmes,
- To develop cooperation for effective learning and to offer various learning environments.

Research Policies:
- To conduct research in cooperation with the sector,
- To conduct scientific research with high quality and accretion value,
- To award success.

Administration Policies:
- To be student-oriented,
- To enrich our partners with our activities,

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- To communicate effectively and to be open to participation, creativity and innovation,
- To improve our services constantly.

Units and Departments' Ownership of the Process Policies:
- To base all studies on the strategic plan (to head for the same aims),
- To know, understand and internalize the mission, vision, core values and strategic
- objectives of the institution,
- To ensure participation.

3.3.1. Institutional Quality Assurance Policies

In the year 2005, all the work and proposals within the Bologna Process initiated to secure and to improve the quality of higher education and to create a standardized quality culture in higher education were published in the report entitled as "The Quality Assurance Principles and Standards in European Higher Education", prepared by European Association for Quality Assurance in Higher Education (ENQA). In the report, special emphasis was put on the issues that all higher education institutions should have quality assurance policies; and that they should gather and analyze the data regarding teaching and research activities and use it within the aim of strategic management; and that they should publish both the quantitative and qualitative actual data in an objective and transparent way and then submit it to the surveillance of both the public and the internal and external stakeholder organizations. In 2005, with the aim of meeting the requirements of Bologna Process, Anadolu University started to establish its own quality assurance policies and systems.

In accordance with the Academic Evaluation and Quality Improvement Regulations of The Higher Education Board passed on 20 September 2005, Interuniverstiy Council founded the Higher Education Academic Evaluation and Quality Improvment Comission (YÖDEK) on 30 September 2005. Such developments have been a breakthrough accellerating the continouous improvement efforts of Anadolu University. In 2005 ANADEK was founded. In addition to this, on 01 January 2005, implementing strategic management policies in public institutions was made mandatory to increase the efficiency of Public Finance Management and Control Law based on the strategic planning. Since 2006, in an effort to make use of the resources in an efficient, ecomonic, and productive way within the frame of financial transparency and accountability, Anadolu University has been annually publishing adminisrative activity and financial situation report.

The work Anadolu Universiy has carried out so far within the frame of present Quality Assurance Policies are listed below:

- A strategic plan was prepared. The application of the basic priorities for achievement and improvement was evaluated by the help of the Activity Report and Performance Programme. The actual data was released to the public in a transparent way via the Internet.
- Competence and course-learning outcomes of all the programmes were portrayed and published by means of Anadolu Information Package (ABP).
- Some faculties completed their accreditation and evaluation process by the independent institutions regarding thier education-instruction processes, and academic research activities were supported by the senior management.
- External evaluation support has been obtained under the scope of the Institutional Evaluation Programme of European Universities Association (EUA).
- Within the aim of getting Diploma Supplement label, and European Credit Transfer System (ECTS) label, the requirements were followed and the labels were obtained.

- Internal Control System was established and the process has tried to be made functional with a great effort.
- The Unit Risk Committees and The Risk Supreme Board were constituted in order to detect and evaluate the risks and to take actions against these risks.

3.3.2. Institutional Evaluation Regarding the Programme, Department and Research

Since 2000, students' opinions about the instructors have been gathered with "The Course Evaluation Questionnaire". The results of the questionnaires are available to the instructors in order to encourage self-improvement. Depending on the questionnaire results, the average scores for each instructor are collected and taken into consideration in the contract renewal and rewarding processes to a certain extent. Furthermore, the evaluation criteria of Anadolu University is also used in the academic promotion of the academicians besides the terms laid down by the law.

Students' opinions on education, management services, facilities, social and cultural activies are evaluated with the help of "The Student Opinion Questionnaire". The results are consulted during necessary amendments.

Within the frame of quality improvement efforts of the accredited or under-accreditation units, external stakeholders' views are used as feedback during the improvement of outcome-based education programmes.

Students' academic performances are being monitored by Registrar's Office. Annual data is gathered regularly ever year and is used to evalute sutudents' performances.

At regular intervals, by organizing meetings with student clubs, students' views are consulted in the solutions of current problems. Student clubs encourage the students to become more efficient and sociable.

Psychological Guidance and Counseling Service determines the students' socio-demographic features, problems and expectations. In the light of the obtained results, necessary improvements are made by the Rectorship. Besides the workshops concerning personal and social developments, psychological guidance and counseling services are provided on individual and group levels by Psychological Guaidance and Counseling Service.

For a more efficent management of research and development activities, one of the vice-rectors has been assigned for this field. Furthermore, a Research and Development and Innovation Coordination Centre (ARİNKOM) was established under this vice-rector's responsibility in order to direct the instructors' research, innovation and etrepreneurship facilities, to create, prepare and report research projects and to implement them.

Anadolu University monitors the R&D evaluation process through some indicators such as "projects", "presentation and participation in academic conferences, seminars and symposiums", "articles published in journals and conference proceedings", "the number of books and post-graduate thesis". These indicators are used in the promotion process of academic staff and presented to Council of Higher Education (CoHE) in annual reports.

Instructors are supported in their attendance to national and international conferences. The Project Unit makes the required arrangements, pursuing the national and international priorities and the developments in research. Scientific research projects submitted to the Project Unit are evaluated according to the referee views within the related Project Sub-Committee of the departments (Social Sciences, Faculty of Science, Health Science, etc.).

Scientific Ethics Committee is formed so as to remind the researchers and students of the universally–accepted rules regarding scientific ethics.

3.3.3. Institutional Application of European Norms Regarding Institutional Quality Assurance

3.3.3.1. Quality Assurance Policies and Procedures

The university bases the evaluation of quality applications on SWOT analysis. The scope and content of SWOT analysis is suitable for the self-evaluation criteria set by the Committee of Higher Education Academic Evaluation and Quality Improvement and it also corresposnds with The Quality Assurance Standards and Application Principles for Higher Education Institutions in the European Higher Education area.

As an expansion of Bologna Process, ECTS creditation system is used in all units of the university and all the graduate students are provided with "Diploma Supplement". Having been revised in the 2007-2008 academic year, ECTS Credits were revised once more in the light of the opinions obtained from the questionnaires on the courses students took in the 2013-2014 academic year.

As requirement of quality process, Anadolu University has been promoting the accrediation of all units and programmes on both national and international level. In this context, while the Faculty of Engineering, Faculty of Science, Faculty of Letters, Faculty of Pharmacy, Faculty of Architecture and Design-Department of Architecture and 28 two-year degree programmes of Open Education Faculty have completed accreditation process, some programmes offered by the Open Education Faculty, School of Foreign Languages and Faculty of Fine Arts are still in the process of accreditation.

3.3.3.2. Revising and Updating Programmes/Levels

The task of the revision of the programme structures and curricula is assigned to the related units by the university management. On a regular basis, department /unit committees revise and update their programmes considering the internal and external stakeholders' views.

The process of opening up a new programme starts with the submission of a file, prepared by a unit and approved by the related committee, to the Rectorate. This file containing information such as the justification of these new programmes, national and international examples, courses and course contents, benefits of the programme, infrasturcture of the department in terms of lecturers, and student approval terms is evaluated by the University Senate. When the Senate approves the decision, it is then directed to the Higher Education Senate to be confirmed. It is the Committee of Higher Education that is to reach a definitive judgement about opening up a new programme.

3.3.3.3. Student Assessment

Student achievement is assessed by various methods such as mid-term examinations, final examinations, assignments, tasks, projects and hands-on practices. Information about this process is announced to the students via web-based Anadolu Informantion Package (ABP). The syllabus is also included in ABP. Further information on Introduction, Content, Learning Outcomes, Teaching Methods and Strategies, Programme Outcome Support and Testing and Assessment is included in ABP as well.

3.3.3.4 Academic Staff Competence

The recruitment of new academic staff is carried out based on the "Anadolu University Academic Staff Recruitment Policy and Evaluation Standars". Further criteria may also be added by the related unit. On the other hand, the competence of the candidate in lecturing is not examined before the employement process. In addition, "Course Evaluation Survey" is used in order to evaluate the lecturers' performance in lecturing. When the result of this survey is equal to or higher than 3,5 out of 5, %50 more of the lecturing grade is taken into account in academic promotion.

In the observation of the competence of the academic staff, the following tools are also employed:

- Accreditaion processes,
- Student feedback (course evaluation surveys, undergragute or graduate student surveys),
- Promotion/ recruition criteria,
- Performance-based rewarding system,
- Support for national or inetrnational academic activities,
- Project supports,
- Publication supports.

3.3.3.5 Learning Resources and Student Support

Being one of the most important units of Anadolu University, and ranking among the top five libraries in the country, Anadolu University Library is open seven days of the week and twenty four hours of the day. Located on an area of 12.330 metres square, the library has 25 indiviual and 10 shared study rooms. Currently, the library owns 296.255 books and every year nearly 10.000 books are added to this number. There are 160.000 e-books, 54.332 e-journals, 70 database, nearly 1000 active journal subscribtions and besides all these, apart from the books, the library also has a great number of materails (Records, VCDs, DVDs, CD-ROMs, tape recordings, etc.) from which both the students and researchers can benefit. In addition to all these facilities, students can have access to e-books, e-journals, master's and doctorate thesis from any point in the campus. The library also provides visually-impaired students with 466 audio textbooks, 47 visual books and a printer and scanner that turns the text into Braille alphabet. The library also provides tablets to the students and academicians for their use within the library premises.

