

INSTITUTIONAL SELF-EVALUATION REPORT

FENERBAHÇE UNIVERSITY

2024

SUMMARY

The Fenerbahçe University Internal Evaluation Report-2024 has been prepared under 4 main headings, 14 criteria, and 46 sub-criteria, as specified in the YÖKAK KIDR 3.2.1 Guide, covering Leadership, Governance and Quality, Education and Training, Research and Development, and Social Contribution.

At the University Quality Commission meeting held on December 30, 2024, a commission consisting of academic and administrative staff was established to prepare the content of the Institutional Self-Evaluation Report.

The KIDR-2024 Commission, chaired by the Vice Rector responsible for the Quality Commission, held separate meetings with the teams responsible for Leadership and Governance, Quality, Education and Teaching, Research and Development, and Social Contribution. The work carried out, the evidence examined, and the decisions made were based on maturity levels. The consistency of documents, information, and records was ensured by comparing them with KIDR documents from previous years. Files shared as evidence were added using the bridging method, as they are available on our website. In line with the mission, vision, and values of our university, information was provided on the management of resources and competencies in the processes of the quality assurance system, education and training, research and development, social contribution, and management system; the manner in which academic and administrative units carry out monitoring and improvements; and planning, implementation, monitoring, and improvement activities in accordance with the academic and financial calendar. Areas of strength and improvement within the university's internal quality assurance system have been identified. With this study, the quality process has been approached from a perspective that involves all university members through meetings and information activities that raise awareness about the quality assurance system in our institution. The Quality Assurance system works in an integrated manner with the Quality Management system. Internal audit mechanisms and review meetings are held annually, and ISO 27001 and ISO 9001 Quality certification sustainability is ensured. The Student Quality Community Club has been established and is included in the list of Higher Education Quality Communities.

Having undergone the YÖKAK External Evaluation process in 2024, Fenerbahçe University is considered a foundation university focused on continuous improvement, based on an assessment of its strengths and areas for development.

ABOUT THE INSTITUTION

Fenerbahçe University, founded by the Fenerbahçe Education, Culture, and Health Foundation, acquired legal personality through the Law published in the Official Gazette on November 24, 2016. As of November 27, 2023, Prof. Dr. M. Emin ARAT's term as Rector came to an end. Pursuant to Decision No. 2023/555 published in the Official Gazette on December 23, 2023, and in accordance with Article 13 of the Higher Education Law No. 2547 and Articles 2, 3, and 7 of Presidential Decree No. 3, Prof. Dr. Fatma KANCA was appointed as Rector. In accordance with Article 13(a) of the Higher Education Law No. 2547 and Article 4(a) of the Regulation on Academic Organization at Universities, Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL, Prof. Dr. Ahmet SELAMOĞLU, and Prof. Dr. Mehmet Yıldırım ÜÇTUĞ were appointed as Vice Rectors as of December 27, 2023. Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL was designated as the Vice Rector responsible for Quality.

As of 2024, with the newly opened departments and programs, our university offers 7 faculties (Pharmacy, Economics, Administrative and Social Sciences, Communication, Architecture and Design, Engineering, Health Sciences, and Sports Sciences) and 36 undergraduate programs.

The School of Health Services offers 14 programs across 4 departments. The Graduate School offers 12 master's programs and 2 doctoral programs.

Since its establishment, Fenerbahçe University has strengthened its teaching staff, increased the number of English associate and bachelor's degree programs, and structured its foreign languages department to offer students strong language learning opportunities during their preparatory and subsequent years of study. The university conducts its educational activities in both Turkish and English programs.

The 2022-2026 University Strategic Plan was prepared with the participation of internal and external stakeholders. In 2022, the units' 2022-2026 Strategic Plans were prepared by establishing Unit Strategic Plan Commissions. Fenerbahçe University's organizational structure, as outlined in the 2022-2026 Strategic Plan, was established with the creation of the Strategy and Quality Directorate in 2024. The Strategy and Quality Directorate website has been set up, and all documents related to quality processes are available here.

Fenerbahçe University guides scientific research through its regularly published journals: the Journal of Health Sciences, the Journal of Social Sciences, the Journal of Sports Sciences, and the Journal of Design, Architecture, and Engineering. Our scientific journals are published via the DergiPark platform and are indexed in international databases.