Besides the library facilities, wireless internet access is available on campus, which students can make use of during their education and research. Additionally, in every unit, students can benefit from computers with internet access in the computer labs.

An academic advisor is assigned to help each student with academic issues when they register any programme at Anadolu University. Students can get support from Psychological Guidance and Counseling Services Centre from specialized expert psychologists not only with their individual developments and problems but also with the social issues through individual or group meetings without any charge.

Anadolu University students are provided with opportunites to pursue their interests or broaden their horizons through various cultural, social, scientific and artistic activities in 52 student clubs. Student clubs, social projects, and intership opportunities help the students enhance their education and equip them with various skills and the advantage of getting into the bussiness world a few steps ahead their peers when they graduate. With the part-time student-employment system enabling the students to work in one of the units of the university, students are given the opportunity of putting their theoretical knowledge into practice, in

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addition to getting the chance of having working experience and earning some money. Students are also given financial support to take part in several activities such as academic confrences, symposiums, workshops, and panels. Additionally, within the scope of the Cultural Activities course, students are provided with the opportunity of improving themselves on a broader level by participating in various academic and cultural activities.

In Anadolu University, Unit for Students with Disabilities supports undergraduate students with disabilities. In order to make disabled students' life easier and ensure their full participation into education this unit takes precations and implements necessary adjudgements by detecting their needs and supplying necessary equipments from the first moment of registration to Anadolu University. The Unit also offers a wide range of support including individualized teaching practices, course and exam regulations, and social and pscyhological help in corporation with the other units.

At the end of each academic year, projects prepared by the students and suported by the University are presented in project fairs where the owners of the projects meet bussinesmen and intresting projects are supported by them.

All the services and support offered to students are constantly revised and developed taking students' opinions into consideration.

In terms of the number of exhange students and full-time international students, Anadolu University ranks among the top and maintains its preferability high because of the opportunities offered to students. The number of international students makes it one of the leading universities in Turkey. In our university, there are 1064 full-time international students from 108 different countries, and every year nearly 120 Erasmus students get educated.

There is also a Law Clinic where foreigners and exhange students can get first-hand services in case of any violation of their rights. In this clinic, information about the law system in Turkey and about their rights and responsibilities are provided to the exchange students and foreigners with the corporation of Faculty of Law and Internatonal Relations Unit. In addition to this, at the beginning of the semester, students are also given flyers explaining Turkish Law in 5 different languages including Turkish, English, German, French, and Italian.

Exhange students and candidates are also provided with psychological support in case of any possible difficulties and psychological problems students might experience by the Psychological Guaidance and Counseling Service.

As in other universities, accomodation for exhange students is a problem for Anadolu University, however; some precautions have been taken in order to descrase the adverse effects of this problem for the students. In this respect, exchange students are given the opportunity of free accomodation during the first five days of their stay at one of the hostels on the campus until they find an appropriate place to stay.

Furthermore, with the aim of finding a constructive solution to the accomodation problem, International Relations Unit matches national and exhange students and encourages them to live together, thereby contributing to inter-cultural learning and communication opportunities for both parts.

Throughout the year, various tours are organized to significant places and historical landmarks of Turkey. Most important of all is the tour to St. Antoine Church which gives the Christian students the chance to attend the Christmas rite.

During the academic years 2013-2014 and 2014-2015, the total number of students coming with Erasmus exhange programme was 295, and 43 for Mevlana exchange programme which was initiated in the academic year 2013-2014.

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While academic recognition is of great importance in terms of increasing the number of the students going abroad and assuring the quality of the actvities carried out, it is not adaquate on its own; for this reason, several other studies are carried out continuously.

Regular meetings conducted to inform both the students and the staff about the exchange programmes help these programmes to be kept on the agenda and help the students and the staff to get accurate and current information.

Carefully planned orientation programmes help the students to be prepared for the bureaucratic process, culture shock, and every single stage of the exchange programme.

While 974 students went abroad from Anadolu University with Erasmus Exchange program during the academic years 2013-2014 and 2014-2015, the figure for Mevlana exchange programme was 23 during the same period of time.

3.3.3.6. Information Systems

Anadolu University carries out the administration of all the activities effectively by analysing the information gathered from different sources through its various units. The Information is gathered through;

1) University Information System,
2) Unit Activity Reports and Quality, Processes, Results (QPR) Portal,
3) Surveys of Current Students and Newly Graduates,
4) Statistics of Alumni Association.

University Information System obtains information related to students' grades, absenteeism, and behavioural development. This information is evaluated by students' advisors and the administration of the relevant unit and used while giving one-to-one academic consultancy service during re-registration periods. In this way, students' personal development is monitored and also the relevant unit administration can see the general success rates of the programmes. Students present their views regarding the academician teaching the course by using the same system. The relevant academician and unit administration gauge the teaching quality of the course, the effectiveness of the academician and the satisfaction of students regarding the programme by evaluating these data bases. Besides, the data gathered through 'Student Information Form' that students fill out during re-registration periods and update when needed is evaluated by the relevant unit administration and provide information about student profile.

By means of Unit Activity Reports and QPR Portal, all units of the university can enter their infrastructure information (classrooms, laboratories, offices, etc.), academic activities (the number of students/instructors/personnel, domestic and international mobility of students/instructors, publications, projects, activities conducted, awards, etc.), financial information (budget mobility, mobile supply transactions, etc.), and administrative activities into the system. Thus, all the information about the university is collected in the same environment. This information is evaluated by relevant units and the senior management of the University. According to the obtained results, the University's administrative, financial and academic improvement activities are given direction. The actual performance indicators of the university, educational materials and their costs are determined. The information collected and evaluated here is used in the preparation of the University's Strategic Plan.

Surveys are made about undergraduate and recently graduate students, the relevant department's physical structure, its equipment, its access to the library and to the learning materials, its student-academic/administrative staff relations, along with academic and social activities about the program, and students' opinions on whether they gain professional

competence in their field. Also, alumni contact information is collected. All this information is evaluated by the relevant departments and the senior management of the University. The information is subsequently used to determine students' satisfaction levels and to develop learning materials of the units.

Information about the working life of graduates achieved through the Alumni Association is gathered in order to determine the yearly accession rate.

3.3.3.7. Public Information

Institutional communication activities are carried out by the Media Center and TV Production Center, which are subordinate to Anadolu University Rector Advisory, in charge of communication. In the body of Media Center, Newsroom Coordinator, Newspaper and Magazine Coordinator, Social Media Coordinator and Director of Press and Public Relations units serve. All news-gathering and writing operations of the university are carried out in the Central News Coordination Unit in order to be shared with the local press by means of the agency system and the news site of Anadolu University, which is being broadcast by the name of "e-newspaper". Special reports are produced in order to be used in publications prepared by the Newspaper and Magazine Coordinator and in order to be shared with the local and national press by the Director of Press and Public Relations. Newspaper and Magazine Coordinator operates the coordination of the processes of selecting, designing and printing of the content of Anadolu Newspaper, published 10.000 every 3 weeks, and Anadolu University Magazine, published 15.000 every six months.

The processes of managing University's accounts in all social media platforms, preparing and publishing the content, ensuring the interaction with users, monitoring, evaluation and reporting of all the content related to the institution on the Internet media are managed by the Social Media Coordinator. Apart from that, an e-Bulletin, whose content consists of news and events of the university is also prepared and shared within the public institutions weekly.

The organizational processes of all kinds of events organized by Anadolu University and the invitation/poster design reflecting the institution identity as well as their distribution and announcements of these events are carried out by the Press and Public Relations Office. Prepared by the Newspaper and Magazine Coordinator, Anadolu Newspaper is distributed to the designated points in the campus and city, Anadolu University Journal is distributed to the designated points determined at the local and national level and e-Bulletin prepared by the Social Media Coordinator is distributed via e-mail.

TV Production Center TRT School Coordinator prepares course programs for the students of the Open Education Faculty and the university faculty members are involved in these programs. Along with the courses, other programs on culture, arts and actual content are prepared our university's experience and abilities are represented on a national channel.

On the web page of the University, Public Service Standards, Strategic Plan, Self-Assessment Reports and Annual Reports are published. Also, via Anadolu Information Package (ABP; http://abp.anadolu.edu.tr) prepared in the scope of the Bologna Process, institutional information, information for students and detailed information about programs are shared with the students and the public.

3.3.4. The Effect of Collected Data on the Activities

The data collected from different units and different sources of the University are used in order to improve the current practices in the field of education, research and social services, the University's three basic functions, and to develop new strategies. For Example; "Course

Evaluation Questionnaire ", collected from students at the end of each academic term, "Student Opinion Survey", "ECTS surveys " made periodically related to ECTS, " SWOT analysis" data, and "Unit Annual Reports ", collected at the end of each year on the basis of the University's Strategic Plan are prepared.

3.3.5. The Relationship between Strategic Choices and Institutional Activities

Activities, which are being/will be carried out in relation to the strategic choices determined by the University and also announced to all stakeholders via the 2014-2018 Strategic Plan are summarized below:

__With regard to the continuous improvement of educational activities;__

- Educational programs and course contents are updated.
- The effectiveness of the internship applications is increased.
- The effectiveness of the academic consultancy activities is increased.
- The effectiveness of both national/international exchange programs is increased.
- The number of national/international joint undergraduate and postgraduate programs/courses is increased.
- The number of protocols signed with other national/international educational institutions is increased.
- Cooperations of University Student Clubs with similar clubs at national/international universities/organizations are supported.
- The number of graduate studies is increased.,
- The number of graduate level interdisciplinary programs is increased.
- Activities to increase both national/international recognition and preference of the University are carried out.
- The number of the programs initiating external evaluation/accreditation process is increased.
- Interaction with the alumni is increased.
- Foreign language proficiency level of the undergraduate level students is being improved.

__With regard to improving the education opportunities of the units;__

- Physical conditions of the units such as building, laboratories, classrooms, offices and equipment are provided in sufficient number and in full capacity, and are constantly improved.
- Educational activities are made sustainable.

__With regard to increasing the efficiency of the information and communication technology in education system;__

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- The number of electronic resources which can be accessed from the library is increased; their use and access are made widespread.

- The effectiveness of information systems is increased.

- Educational resources are moved to the virtual environment, and information is kept up-to-date.

- The number of certificate programs/ events offered in any environment is increased.

With regard to improving the living conditions of all the campuses;

- The number of social facilities and living areas on the campuses is increased.

- Inter- campus and on-campus transportation facilities are enhanced.

- Disabled-Free living conditions are improved.

With regard to increasing the quantity and quality of the research activities;

- The continuity of the use of the infrastructure such as laboratory, workshop, studio and library, and so on are ensured.

- A database supplied for the infrastructure/research facilities is being created/supplied/updated.

- Infrastructure projects related to the centers of excellence are being developed and applied.

With regard to giving priority to interdisciplinary projects whose results serve the community;

- The number of interdisciplinary projects whose results serve the community is increased.

- Interdisciplinary research opportunities are increased.

With regard to improving the university-industry collaboration;

- R&D and ARINKOM 's functionality is increased.

- The sustainability of the University cooperation with public and private sector is provided.

- Consultancy services for public and industrial organizations are provided.

- Projects funded by external sources are produced and applied.

With regard to encouraging the enhancement of research activities;

- Preparation of scientific research projects is encouraged.

- Publications are improved in quantity and quality.

- The number of national/international scientific meetings participated and/or organized by teaching staff is increased.

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With regard to increasing the quantity and quality of cultural, arts and sports activities;

- Academic units of the University are encouraged to organize cultural, arts and sports activities.

- Faculty members' participation in cultural, arts and sports activities at national/international level is encouraged.

- Effective use of cultural, arts and sports facilities is encouraged.

With regard to improving the effectiveness and sustainability of community service activities;

- Activities are done to share the University's focus and priority on "Lifelong Learning" with all social sectors.

- The number of University activities for the community is increased.

- The effectiveness of Community Services course is increased.

- University is provided to take place in the national and international media effectively.

- Studies are done to measure the community's perception of the University.

With regard to enhancing the cooperation with non-governmental community service organizations;

- Activities are carried out to ensure that the University works together with civil society organizations as stakeholders in various social responsibility projects.

With regard to providing a more effective way to convey all national/ international community service-oriented events such as cultural, arts, sports and scientific activities to all the segments of the society;

- In University's cultural, arts, sports and scientific activities, a particular part of the activity area is allocated for the disadvantaged.

- Some of the University's cultural, arts, sports and scientific eactivities, and so on are scheduled in the habitat of the disadvantaged sections of society (Nursing homes, Prisons, Child Protection Agency, Women's shelters, etc.)

- Community service-oriented activities are encouraged.

- Contributions are provided for the city and the region in social, cultural and economic areas.

With regard to increasing the effectiveness of the Open Education system;

- The quality of computer software and hardware infrastructure of the system is continuously improved.

- The diversity of the programs is increased.

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- The production of new course materials, developing and updating the existing ones are provided.
- The changes needed in the organizational structure of the units are made.
- The programs' initiating to the accreditation process and its sustainability are provided.
- Contributions to the legislative work for the operation of the system are provided.

With regard to increasing the efficiency of communication and learning technologies in the Open Education system;

- Research to give direction and to contribute to Open Education and its practices is done.
- There is an ongoing effort for technological applications that can be utilized in Open Education.
- Cooperation with the research and development institutions /organizations is made.
- National / international scientific activities are held.
- The functionality of the Open and Distance Education Research and Development Center is increased.

With regard to ensuring the development and training of human resources for the Open Education system;

- An application for the creation of Associate Professor Position has been made.
- In face-to-face programs courses on open education practices are opened.
- In the field of Distance Education, courses in the master's and doctoral programs in international cooperation are opened.
- The establishment of the Open and Distance Learning National Excellence Center is being planned.

With regard to doing studies on institutional reputation of the Open Education system;

- Studies to improve the institutional perception of the units in the Open Education system are planned.
- Activities to enhance the cooperation of the Open Education system with the alumni are planned.
- Activities to increase the cooperation of the Open Education system with other external stakeholders are planned.

With regard to the effectiveness, efficiency and sustainability of the management system;

- Activities for occupational, social and cultural development of employees are increased.

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- In-service trainings for academic and administrative staff are organized.

With regard to making attempts to make appropriate legislations for the unique structure of the university;
- Contributions to scientific research, financial, personnel, and educational legislation studies are made.

With regard to creating a quality management system that can be implemented in all units of the University;
- The internal control system studies are speeded up.
- Electronic Document Management System (EDMS) is being created.
- Business processes and organizational structures are developed.

With regard to increasing national and international recognition;
- National and international interaction and collaboration with all stakeholders are increased.
- Activities to ensure that international students choose Anadolu University in education and research are carried out.
- Participation to academic/scientific exhibitions at the international level is ensured.

3.4. Strategic Management and Capacity for Change

3.4.1. The Level of Meeting External Demand

Anadolu University is in constant change and development to meet education, research and community service requirements or demands at the local, national and international levels.

Regarding the demands, threats and opportunities that may come from outside the university;

a) Demands in the fields of distance education, research and development, and community services are made to our university. Those done to respond to these demands are summarized below:

   i) To meet the demands on education, certificate programs were opened, Open Education courses were provided for the students having their education in other universities, and in the last 5 years, 21 associate degree programs and 4 degree programs have been opened in the Open Education faculties. In addition, 23 e-certificate programs were opened in the Open Education System. 3 of these are the Western European e-certificate programs. 254 face-to-face programs were opened and/or updated. In the last five years, six new education, practice and research centers have been opened **(Appendix 8)**.

   ii) As mentioned in Section 2.6.2 in detail, Anadolu University ARINKOM-TTO serves both the universities and industries in the region (Eskisehir, Kutahya, Istanbul and Afyon) in order to coordinate R&D and innovation activities within the university, to make results-oriented R&D activities so as to use resources efficiently within the

university, and to create the highest level of knowledge conversion value at the university by bringing knowledge and industry together.

iii) Also, ANATEK Technology Transfer Industry and Commerce Inc. established in Eskişehir Technology Development Zone was added to the system to ensure project-based work between instructors and the industry even without setting up a company.

iv) Anadolu University Project Unit was established in order to create a project culture within the University and to increase the number and nature of the projects of Scientific Research Projects (BAP) Commission, supported by the university resources. So far with their work, this unit has especially contributed significantly to the increasing number and developing nature of the BAP projects in Anadolu University. As a result of this work to promote research activities, currently the number of faculty members carrying out a project has reached 440, which constitutes 45% of the total number of faculty members in Anadolu University. When the numbers of the projects conducted and completed between the years 2009-2014 are examined, it is seen that the number of postgraduate thesis projects is 520, the number of general-purpose projects is 460, the number of infrastructure projects is 70, and the number of projects promoting publications and research is 335.

v) In terms of serving the society our university, performing an important breakthrough in recent years, has spread "Community Service Practice" lesson with the participation of all students. In this context, joint efforts are made with, social services, NGOs, hospitals, libraries. Our university has provided support in the "Eskişehir Capital of Cultural Heritage" project scope and has supported a number of permanent artwork to be created in Eskişehir. In addition, it offers social services with its different institutions in the context of "Special Education" which is one of the most powerful areas of our university. Individuals with hearing disabilities from infancy to adulthood are provided with educational services in the Education, Practice and Research Center for Children with Hearing Impairment. Individuals with speech and language disorders from infancy to adulthood are presented services in Education, Practice and Research Center for Individuals with Speech and Language Disorders. Service is given for children with developmental disabilities (autism, intellectual disabilities, Down syndrome and cerebral palsy) and for their families in Research Institute for Individuals with Disability; for students with hearing impairment in undergraduate and graduate levels in the Integrated Disabled School, gifted and for talented children in the recently opened Center for Gifted Education Research and Application.

b) The rapid increase in the number of universities in recent years and the parallel increase in the quota and the legislation in some areas can be indicated as among one of the indicators of outside threats directed to our University. In spite of the related legislation, in the fields of education, research and community service, resource use on its own initiative is not possible. Nevertheless, efforts to take action on the threat, the works and construction activities of our University are ongoing in cooperation with state and private institutions.

c) Turkey having a young population and growing demand for education is the opportunity of our University. In this regard, cooperating with other institutions (Universities, Higher Education and Ministries), our university has entered into a rapid development process in the face-to-face and open education. For Example; by signing protocols with Konya Karatay University and İzmir Yaşar University, face-to-face university students of related universities have been provided with the opportunity to take lessons from Open

Education Faculty of our university. In addition, our all instructors are given the opportunity to participate in international conference, symposia and seminars at least once a year; and in national convention, symposia and seminars at least twice a year with the resources our university has created. This also gives our teaching staff the opportunity to improve themselves and increase the number of their publications. Eskişehir, where our university is established, has a superior image all over Turkey. This makes it demanded by students very much and also leads our student quota to be filled.