Our University, which awarded its first graduates in the 2021-2022 academic year through the Vocational School of Health Sciences, awarded its first Faculty graduates in the 2022-2023 academic year. Given the importance it attaches to academic quality, our University is ranked in the URAP.

The Erasmus Charter for Higher Education (ECHE 2021-2027) application submitted by our university was accepted on October 29, 2021.

Our research centers, library infrastructure, and the physical equipment and facilities of the Ataşehir Campus are detailed in the 2022 KIDR, while developments in the library and physical equipment are included in the KIDR2024.

In the THE Impact Rankings, the university was placed in the 801–1000 band for SDG 3 (Good Health and Well-Being), 1001–1500 for SDG 4 (Quality Education), 801–1000 for SDG 5 (Gender Equality), 801–1000 for SDG 10 (Reduced Inequalities), 801–1000 for SDG 11 (Sustainable Cities and Communities), 1001+ for SDG 16 (Peace, Justice and Strong Institutions), and 1501+ for SDG 17 (Partnerships for the Goals).

Our university's Quality Management System has been evaluated and found to comply with the requirements for Associate Degree, Bachelor's Degree, and Graduate Education Services, and the university has been awarded the ISO 9001:2015 certificate. The Information Security Management System has been evaluated, and our institution has been awarded the ISO 27001:2013 certificate for the compliance of all activities carried out within our institution related to Associate Degree, Bachelor's Degree, and Graduate Education Services with the information security requirements established to protect electronic and printed information assets. A Student Quality Community has been established, registered with the YÖKAK Student Quality Community, and included in its list.

In 2024, it underwent its first External Evaluation process by YÖKAK.

The university provides education and training at its Ataşehir campus located at Atatürk Mahallesi, Ataşehir Bulvarı. The total area of the university is 85,985 m², of which 6,093 m² is open space and 79,892 m² is enclosed space. As of 2024, there is 15.20 m² of space per student.

Fenerbahçe University's Mission, Vision, and Values:

The mission, vision, and values of our university, prepared by the Strategy Development Commission and adopted by the Fenerbahçe University Senate, have been internalized by all members of the institution.

Our Mission: As a university that creates value through education and training in the fields of science, technology, art, culture, and sports, we aim to cultivate pioneering individuals in the social sphere who value research, development, lifelong learning, and innovation.

Our Vision: To be recognized worldwide as a respected university that equips all its stakeholders with knowledge in the fields of science, technology, culture, arts, and sports at the national and international levels, develops them interactively, and enables all its members to realize their potential as good people.

Our Core Values: Embracing national and international values, having good governance, valuing academic freedom, being sustainable, being innovative, being entrepreneurial, valuing public and social responsibility, and having a Total Quality Management philosophy.

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A. LEADERSHIP, GOVERNANCE, AND QUALITY

1. Leadership and Quality

1. Governance model and administrative structure

The Fenerbahçe University Main Regulation, which regulates the general principles regarding the management, operation, administrative and academic bodies, and duties of Fenerbahçe University, as well as provisions concerning its management, operation, administrative and academic bodies, teaching staff, duties, and financial matters, was published in the Official Gazette No. 30818 on July 1, 2019. A board of trustees, a rector, vice-rectors, a dean, an institute director, department chairs, and an administrative mechanism have been established. Based on Higher Education Legislation No. 2547, the basic university bodies and academic and administrative processes have been established to implement the University Quality Assurance System in accordance with the functions of education and training, research and development, internationalization, and social contribution. Within the administrative mechanism, a human resource comprising professional service providers exists to shape the institution as a higher education institution that generates institutional added value, with units such as directorates, coordinators, and working offices to be established.