3.4.2. Involvement of External Stakeholders in Strategic Management

The University cannot engage in direct cooperation with its external stakeholders regarding the administrative and strategic issues. The basic reason for this is the university's being subject to special laws and regulations as a public institution. However, Anadolu University is committed to cooperate with the relevant institutions while making decisions associated with its external stakeholders.

3.4.3. Extent of Autonomy

Centralized structure of the Turkish Higher Education System does not provide the universities with the required level of autonomy except in academic issues.

The university has attempted to take relatively full advantage of its autonomy in educational areas. In response to changing educational demands and needs, the University can offer new degree (associate/undergraduate/graduate) and non-degree programs, open new faculties and centers with the approval of the Senate. Partnering with various sectors in joint-research projects, establishments founded by academic staff and partnerships with other universities in national/international contexts can be ranked among the examples of the use of its autonomy.

3.4.4. Changes to be Made Regarding the Institutional Objectives

The following are among the objectives the University plans to develop or tries to reach in the next five-year period;

- To institutionalize the culture of competence-based education,
- To improve the units' opportunities related to education,
- To increase the efficiency of information and communication technologies in the education system,
- To improve living conditions in all campuses of the university,
- To develop and use the infrastructure effectively,
- To give priority to interdisciplinary projects and to projects that serve to community service
- To develop university-industry collaboration,
- To encourage the enhancement of research activities,
- To improve the quantity and quality of cultural, arts and sports activities,
- To promote activities for the purpose of community service, using communication facilities owned by the University and social media,
- To increase cooperation with non-governmental organizations serving community,
- To provide all segments of the community with service-oriented cultural, artistic, sports and scientific national and international events in a more effective way,
- To ensure the sustainability of student-centered, flexible, accessible, and technology-based quality of Open Education System,

- To increase the effectiveness of communication and learning technologies in the Open Education System,
- To provide the training and development of human resources for Open Education System,
- To work for the institutional reputation of the Open Education Systems,
- To develop human resources practices,
- To make attempts for legislation compliant with the original structure of the Anadolu University,
- To establish a quality management system that can be implemented in all units of the university,
- To increase national and international recognition.

3.4.5 The Consistency among Mission, Objectives and Activities

Anadolu University is implementing a new Strategic Plan covering years 2014-2018. Board of Academic Assessment and Quality Improvement is leading the work on the constitution and the implementation of the Strategic Plan. Compliance between the strategic objectives of the University and objectives, activities of the units is ensured through sub-committees in the academic units. Monitoring and improving activities are conducted in a participatory manner. Annual Unit Activity Reports indicate the path covered in the implementation of the Strategic Plan.

3.4.6. The Role of Quality Monitoring and Quality Management Processes

In the light of regular feedback from internal and external stakeholders, the university has continuously been updating and improving future plans and activities.

With regard to Administration, primarily the "Regulation for the Internal Control Monitoring and Steering Committee Working Principles" was prepared in order to identify risks that may be encountered during any activity and practices taking place in the University and determine the necessary precautions to be taken; and then "Risk Supreme Council " and "Unit Risk Board" were formed for the same aim.

In the educational context, one of the main goals of the university is to increase the number of accredited programs/units. In this context, accredited units are regularly monitored and evaluated by the relevant accreditation institutions.

Anadolu University has collaborated with external independent auditors on financial processes. For Example, our university was audited financially by Ernst & Young auditing company in 2013.

Faculty of Engineering was awarded the Turkey Excellence Awards for its efforts in implementing the EFQM Excellence Model and received the EFQM European five-star certification in 2014.

Anadolu University, besides all of these, has been working to make the Quality Assurance System steadier by receiving external evaluation from the internationally respected institutions such as European University Association (EUA).

3.5. Anadolu University and Internationalization

Anadolu University, aiming for being an internationally known universal university, in accordance with the basic principles, mission and vision it owns has given great importance to the quality improvement efforts as an essential part of the Bologna Process since its foundation.

Internationalization strategy of Anadolu University is a coherent strategy which has been discussed institutionally and which is followed by the structured and responsible Committees. As Anadolu University continues onsite internationalization and cross-border internationalization activities together, it also considers quantitative factors as well as qualitative progress in these activities. Concerning onsite internationalization activities, exchanges, activities such as hiring foreign students and faculty members, research and project partnerships have been successfully maintained. Anadolu University, which has become a global brand in the field of open and distance Education, continues the cross-border internationalization activities through Open Education Faculty. As part of the Bologna reforms, ECTS Credit System is used throughout the University, and all graduates are given the Diploma Supplement.

3.5.1. Internationalization and Instructors

Being aware of the fact that internationalization is an overall workspace, Anadolu University carries out its studies intensively to make all of its components a part of these awareness-raising activities. The administrative and academic staff is encouraged to increase their international competence. Staff is supported with in-service training and exchange programs. In addition, various measures are taken for the effective utilization of exchange programs budget.

3.5.2. Anadolu University Dual Degree Programs

Various units of Anadolu University continue following dual degree programs in collaboration with universities in various countries:

- **Graduate School of Education Sciences/SUNY Cortland** English Language Teaching M.A. Dual Degree Program,
- **Faculty of Education/SUNY Cortland** English Language Teaching Dual Degree Program,
- **Faculty of Economics and Administrative Sciences/SUNY Cortland** Economics Dual Degree Program,
- **Faculty of Economics and Administrative Sciences/SUNY Empire State College** Business Administration Dual Degree Program,
- **Faculty of Economics and Administrative Sciences/Leeds Beckett University** Business Administration Dual Degree Program,
- **Faculty of Engineering/Western Michigan University** Civil Engineering Dual Degree Program,
- **Faculty of Engineering/Western Michigan University** Industrial Engineering Dual Degree Program,
- **Faculty of Arts/University at Albany** *The agreement process regarding* Sociology Dual Degree Program still *continues*,
- **Faculty of Science/University at Albany** *The agreement process regarding* Biology and Chemistry Dual Degree Program still *continues.*

3.5.3. Cross-Border Higher Education Activities

Anadolu University, which has become a global brand in the field of Open and Distance Education, continues cross-border higher education activities through Open Education Faculty.

Foreign students have been registered in the programs opened for districts through the offices in Europe, Balkans and Azerbaijan; and studies have been conducted to increase the number of students. In addition, studies are carried out for students enrolled in distance and open education to take part in international activities. These studies include projects aiming to make the virtual exchange possible and social projects involving the students. In addition, Open Education Faculty, which started using ECTS credits in the academic year 2013-2014, has achieved reaching the international standards with the course loads.

3.5.4. European Volunteer Service (EVS)

Application as "sender", "host" and "coordinating organization" has been made to European Volunteer Service Accreditation. Accreditation was taken in February 2015 (Appendix 9). In the framework of this program, volunteer/cultural exchanges, which will improve our students socially, will have been carried out in addition to academic exchange programs carried out in our university.

Similarly, in order to improve co-operation with civil society organizations in Europe an application for contact building seminar project involving 8 institutions has been made in the scope of EVS application.

3.5.5. Courses Based on International Cooperation

In order to help the students who cannot benefit from the international mobility gain international and intercultural experience, "Courses Based on International Cooperation" coordination has been established within the International Relations Unit. In this context, the university has become a member of Global Partner Netwok (GPN), which is formed by 20 American and 17 non-American universities under the leadership of SUNY COIL (Collaborative Online International Learning) Center. In April 2015, presenting a strategic partnership project proposal on "Virtual Erasmus" to the European Commission has been planned in order to increase the efficiency of work in this field.

GOAL 1. Constantly improving the educational-instructional activities				
Objective 1.1. Institutionalizing the competency-based educational-instructional culture				
Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
0.1.1/S.1	Keeping the education and instruction programs and curricula up-to-date	0.1.1/I.1.1	The number of updated programs	Academic Units (S)
		0.1.1/I.1.2	The number of updated course content	Academic Units (S)
		0.1.1/I.1.3	Students' satisfaction rate regarding the courses	Academic Units (İ), Statistical Information Unit (İBB) (S)
		0.1.1/I.1.4	The number of new courses each academic year	Academic Units (S)
0.1.1/S.2	Increasing the effectiveness of internships and applications	0.1.1/I.2.1	The number of national/international internships completed by the students	Academic Units (S), International Relations Unit (UİB) (İ), Student Affairs Office (ÖİDB) (İ), Computer Research and Application Center (BAUM) (İ)
		0.1.1/I.2.2	The number of lab, workshop etc. applications	Academic Units (S)
		0.1.1/I.2.3	The number of students attending lab, workshop etc. applications	Academic Units (S)
0.1.1/S.3	Increasing the effectiveness of academic advising activity	0.1.1/I.3.1	The rate of satisfaction about academic advisory services	Academic Units (İ), Academic Development Unit (AGB) (İ), İBB (S)

0.1.1/S.4	Increasing the number of national/international exchange programs	0.1.1/I.4.1	The number of academic staff attending domestic exchange etc. programs	Personnel Department (PDB) (S)
		0.1.1/I.4.2	The number of students attending domestic exchange etc. programs	FKK (S), Academic Units (İ)
		0.1.1/I.4.3	The number of academic staff attending international exchange etc. programs	UİB (S), Academic Units (İ)
		0.1.1/I.4.4	The number of students attending international exchange etc. programs	UİB (S), Academic Units (İ)
		0.1.1/I.4.5	The number of students/guest researchers/teaching staff visiting our university through exchange etc. programs	UİB (S), Academic Units (İ)
0.1.1/S.5	Increasing the number of national/international common undergraduate and ve postgraduate programs/courses	0.1.1/I.5.1	The number of current common undergraduate and postgraduate programs	Academic Units (S), UİB (İ)
		0.1.1/I.5.2	The number of the newly-opened common undergraduate and postgraduate programs	Academic Units (S), UİB (İ)
		0.1.1/I.5.3	The number of current common undergraduate and postgraduate courses	Academic Units (S), UİB (İ)
		0.1.1/I.5.4	The number of newly-opened common undergraduate and postgraduate courses	Academic Units (S), UİB (İ)
0.1.1/S.6	Increasing the number of the proposals with the other national/international institutions	0.1.1/I.6.1	The number of current protocols	UİB (S), Academic Units (İ)
		0.1.1/I.6.2	The number of new/renewed protocols	UİB (S), Academic Units (İ)
0.1.1/S.7	Supporting cooperations between our student clubs and other national/international student clubs	0.1.1/I.7.1	The number of cooperations	Student Clubs Center (ÖKK) (S), UİB (İ)
0.1.1/S.8	Increasing the number of postgraduate	0.1.1/I.8.1	The number of postgraduate theses	Institutes (S), ÖİDB (İ)

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		0.1.1/I.8.2	The number of postgraduate students	Institutes (S), ÖİDB (İ)
O1.1/S.9	Increasing the number of interdisciplinary programs at the postgraduate level	0.1.1/I.9.1	The number of current interdisciplinary programs	Institutes (S)
		0.1.1/I.9.2	The number of new interdisciplinary programs	Institutes (S)
		0.1.1/I.9.3	The number of current students in the interdisciplinary programs	Institutes (S), ÖİDB (İ)
		0.1.1/I.9.4	The number of students in the new interdisciplinary programs	Institutes (S), ÖİDB (İ)
0.1.1/S.10	Carrying out activities to increase the university preference and recognition	0.1.1/I.10.1	The number of students who enrolled in the programs of their first choice	Academic Units (İ), ÖİDB (S)
		0.1.1/I.10.2	Registration rate of the allocated student quotas	ÖİDB (S)
		0.1.1/I.10.3	The number of foreign students enrolled in programs	ÖİDB (S), UİB (İ)
		0.1.1/I.10.4	The number of activities aiming to promote the university	Academic Units (İ), Press and Public Relations Unit (BHİB) (S), UİB (İ)
0.1.1/S.11	Increasing the number of programs to undergo external assessment/accreditation	0.1.1/I.11.1	The number of programs that successfully completed the external assessment/accreditation process	Academic Units (S), ANADEK (İ)
		0.1.1/I.11.2	The number of programs that are still undergoing the external assessment/accreditation process	Academic Units (S), ANADEK (İ)
0.1.1/S.12	Increasing interaction with the alumni	0.1.1/I.12.1	The number of alumni reached through Alumni Association	Alumni Association (MB) (S)
		0.1.1/I.12.2	The number of alumni began their career within two years after graduation	MB (İ), Academic Units (S)
		0.1.1/I.12.3	The number of activities involving alumni	MB (S), Academic Units (İ)

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O.1.1/S.13	Improving language education at the undergraduate level	0.1.1/I.13.1	The number of foreign teaching staff that teach in their native language	School of Foreign Languages (YDYO) (İ), Academic Units (İ), PDB (S)
		0.1.1/I.13.2	The number of academic staff with postgraduate degrees from abroad	Academic Units (İ), PDB (S)
		0.1.1/I.13.3	The number of departments with compulsory preparatory language education	YDYO (İ), Academic Units (S)
		0.1.1/I.13.4	The rate of students that are successful in the preparatory language education	YDYO (S), Academic Units (İ)
		0.1.1/I.13.5	The number of events organized in a foreign language (concerts, talks, theatrical plays etc.)	YDYO (S), Academic Units (S), BHİB (İ)
		0.1.1/I.13.6	The number of courses taught in a foreign language	YDYO (S), Academic Units (S)

Objective 1.2. Improving the educational-instructional facilities of the units

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.1.2/S.1	Maintaining and improving the units' physical conditions such as buildings, labs, classrooms, office and keeping then fully-equipped	O1.2/I.1.1	The number of labs, classrooms, offices etc. that have been improved in technological equipment/physical conditions	Academic Units (İ), Department of Construction and Technical Works (YİTDB) (S)
O.1.2/S.2	Making the educational-instructional activities sustainable	O1.2/I.2.1	Completion rate	All Units (İ), SDGB (S)

Objective 1.3. Increasing the effectiveness of information and communication technologies in the educational-instructional system

Activity No.	Activities	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.1.3/S.1	Increasing the number of, and popularizing the use of the e-resources	O1.3/I.1	The number of users	Department of Library and Documentation (KDDB) (S)

			The number of e-resources that are accessible via the library	KDDB (S)
O.1.3/S.2	Increasing the effectiveness of the information systems	O1.3/I.2	The rate of satisfaction of information systems users	BAUM (S), İBB (İ)
			The rate of improvement of the data processing infrastructure	SGDB (S), BAUM (İ)
O.1.3/S.3	Transferring the educational-instructional resources to the virtual environment and keeping the information up-to-date	O1.3/I.3	The number of courses prepared for the virtual environment	Academic Units (S), BAUM (İ)
			The number of courses updated for the virtual environment	Academic Units (S), BAUM (İ)
O.1.3/S.4	Increasing the number of certificate programs/activities offered in all types of media	O1.3/I.4	The number of certificate programs/activities	Life-long Learning and Research Center (YÖAM) (S), All Units (İ)
			The number of participants attending certificate program/activities	Academic Units (S)

Objective 1.4. Improving the quality of life on all campuses

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.1.4/S.1	Increasing the social facilities and living spaces on the campuses	O1.4/I.1.1	Completion rate	SGDB (S), Department of Health, Culture and Sports (SKSDB) (İ)
		O1.4/I.1.2	The number of social facilities on campus	YİTDB (S), SKSDB (İ)
		O1.4/I.1.3	The number of social activities organized on campus	BHİB (S), All Units (İ)
O.1.4/S.2	Ensuring inter-campus and intra-campus transportation	O1.4/I.2.1	Completion rate	Department of Administrative and Financial Affairs (İMİDB) (S)
O.1.4/S.3	Improving the quality of disability-friendly conditions	O1.4/I.3.1	Completion rate	Disabled Students Unit (İ), Academic Units (İ), YİTDB (S)

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GOAL 2. Increasing the quality and quantity of the research activities

Objective 2.1. Effectively using and improving the infrastructure

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.2.1/S.1	Taking measures to ensure the sustainability of the infrastructure of labs, workshops, studios, library etc. use	O2.1/I.1.1	The number of users	Academic Units (S),KDDB (İ), BAUM (İ), Directorate of Workshops (İ)
		O2.1/I.1.2	Completion rate	SGDB (S)
O.2.1/S.2	Creating/providing/updating an infrastructure/ database for research opportunities	O2.1/I.2.1	The number of provided/updated infrastructure/ database created for research opportunities	BAUM (S), KDDB (S), Academic Units (İ)
O.2.1/S.3	Developing infrastructure projects for the Excellence Center	O2.1/I.3.1	The number of projects	SGDB (S)

Objective 2.2. Giving primacy to the interdisciplinary and community-serving projects

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.2.2/S.1	Increasing the number of interdisciplinary and socially beneficial projects	O.2.2/I.1.1	The number of projects	Project Unit (S), Academic Units (İ), Centers (İ)
O.2.2/S.2	Increasing opportunities for interdisciplinary scientific research	O.2.2/I.2.1	The number of suggested scientific studies	Project Unit (S), Academic Units (İ), Centers (İ)
		O.2.2/I.2.2	The number of continuing scientific studies	Project Unit (S), Academic Units (İ), Centers (İ)

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		O.2.2/I.2.3	The number of completed scientific studies	Project Unit (S), Academic Units (İ), Centers (İ)

Objective 2.3. Developing university–sector cooperation

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.2.3/S.1	Increasing the functionality of the R-D and Innovation Coordination Center and Technology Transfer Office (ARİNKOM TTO)	O.2.3/I.1.1	The number of activities carried out by ARİNKOM TTO	ARİNKOM TTO (S), Project Unit (İ)
O.2.3/S.2	Ensuring the sustainability of the University-public and private sector cooperation	O.2.3/I.2.1	The number of sectoral cooperations	Academic Units (İ), ARİNKOM TTO (S)
		O.2.3/I.2.2	The number of projects conducted together with the sector	Academic Units (İ), Project Unit (S)
		O.2.3/I.2.3	The number of academic staff participating in the sectoral cooperation projects	Academic Units (İ), Project Unit (S)
		O.2.3/I.2.4	The number of BSc, MSc, MA and PhD students participating in the sectoral cooperation projects	Akademik Birimler (S), Proje Birimi (İ)
O.2.3/S.3	Providing consultancy services for public and industrial organizations	O.2.3/I.3.1	The number of organizations that are provided with consulting services	Academic Units (S), Directorate of Revolving Funds Management (DSİM) (İ), Project Unit (İ)
		O.2.3/I.3.2	The number of academic staff that provide consulting services	Academic Units (S), Directorate of Revolving Funds Management (DSİM) (İ), Project Unit (İ)

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0.2.3/S.4	Producing projects funded by non-university sponsors	0.2.3/I.4.1	The number of projects funded by non-university sources	Academic Units (İ), Project Unit (S)
		0.2.3/I.4.2	The number of participated projects	Academic Units (İ), Project Unit (S)
		0.2.3/I.4.3	The number of applications	Academic Units (İ), Project Unit (S)