Fenerbahçe University's organs are structured to fulfill fundamental functions, including education and training, research and development, internationalization, and social contribution. The job descriptions and workflow processes related to the operation of these organs have been determined and transparently communicated to stakeholders. The organizational chart has been published on the website and made available to both internal and external stakeholders, thus ensuring transparency and awareness. [\(OD4\)](#)

Our university's operations are carried out in accordance with the provisions of the Higher Education Legislation System No. 2547, and all regulations, directives, principles, and procedures enacted by Senate decision are published on our website and made available to our stakeholders. [\(OD4\)](#)

All regulations, directives, principles, and procedures within Fenerbahçe University are prepared in accordance with the Turkish Language Institution's spelling rules and the Regulation on the Procedures and Principles for Preparing Legislation. They are submitted to the Senate by the Legislation Commission, established by Senate Decision No. 120 dated October 17, 2024, and the process is managed accordingly. [\(OD4\)](#)

The Board of Trustees consists of at least 7 (seven) persons selected by the Founding Foundation Board of Directors from among individuals who meet the conditions and qualifications stipulated in the relevant laws and regulations. The Rector is a natural member of the Board of Trustees. The Rector is responsible for all academic and administrative management processes and functions of the University on behalf of the Board of Trustees. The Rector provides academic and administrative oversight of the Board of Trustees

and the entire University, and also serves as an administrative bridge. The areas of responsibility of the Vice Rectors are announced on the University website. [\(OD4\)](#) All Deans and institute directors perform the duties assigned to them by Law No. 2547 and other relevant legislation. The Rector appoints the Department Chair upon the Dean's recommendation. Teaching staff perform the duties assigned to them by Law No. 2547 and other applicable legislation.

The Senate consists of the Rector as chair, the Vice Rectors, Deans, the Director of the Higher Education Institution, one faculty member from each faculty elected by their respective councils for a three-year term, and the directors of institutes affiliated with the Rectorate. The Senate agenda is shared with Senate members via email before the meeting, and decisions taken are also emailed.

The University Administrative Board consists of the Rector as chair, the Deans, and three professors elected by the Senate for a four-year term to represent the various teaching units and fields affiliated with the University. The University Administrative Board's agenda is shared with its members via email before the meeting, and the decisions taken are also emailed to members.

The Secretary General is responsible for all administrative units. The work and operational processes of the administrative units are coordinated by directors reporting to the Secretary General and carried out by the staff of the relevant directorates and departments. The duties of the Assistant Secretaries General have been determined and are also specified in the organizational chart.

On December 23, 2023, the 2023/555 Decision published in the Official Gazette appointed Prof. Dr. Fatma KANCA as Rector in accordance with Article 13 of the Higher Education Law No. 2547 and Articles 2, 3, and 7 of the Presidential Decree No. 3. In accordance with Article 13(a) of the Higher Education Law No. 2547 and Article 4(a) of the Regulation on Academic Organization at Universities, Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL, Prof. Dr. Ahmet SELAMOĞLU, and Prof. Dr. Mehmet Yıldırım ÜÇTUĞ were appointed as Vice Rectors as of December 27, 2023. Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL was designated as the Vice Rector responsible for Quality.

Attention is paid to permanent appointment processes, and all deans/directors are managed through them. Starting in 2024, Rectorate meetings, attended by members of the Board of Trustees, the Rector, Vice Rectors, the Secretary General, and their assistants, have been held weekly with an agenda. Starting in 2025, meetings chaired by the Secretary General will be held with the participation of Unit Secretaries, Administrative Unit Directors and Managers, Assistant Secretaries General, and the Rector and Vice Rectors, with an agenda determined by the Secretary General.

Commissions, Boards, and Disaster Response Teams established by University Senate decisions conduct their work in accordance with regulations and directives, and their meetings are recorded in minutes.

Quality Commission

Quality Management System (QMS) Committee

Information Security Management System (ISMS)

Team Quality Assurance Coordination

Strategy Development Committee

Sustainability Committee

Accreditation Committee

Education Committee

Legislation Committee

Exchange Programs Selection Committee

Fenerbahçe University Faculty Member Performance Measurement Criteria Commission

Foreign Faculty Member Evaluation Commission

Academic Publications Support Commission Publications Commission

Digitalization Commission

Personal Data Protection Law (KVKK) Committee

Archive Screening and Destruction Committee

In addition to the committees listed above, other boards play an essential role in the university's operations. These are:

Faculty Promotion and Appointment Evaluation Committee

Disability Student Advisory Committee

Ethics committees (Research and Publication Ethics Committee, Non-Interventional Clinical Research Ethics Committee, Social and Humanities Ethics Committee)

Intellectual Property Evaluation Committee

Additionally, teams have been established for disaster management and occupational health and safety.

Occupational Health and Safety Team

First Aid Team Firefighting Team

Rescue Team Protection Team

Training plans are developed and implemented to improve personnel qualifications and increase their motivation and commitment to work.

In 2024, within the scope of the 2022-2026 Strategic Plan, an Accreditation Commission was established to pursue Unit and Program Accreditation. As of 2025, the Health Services Vocational School's First Aid and Emergency Care Program and two programs from the Faculty of Communication have applied for ILEAD Accreditation. The Department of Foreign Languages submitted an application to the CEA International Accreditation Board and passed the first module.

Directives and regulations were reviewed in 2024 as part of the revision process, and policies and university forms were prepared in ISO-approved format. [\(OD4\)](#) [\(OD4\)](#)

Additional Course Implementation Directive, Associate and Undergraduate Scholarship Directive, Instructor Performance Measurement Criteria Directive, Advisory Boards Directive, Directive on Honors and Graduation Rankings for Students in a Given Academic Year, and Directive on Promotion and Appointment to Teaching Positions were created in 2024. In addition, among the work carried out in 2024 are the Principles of Application for Exemption from Information Technologies Courses in Associate and Undergraduate Programs, the Principles of Application for the General Elective Course on Social Responsibility Projects, the Directive for Double Major and Minor Programs, the Directive on Accepting International Students to Associate and Undergraduate Programs, the Associate Degree and Bachelor's Degree Exemption and Equivalency Directive, the Summer School Directive, the Education and Teaching Program Design and Update Directive, Foreign Languages Department Foreign Language Preparation Program and Associate and Bachelor's Degree Level English Courses Education and Teaching Directive, Turkish Language Teaching Application and Research Center Directive have been revised. The Curriculum and Legislation Commission Directive has been repealed and replaced with the Legislation Commission Guidelines and Education Commission Directive. [1_OD3] [2_OD3] [3_OD3] [4_OD3] [5_OD3] [\(OD3\)](#)

In 2024, the decision to establish the University Strategy and Quality Directorate was made, it was included in the Organizational Chart, and a director was appointed. The Strategy and Quality Directorate website has been established. [\(OD4\)](#)

The performance indicators for Fenerbahçe University's 2022-2026 Strategic Plan were developed in collaboration with the Strategic Planning Coordination Office. Based on these indicators, data for 2022, 2023, and 2024 were requested from academic and administrative units via email. The data was shared at meetings held with the Strategy Development Commission Coordination Office. At the Management Review Meeting (YGG) held in 2024, general information about the Strategic Plan Performance Indicators was shared with the authorities of the academic and administrative units. Discussions were held on the Strategic Plan Performance Indicators Criteria Tables at meetings with the staff in charge of the University Quality Commission and Unit Quality Commissions. The Strategy Development Commission was asked for its opinion on the criteria table and the items excluded from the evaluation. Revisions were made based on the feedback. On June 30, 2024, Rector Prof. Dr. Fatma Kanca was informed about the criteria and the items excluded from the evaluation at a meeting. The Strategy Development Commission Coordination met again and prepared the 1st Evaluation Report, which was shared with internal and external stakeholders on the website. [\(OD4\)](#)

The Quality Commission, Unit Quality Commission, Quality Management System, and Information Management System have worked in an integrated manner. During the ISO certificate renewal process, internal audit work and re-evaluation work [\(OD4\)](#) were carried out, as well as Student Quality Community meetings [\(OD4\)](#). Internal audit training was provided, and as a result, personnel, including administrative and academic staff at the University, were trained to carry out the internal audit process [\(OD4\)](#). Risk Training was provided to administrative and academic staff, and Risk Analysis files for the units were prepared.

The university has been deemed eligible to renew its ISO 27001:2013 Information Security Management System and ISO 9001:2015 Quality Management System certifications in 2024. [6_OD4]

In 2024, applications were submitted for the Organizational Behavior Master's Program, the Thesis and Non-Thesis Master's Programs, and approval was received to open the Organizational Behavior (Thesis) Master's Program and the Organizational Behavior (Non-Thesis) Master's Program.

As of 2024, there are 291 faculty members (43 professors, 21 associate professors, 104 assistant professors, 73 lecturers, and 50 research assistants) and 128 administrative staff working at our university.