Objective 2.4. Increasing the quality and quantity of research activities

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
0.2.4/S.1	Encouraging scientific research projects	0.2.4/I.1.1	The number of suggested projects	Academic Units (İ), Project Unit (S)
		0.2.4/I.1.2	The number of accepted projects	Academic Units (İ), Project Unit (S), SGDB (İ)
		0.2.4/I.1.3	The number of projects per academic staff	Academic Units (İ), Project Unit (S)
		0.2.4/I.1.4	The number of undergraduate/postgraduate projects	Academic Units (İ), Project Unit (S)
		0.2.4/I.1.5	The number of primary investigators/advisors/ researchers working in projects	Academic Units (İ), Project Unit (S)
		0.2.4/I.1.6	The number of preparatory trainings/activities for scientific research projects	Academic Units (İ), Project Unit (S),ARİNKOM (İ)
0.2.4/S.2	Increasing the quality and quantity of publications	0.2.4/I.2.1	The number of indexed publications	ANADEK (S), Academic Units (İ)
		0.2.4/I.2.2	h index of the university	ANADEK (S)
		0.2.4/I.2.3	The number of citations in major indexes	Academic Units (S) , ANADEK (İ)
		0.2.4/I.2.4	The number of publications per academic staff	Academic Units (İ), ANADEK (S)

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		O.2.4/I.2.5	The number of editors/chapter authors in national/international books	Academic Units (S), ANADEK (İ)
O.2.4/S.3	Increasing the number of national/international scientific meetings attended/organized by academic staff	O.2.4/I.3.1	The number of academic staff attending national scientific meetings	Academic Units (S), Project Unit (İ)
		O.2.4/I.3.2	The number of academic staff attending international scientific meetings	Academic Units (S), Project Unit (İ)
		O.2.4/I.3.3	The number of organized national/international scientific meetings	Academic Units (S), Project Unit (İ)
		O.2.4/I.3.4	The number of academic staff that attended national/international scientific meetings	Academic Units (S), Project Unit (İ)

Objective 2.5. Increasing the quality and quantity of cultural, artistic and sports activities

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.2.5/S.1	Supporting the organization of cultural, artistic and sports events by all the university academic units	O.2.5/I.1.1	The number of cultural events	Academic Units (S),Centers (İ)
		O.2.5/I.1.2	The number of artistic events	Academic Units (S),Centers (İ)
		O.2.5/I.1.3	The number of sports events	Academic Units (S), Centers (İ)
O.2.5/S.2	Supporting the participation of academic staff in cultural, artistic and sports events at national/ international level	O.2.5/I.2.1	The number of academic staff attending national/international events	UİB (İ), Academic Units (S)
O.2.5/S.3	Ensuring the effective use of cultural, artistic and sports facilities	O.2.5/I.3.1	The number of people benefiting from the facilities	SKSDB (S)

GOAL 3. Increasing the effectiveness and ensuring the sustainability of community service practices

Objective 3.1. By using the communication facilities of the university and the social media, promoting the community service practices

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)

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O.3.1/S.1	Organizing activities to share the "Life-long Learning" focus of the university with all the segments of the community	O.3.1/I.1.1	The number of events	BHİB (S), Academic Units (İ), Life-long Learning and Research Center (YÖMER) (S), Student Clubs Coordinatorship (ÖKK) (İ)
O.3.1/S.2	Increasing the community-oriented communication activities of the university	O.3.1/I.2.1	Measuring organizational perception	BHİB (İ), Strategic Research Center (ANASAM) (S), İBB (İ), Academic Units (İ), YÖMER (İ)
		O.3.1/I.2.2	The number of events	BHİB (S),Academic Units (İ)
H.3.1/S.3	Increasing the effectiveness of the Community Service Practices course	O.3.1/I.3.1	The number of organized events	Academic Units (S)
O.3.1/S.4	Ensuring the effective representation of the university in the national and international media	O.3.1/I.4.1	The number of positive reports in the media	BHİB (S)
		O.3.1/I.4.2	The number of negative reports in the media	BHİB (S)
O.3.1/S.5	Carrying out activities to assess the perception of the university by the general public	O.3.1/I.5.1	Survey results	BHİB (S), ANASAM (İ)

Objective 3.2. Increasing cooperation with the NGOs that serve the community

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.3.2/S.1	Carrying out activities as a stakeholder to work with the NGOs in social responsibility projects	O.3.2/I.1.1	The number of cooperations conducted with NGOs	BHİB (S), Academic Units (İ), ÖKK (İ), International Civil Society Research and Application Center (İ)

Objective 3.3. Ensuring that the community-service oriented cultural, artistic, sports, scientific etc. activities at the national and international level more effectively reaches all segments of the community

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.3.3/S.1	In all of the cultural, artistic, sports, etc. events of the university, reserving a	O.3.3/I.1.1	The number of places reserved for the disadvantaged	All Units (S)

	certain part of the event venue for the disadvantaged			
0.3.3/S.2	Organizing a certain number of the cultural, artistic, sports, etc. events of the university in the institutions of the disadvantaged in the community (Retirement home, prison, Child Welfare Agency, women's shelter, etc.)	0.3.3/I.2.1	The number of events	All Units (S)
		0.3.3/I.2.2	The number of participants in the events	All Units (S)
0.3.3/S.3	Organizing activities to encourage community service	0.3.3/I.3.1	The number of events	All Units (S)
		0.3.3/I.3.2	The number of projects	All Units (S)
0.3.3/S.4	Conducting activities to contribute to the development of the city and the region	0.3.3/I.4.1	The number of studies	All Units (S)

GOAL 4. Increasing the effectiveness of the Open Education system

Objective 4.1. Ensuring the sustainability of the learner-centered, flexible, accessible and technology-based quality of the Open Education system

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved (I) Unit
0.4.1/S.1	Developing the quality of computer software and hardware infrastructure of the system	0.4.1/I.1.1	The number of upgraded hardware	BAUM (S), AÖF (İ)
		0.4.1/I.1.2	The number of updated/designed software	BAUM (S)
		0.4.1/I.1.3	Rate of achievement for the aimed infrastructure upgrade	SGDB (S)
0.4.1/S.2	Increasing program diversity	0.4.1/I.2.1	The number of current programs	Faculties of Open Education, Economics and Management (S), Academic Units (İ)
		0.4.1/I.2.2	The number of new programs	Faculties of Open Education, Economics and Management (S)
0.4.1/S.3	Ensuring the production of new course materials, improving and updating the current materials	0.4.1/I.3.1	The number of newly-produced course materials	Faculties of Open Education, Economics and Management (S), Academic Units (İ)

		0.4.1/I.3.2	The number of developed/updated course materials	Faculties of Open Education, Economics and Management (S), Academic Units (İ)
0.4.1/S.4	Making necessary changes in the organizational structure of the units	0.4.1/I.4.1	The number of activities	Faculties of Open Education, Economics and Management (S)
0.4.1/S.5	Initiating and ensuring the sustainability of the accreditation process for programs	0.4.1/I.5.1	The number of programs in the accreditation process	Faculties of Open Education, Economics and Management (S)
		0.4.1/I.5.2	The number of programs with completed/renewed accreditation	Faculties of Open Education, Economics and Management (S)
		0.4.1/I.5.3	Rate of accredited programs	Faculties of Open Education, Economics and Management (S)
0.4.1/S.6	Contributing to the legislature on systemic operation	0.4.1/I.6.1	The number of activities	Faculties of Open Education, Economics and Management (S)
0.4.1/S.7	Using alternative methods and tools in the evaluation and assessment of student achievement	0.4.1/I.7.1	The number of different methods and tools integrated into the system	Faculties of Open Education, Economics and Management (S)

Objective 4.2. Increasing the effectiveness of the communication and learning technologies in the Open Education system

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
0.4.2/S.1	Conducting research to guide and contribute to Open Education applications	0.4.2/I.1.1	The number of completed studies	Faculties of Open Education, Economics and Management (S), Distance Education Research and Development Unit (UÖAGB) (İ)
		0.4.2/I.1.2	The number of continuing studies	Faculties of Open Education, Economics and Management (S), (UÖAGB) (İ)
0.4.2/S.2	Creating technological applications to be used in Open Education	0.4.2/I.2.1	The number of continuing studies	Faculties of Open Education, Economics and Management (S), (UÖAGB) (İ)

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
		O.4.2/I.2.2	The number of completed studies	Faculties of Open Education, Economics and Management (S), (UÖAGB) (İ)
O.4.2/S.3	Cooperating with research-development organizations/institutions	O.4.2/I.3.1	The number of cooperative institutions	Faculties of Open Education, Economics and Management (S), (UÖAGB) (İ)
O.4.2/S.4	Organizing national/international scientific events	O.4.2/I.4.1	The number of organized events	Faculties of Open Education, Economics and Management (S), (UÖAGB) (İ)
		O.4.2/I.4.2	The number of participants in the events	Faculties of Open Education, Economics and Management (S), (UÖAGB) (İ)
O.4.2/S.5	Increasing the functionality of the Open and Distance Education Research and Development Center	O.4.2/I.5.1	The number of continuing studies	UÖAGB (S), Faculties of Open Education, Economics and Management (İ)
		O.4.2/I.5.2	The number of completed studies	UÖAGB (S), Faculties of Open Education, Economics and Management (İ)

Objective 4.3. Training and developing human resources for the Open Education system