The KİDR2023 report stated *that* the Sustainability Commission was established by Senate Decision to focus on the concept of sustainability, one of our institution's core values, and to promote and develop economic, social, and environmental sustainability across all of the University's activities (See 2023 KİDR, p. 5). Within the framework of the United Nations (UN) 2030 vision, which envisions a shift towards sustainable development worldwide and in our country, our University aims to eliminating inequalities, strengthening economic growth and employment, improving cities and settlements, ensuring industrialization, protecting oceans and ecosystems, producing and consuming energy more sustainably, ultimately combating climate change, developing sustainable production and consumption, and strengthening human rights. A Sustainability section has been added to the university's website. [\(OD4\)](#). Through the work of the Sustainability Commission, the University Sustainability Policies and the Sustainability Activity Report were prepared and shared with internal and external stakeholders via the university's website. Fenerbahçe University's sustainability report aims to provide clear, honest, and transparent insights into the university's sustainability performance and to inform the public. On May 10-11, 2024, the 1st National Sustainability Congress was held in collaboration with our stakeholder MBA schools. [\(SDG4\)](#)

The Occupational Health and Safety Committee, which must be established in accordance with regulations, has been reviewed, and emergency response teams have been designated. Earthquake awareness training, basic first aid training, fire safety, and firefighting training have been provided. [9_OD4]

Our library is evolving each year, in line with the environment and information resources that support our institution's research and development activities and enhance the academic potential of its students.

Our collection of printed books, which stood at 4,021 in the 2019-2020 academic year, has increased to 25,000 over the past five years through quality donations and acquisition management. Our library space, which was 614 m² in the 2019-2020 academic year, has been expanded to 2,480 m² over the past five years.

Our 2023-2024 Academic Year Disability Student Unit Annual Activity and Evaluation Report was sent to the Presidency of the Higher Education Council with our letter dated 08.19.2024 and numbered E-83270475-100-38902. [7_OD4] [8_OD4] The Disabled Student Unit has been structured in accordance with current legislation. Our university's academic units were informed about the appointment of Disabled Student Advisors as required by the guidelines. Subsequently, appointments were made in all units.

Our university has earned the **"Orange Flag" (Accessibility in Space) award** for spatial accessibility in both Block F and Block B at the Accessible University Awards, which are organized for students with disabilities enrolled in higher education.

Maturity Level: Practices related to the institution's governance and organizational structure are being monitored and improved.

Evidence

- [\[1\]\(3\)A.1.1-Additional Course Implementation Directive.pdf](#)
- [\[2\]\(3\)A.1.1-Teaching Staff Performance Measurement Criteria Directive.pdf](#)
- [\[3\]\(3\)A.1.1-Advisory Boards Directive.pdf](#)
- [\[4\]\(3\)A.1.1-Legislation Committee Directive.pdf](#)
- [\[5\]\(3\)A.1.1-Promotion and Appointment to Teaching Membership Directive.pdf](#)
- [\[6\]\(4\)A.1.1-ISO 9001 and 27001 certificates.png](#)
- [\[7\]\(4\)A.1.1-Cover letter for disabled student report.pdf](#)
- [\[8\]\(4\)A.1.1-Disabled Student Report.pdf](#)
- [\[9\]\(4\)A.1.1-First Aid Training.jpg](#)

2. Leadership

At the university, the Quality Commission and the Quality Assurance Coordination Office are implementing an internal quality assurance system and a culture of quality in accordance with the Quality Assurance Directive dated 03/12/2019 of the University Senate. Within the scope of the updates made to the YÖK Quality Assurance Regulation, amendments were made to the relevant articles of the Quality Assurance Directive by the Senate Decision dated 08/02/2024, and the Quality Assurance Directive is available on the University website. (OD4) Established to implement the Quality Assurance System, the Fenerbahçe University Quality Commission updates itself on establishing the university's internal and external quality assurance system, planning and executing related work, and taking concrete steps to internalize a culture of quality assurance. This is done in line with the university's strategic plan and objectives to evaluate, monitor, and improve the quality of academic and administrative services. The

Quality Management System (QMS) and Information Management System (IMS) work in conjunction with the Quality Commission to ensure the sustainability of ISO 27001 and 9001 certifications.