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.4.3/S.1	Applying for the establishment of an associate professorship degree	O.4.3/I.1.1	Status of realization	Rectorate(S), Open Education Faculty (AÖF) (İ)
O.4.3/S.2	Opening courses on open education applications in the formal education programs	O.4.3/I.2.1	The number of opened courses	Faculties of Open Education, Economics and Management (S), Academic Units (İ)
O.4.3/S.3	Opening master's and doctoral level distance education courses via international cooperation	O.4.3/I.3.1	The number of opened courses	AÖF (S), Institutes (İ)

O.4.3/S.4	Establishing an Open and Distance Education National Excellence Center	O.4.3/I.4.1	Status of realization		AÖF (S), Faculties of Economics and Management (İ), SGDB (İ)

Objective 4.4. Taking steps to improve the Open Education system reputation

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.4.4/S.1	Taking steps to improve the institutional perception of the units in the Open Education system	O.4.4/I.1.1	The number of activities	AÖF (S), Faculties of Economics and Management (İ)
		O.4.4/I.1.2	Graduation rate	AÖF (S), Faculties of Economics and Management (İ)
O.4.4/S.2	Organizing activities to increase cooperation with the Open Education system alumni	O.4.4/I.2.1	The number of activities	Open Education Faculty (S), Faculties of Economics and Management (İ), Alumni Association (İ)
O.4.4/S.3	Organizing activities to increase cooperation of the Open Education system with external stakeholders	O.4.4/I.3.1	The number of activities	Open Education Faculty (S), Faculties of Economics and Management (İ), Alumni Association (İ)

GOAL 5. Ensuring the effectiveness, efficiency, and sustainability of the management system

Objective 5.1. Developing human resources applications

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.5.1/S.1	Increasing the number of activities to help with the employees' professional growth	O.5.1/I.1.1	The number of professional activities organized for the employees	PDB (S), SKSDB (S)
		O.5.1/I.1.2	The number of advisors/primary investigators/ researchers working in the activities to help with employees' professional development	PDB (S), SKSDB (İ)

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O.5.1/S.2	Organizing in-service training for the academic and administrative staff	O.5.1/I.2.1	The number of conducted in-service trainings	PDB (S), YÖMER (İ), AGB (İ)
		O.5.1/I.2.2	The number of academic staff that benefited from in-service trainings	PDB (S), YÖMER (İ), AGB (İ)
		O.5.1/I.2.3	The number of administrative staff that benefited from in-service trainings	PDB (S), YÖAM (İ)

Objective 5.2. Taking steps to have legal regulations in accordance with the original structure of the university

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.5.2/S.1	Contributing to the scientific research, financial, personnel and educational legislature	O.5.2/I.1.1	The number of activities	Legal Consultancy Department (S), İMİDB (İ), Directorate of Revolving Funds Management (İ)

Objective 5.3. Developing the business processes and organizational structure

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)
O.5.3/S.1	Expediting the internal control system processes	O.5.3/I.1.1	Action plan that meets the internal control standards	The Board of Internal Control Monitoring and Guidance (S), PDB (İ), SGDB (İ)
O.5.3/S.2	Launching the Electronic Document Management System (EBYS)	O.5.3/I.2.1	Status of completion	BAUM (S), İMİDB (İ)
O.5.3/S.3	Launching a quality management system to be applied in all the units in the university	O.5.3/I.3.1	Status of completion	ANADEK (S)

Objective 5.4. Increasing national and international recognition

Strategy No.	Strategies	Indicator No.	Performance Indicators	Responsible (S)/Involved Unit (I)

0.5.4/S.1	Increasing the interaction and cooperation with all national and international stakeholders	0.5.4/I.1.1	The number of activities with national stakeholders	BHİB (S), Academic Units (İ), ÖKK (İ)
		0.5.4/I.1.2	The number of activities with international stakeholders	UİB (S), BHİB (İ), Academic Units (İ), ÖKK (İ)
		0.5.4/I.1.3	The number of national cooperations	Legal Consultancy Department (S), FKK (İ), BHİB(İ), Academic Units (İ), ÖİDB (İ)
		0.5.4/I.1.4	The number of international cooperations	Academic Units (S), UİB (S), BHİB (İ), Legal Consultancy Department (İ), ÖİDB (İ), Project Unit (İ)
0.5.4/S.2	Carrying out collaborative work with world universities on life-long learning issues	0.5.4/I.2.1	The number of collaborations	YÖMER (S), UİB (İ)
0.5.4/S.3	Organizing events to encourage international students to prefer Anadolu University in their education and research	0.5.4/I.3.1	The number of activities	Research and Applied Center for the Turkish Nationals Abroad (YUTAM) (S), UİB (İ), Academic Units (İ)
		0.5.4/I.3.2	The number of international promotional materials	UİB (S), BHİB (İ)
0.5.4/S.4	Participations in international academic fairs	0.5.4/I.4.1	The number of participants in international academic fairs	UİB (S), Academic Units (İ)

APPENDIX-2. GENERAL STRUCTURE OF THE TURKISH EDUCATION SYSTEM

Age

Doctorate Degree
- Doctorate, Specialization in Medicine and
Doctorate in Art Degrees -

One-tier, Long Cycle Degrees

Master's Degree

Dentistry

Veterinary

Pharmacy

Medicine

Bachelor's Degree

Associate's Degree

Higher Education

Vocational & Technical
High School Education

General
High School Education

Primary Education
(Elementary School (4 years) & Middle School (4 years))

Primary & Secondary
Education (Compulsory)

Pre- School Education

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26
25
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6

3

APPENDIX-3. ORGANIZATION CHART OF ANADOLU UNIVERSITY

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                                    RECTOR

         SENATE                                      EXECUTIVE BOARD

  VICE-RECTOR    VICE-RECTOR    VICE-RECTOR    VICE-RECTOR    VICE-RECTOR

  DIRECTORATE OF PRESS    DIRECTORATE OF      DIRECTORATE OF      RECTOR'S         EXECUTIVE ASSISTANT
  AND PUBLIC RELATIONS    PRINTING&PUBLISHING INTERNAL AUDIT      CONSULTANTS      OFFICE

         ACADEMIC UNITS                                          ADMINISTRATIVE UNITS
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INSTITUTES	FACULTIES	SCHOOLS	DEPARTMENTS	RESEARCH CENTERS	UNITS	GENERAL SECRETARIAT
Graduate School of Educational Sciences	Open Education Faculty	School of Music and Drama	Department of Atatürk's Principles and History of Turkish Revolution	Archeology and Art History Research Center	Academic Development	Office of Legal Counseling
Research Institute for Individuals with Disabilities	Faculty of Pharmacy	School for Individuals with Disabilities	Department of Physical Education and Sports	Research Center for Atatürk's Principles and the History of Turkish Revolution	Computer Assisted Education Unit	Directorate of Administrative and Financial Affairs
Graduate School of Sciences	Faculty of Humanities	Eskişehir Vocational School	Department of Informatics	Atatürk Center for Musical Studies	Botany Application and Research Unit	Directory of Library and Documentation
Graduate School of Fine Arts	Faculty of Education	Porsuk Vocational School	Department of Fine Arts	EU Research and Documentation Center	Students with Disabilities Unit	Registrar's Office
Institute of Communication Sciences	Faculty of Science	Vocational School of Transportation	Department of Turkish Language	Computer Sciences and Application Center	Animal Experiment Application and Research Unit	Directorate of Personnel
Graduate School of Health Sciences	Faculty of Fine Arts	School of Foreign Languages	Department of Foreign Languages	Medical Plants, Drugs and Science Research Center	Entrepreneurship Education and Research	Directorate of Health, Sport and Culture
Graduate School of Social Sciences	Faculty of Aeronautics and Astronautics	Yunus Emre Vocational School		Center for Applied Environmental Research	Law Clinics Unit	Directorate of Strategy Development
Institute of Transportation Sciences	Faculty of Law			Research Center for Children's Education	Advanced Technologies Research Unit	Directorate of Construction and
Research Institute of Earth and Space Sciences	Faculty of Economics and Administrative Sciences			Research Center for Speech and Language Disorders	Statistics Unit	Directorate of Data Processing
	Faculty of Economics			Eskişehir Economic and Social Research Center	Personal Development Unit	Directorate of Working Capital Management
	Faculty of Communication			Folklore Research Center	Institutional Image Management and Development Unit	Directorate of Security Service
	Faculty of Business Administration			Research Center for Aeronautics and Astronautics	Learning Technologies Research and Development Unit	
	Faculty of Architecture and Design			Haydar Aliyev Application and Research Center	Project Development Unit	
	Faculty of Engineering			Research Center for Advanced Technologies	Symphony Orchestra (ASO) Unit	
	Faculty of Health Sciences			Applications and Research Center for the Education of Hearing Impaired Children	Film Appreciation Unit	
	Faculty of Sport Sciences			Research Center for Women's Studies	Theater Anadolu Theater Practice and Research Unit	
	Faculty of Tourism			Research Center for Cartoon Art	Tourism Research and Practice Unit	
				Research Center for Cultural Studies and Public Education	Turkish Cuisine Research and Practice Unit	
				Medical Center	Turkish Patent Institute Information and Documentation Unit	
				Psychological Guidance and Counseling Center	International Relations Office	
				Application and Research Center for Civil Aviation	Distance Education Research and Development Unit	
				Strategic Research Center		
				Application and Research Center for Turkish World		
				Research Center for Education		
				International Civil Society Application and Research Center		
				Gifted and Talented Education Research Center		
				Research Center for Foreign Languages		
				Application and Research Center for Lifelong Learning		
				Research Center for Mass Education		
				Turks Abroad Application and		

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APPENDIX-4. DISTRIBUTION OF ACADEMIC STAFF ACCORDING TO ACADEMIC UNITS

UNITS	TOTAL NUMBER OF ACADEMIC STAFF	MALE		FEMALE	
		F	%	F	%
OPEN EDUCATION FACULTY	184	97	52.72	87	47.28
STATE CONSERVATORY	83	38	45.78	45	54.22
FACULTY OF PHARMACY	74	21	28.38	53	71.62
FACULTY OF HUMANITIES	96	44	45.83	52	54.17
FACULTY OF EDUCATION	221	84	38.01	137	61.99
RECTORATE	84	29	34.52	55	65.48
RESEARCH INSTITUTE FOR THE HANDICAPPED	14	7	50.00	7	50.00
SCHOOL FOR THE HANDICAPPED	33	11	33.33	22	66.67
ESKİŞEHİR VOCATIONAL SCHOOL	24	8	33.33	16	66.67
FACULTY OF SCIENCE	164	82	50.00	82	50.00
FACULTY OF FINE ARTS	67	35	52.24	32	47.76
FACULTY OF AEURONATICS AND ASTRONAUTICS	81	52	64.20	29	35.80
FACULTY OF LAW	64	33	51.56	31	48.44
FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES	105	54	51.43	51	48.57
FACULTY OF ECONOMICS	26	20	76.92	6	23.08
FACULTY OF COMMUNICATION SCIENCES	99	53	53.54	46	46.46
FACULTY OF BUSINESS ADMINISTRATION	28	16	57.14	12	42.86
FACULTY OF ARCHITECTURE AND DESIGN	63	23	36.51	40	63.49
FACULTY OF ENGINEERING	190	118	62.11	72	37.89
PORSUK VOCATIONAL SCHOOL	36	19	52.78	17	47.22
FACULTY OF HEALTH SCIENCES	23	9	39.13	14	60.87
FACULTY OF SPORT SCIENCES	60	45	75.00	15	25.00
FACULTY OF TOURISM	36	15	41.67	21	58.33
VOCATIONAL SCHOOL OF TRANSPORTATION	21	18	85.71	3	14.29
SCHOOL OF FOREIGN LANGUAGES	204	60	29.41	144	70.59
RESEARCH INSTITUTE OF EARTH AND SPACE SCIENCES	17	15	88.24	2	11.76
YUNUS EMRE VOCATIONAL SCHOOL	14	5	35.71	9	64.29
TOTAL	2111	1011	47.89	1100	52.11

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APPENDIX-5. NUMBER AND STATUS OF STAFF BY YEAR

YEAR	PERMANENT			CONTRACTED STAFF				TEMPORARY STATUS WORKERS	TOTAL
	ACADEMIC STAFF	657 4/A (CIVIL SERVANTS)	657 4/D (TEMP. STA. WOR.)	FOREIGN CONT. LECT.	TURKISH CONT. LECT.)	657 4/B	657 4/C		
2009	1,760	1,657	135	19	14	131	4	235	3,955
2010	1,750	1,667	116	21	14	130	3	221	3,922
2011	1,816	1,728	109	23	14	127	25	212	4,054
2012	1,897	1,746	96	28	14	115	18	208	4,122
2013	2,000	1,875	135	31	14	86	16	250	4,407
2014	2,111	1,850	128	31	13	109	10	230	4,482

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APPENDIX-6. ORGANIZATION CHART IN THE FACULTIES

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┌──────────────┐        ┌──────────┐        ┌──────────────────┐
│ FACULTY BOARD│────────│   DEAN   │────────│ FACULTY EXECUTIVE│
└──────────────┘        └──────────┘        │      BOARD       │
                                            └──────────────────┘
                    ┌──────────────┬──────────────┐
              ┌───────────┐                 ┌───────────┐
              │ VICE DEAN │                 │ VICE DEAN │
              └───────────┘                 └───────────┘
         ┌────────────────────┐
         │ Faculty Erasmus /  │- - - -
         │ ECTS Coordinator   │
         └────────────────────┘

┌───────────────┐                                    ┌──────────────┐
│ ACADEMIC UNITS│                                    │ ADMIN. UNITS │
└───────────────┘                                    └──────────────┘
                                                     ┌──────────────┐
  ┌────────────┬────────────┬────────────┬───────┐  │   FACULTY    │
┌────────────┐ ┌───────────┐ ┌──────────┐ ┌─────────┐│  SECRETARY  │
│ DEPARTMENT │ │DEPARTMENT │ │DEPARTMENT│ │DEPARTMENT│└────────────┘
└────────────┘ └───────────┘ └──────────┘ └─────────┘┌──────────────┐
                                                     │   FINANCE    │
┌──────────────────┐                                 └──────────────┘
│ Opt. Erasmus /   │                                 ┌──────────────┐
│ ECTS Coordinator │                                 │  PURCHASING  │
└──────────────────┘                                 └──────────────┘
                                                     ┌──────────────┐
 ┌────────────┬────────────┐                         │STUDENT AFFAIRS│
┌───────────┐ ┌───────────┐ ┌───────────┐            └──────────────┘
│Major Field│ │Major Field│ │Major Field│            ┌──────────────┐
└───────────┘ └───────────┘ └───────────┘            │  PERSONNEL   │
                                                     └──────────────┘
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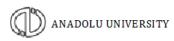
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APPENDIX-7. CERTIFICATE OF APPRECIATION GIVEN BY THE PRESIDENCY OF TURKISH COUNCIL OF HIGHER EDUCATION FOR THE SUCCESSFUL WORK CARRIED OUT WITHIN TURKEY HIGHER EDUCATION QUALIFICATIONS FRAMEWORK (THEQF)

TURKISH REPUBLIC

PRESIDENCY OF TURKISH COUNCIL OF HIGHER EDUCATION

COORDINATIONSHIP OF INTERNATIONAL RELATIONS DEPARTMENT

TO ANADOLU UNIVERSITY RECTORATE

In the concerning the letter sent to your institution by the Presidency related to the work to be carried out by our institutions of higher education within the scope of the implementation process of Turkey Higher Education Qualifications Framework (THEQF); it had been reported that all the required work for THEQF was completed by the university.
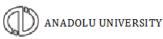
Our assessment of your university for the above-mentioned topics are as follows;

We congratulate your institution completing the work on the credit system based on the workload according to 2547 amendment to the law in 2011, and the National Higher Education Qualifications Framework which became binding by integrating into legislation in the subsequent period. When we consider that the natural process will be completed through external quality assessment, we wish you success in your attempts regarding this process.

This document is kindly submitted for your information.
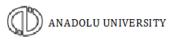
Prof.Dr.Şaban Halis ÇALIŞ

VICE CHAIRMAN

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APPENDIX-8. THE LIST OF CENTERS OPENED IN THE LAST FIVE YEARS

Item No:	Name of the Research Center	Foundation Date	Official Gazette Number	Director
1	Anadolu University International Civil Society Application and Research Center	07.03.2013	07.03.2013/28580	Prof.Dr.Ali ŞİMŞEK
2	Anadolu University Center for Advanced Technology Research	14.05.2013	21.11.2013/28828	Prof. Dr. Servet TURAN
3	Anadolu University Haydar Aliyev Application and Research Center	14.05.2013	21.11.2013/28828	--
4	Anadolu University Gifted and Talented Education Application and Research Center	11.07.2014	11.07.2014/29057	Prof. Dr. Uğur SAK
5	Anadolu University Turkish World Application and Research Center	11.07.2014	11.07.2014/29057	Assos. Prof. Dr. Emine KOLAÇ
6	Turks Abroad Application and Research Center	11.10.2014	11.10.2014/29142	Prof. Dr. Mustafa ÇAKIR

APPENDIX-9. EUROPEAN VOLUNTEER SERVICE ACCREDITATION CERTIFICATE

TURKISH REPUBLIC

MINISTRY of EUROPEAN UNIONS

Presidency of European Union Education and Youth Programs Center

TURKISH NATIONAL AGENCY

TO ANADOLU UNIVERSITY INTERNATIONAL RELATIONS DEPARTMENT

(Dear Naci GÜNDOĞAN)

Your request for being accrediated considering the Youth Volunteer Organization Accreditation in the scope of Youth Program was decided with the 04/02/2015 dated decision number 1.

Your Institution's accretitation is valid till the date 31.12.2020 with the reference number 983142434 in the AGH system. You can get further information about your accreditation from the link http://europa.eu/youth/evs_database following the update of the commission's database.

Starting with the first application date, you can apply as a "sender", "host" and "coordinating organization" to our Presidency and European Executive Agency.

In addition, the maximum number of your Institution's hosting at a time has been determined as 1 (one).

Furthermore, one person needs to participate in the Accreditation Education which will be announced later as the project officer, as stated in the application form. Your accreditation will be suspended unless your project officer participates in the mentioned education.

Yours respectfully,

Sefa YAHŞİ

Gneral Coordinator

Project Details

Name of the Institution	ANADOLU UNIVERSITY INTERNATIONAL RELATIONS DEPARTMENT
Accreditation number	983142434
Official Representative Project Officer	Naci GÜNDOĞAN Bilge Kaan OZDEMİR
Address	International Relations Office Yunusemre Campus 26470 ESKISEHIR
Accreditation Type	Sender - Coordinating Organization - Host

ANADOLU UNIVERSITY