The Fenerbahçe University Quality Commission and Quality Assurance Coordination Office hold meetings at least three times a year as scheduled under the University Quality Assurance Directive. Meeting minutes are published on the University Strategy and Quality Directorate page. Meeting invitations were sent to commission members via the group email address obtained through the Information Technology Directorate.

The Rector, Vice Rectors, and Secretary General of our university play an active role in the management of education and teaching, research and development, social contribution, internationalization, and administrative processes, closely monitoring these processes through regular reporting. Senior management embraces the quality assurance system and leads efforts to achieve the Strategic Plan objectives. With a leadership approach that encourages teamwork, it establishes an effective communication network across all units, fostering a management philosophy in which all internal and external stakeholders embrace the quality process. The Rector, Vice Rectors, and Secretary General meet weekly with a set agenda, and decisions on monitoring and improvement are made in accordance with it. Developments are shared with members, and their opinions are sought, especially before Senate/Board of Directors meetings. Senate and University Board of Directors decisions are shared via email. As of 2025, meetings of the Administrative Unit Directorates and Directorates, chaired by the Secretary General, have begun to be held with the participation of the Rector and Vice Rectors, based on a predetermined agenda.

Leadership processes and the internalization of a quality assurance culture are continuously evaluated. In this context, the Student Satisfaction Survey, Administrative Staff Satisfaction Survey, Academic Staff Satisfaction Survey, Library User Satisfaction Survey, Database User Satisfaction Survey, Associate and Bachelor's Degree Level Course Evaluation Survey, Graduate Level Course Evaluation Survey, Internship Satisfaction Survey, External Stakeholder Survey, Preparatory Program Module Evaluation Survey for Preparatory Classes, Preparatory Program Module Evaluation survey monkey system and SIS applications were implemented for internal and external stakeholders, the results were discussed at Quality Commission meetings, the Strategy and Quality Directorate archived the document, and corrective and improvement measures were directed to the Directorate and Units.

In 2024, to effectively and efficiently carry out the relevant processes in line with our university's mission, vision, and goals, to monitor accreditation efforts at the national and international levels, and to guide accreditation initiatives within the institution, prepare and update procedures, instructions, and other documents within the scope of the Quality Assurance Management System, prepare the Institutional Self-Evaluation Report and carry out its revisions, prepare, report, and document application, audit, and monitoring documents in institutional accreditation processes, monitor the level of implementation of activities defined in our Strategic Plan and plan improvement activities, conduct survey activities to measure the institution's service quality and stakeholder satisfaction, follow up on key performance indicators and targets set by the quality commission to improve institutional quality, perform data collection and analysis, and perform reporting, archiving, and tracking of documents related to quality processes, archiving, and tracking of documents related to quality processes, and to carry out processes related to quality in-service training activities conducted within the university, the Strategy and Quality Directorate was established through the kariyer.net website, specifying the qualifications suitable for the relevant position, and a director was appointed under the chairmanship of the Vice Rector responsible for these activities. The relevant directorate's website has been organized. ([OD4](#))

During the Rectorate meetings, the software Mozaik, which digitizes Human Resources processes, was implemented to monitor and improve efforts. The Unisis system allows students to manage their financial affairs remotely. The FBU Portal page, developed by the Information Technologies Directorate, enables academic and administrative staff to request support, track open requests, manage tasks, and access

announcements and events. The university website has been redesigned to be user-friendly. In addition, the library area has been expanded as part of monitoring and improvement efforts.

Maturity Level: Leadership practices and their contribution to the development of the quality assurance system and culture are being monitored, and related improvements are being implemented.

Evidence

- [\[1\]\(4\)A.1.2-FBÜ_Survey_Implementation_Procedure.pdf](#)

3. Institutional transformation capacity

In accordance with the performance indicators monitored by YÖKAK and our University Quality Assurance System, unit Strategic Plans have been prepared in line with the 2022-2026 Strategic Plan, which covers four strategic areas: Education and Training, Research and Development, Social Contribution, and Management System. As stated in the section on strategic objectives and targets, these have been included in the website's unit section.

Within our institution, the change management approach has been disseminated throughout the organization and is implemented holistically by the board of trustees, the rectorate, and the academic and administrative mechanisms.

Our university's communication network with all its units is an Electronic Document Management System. The use of digital signatures enables internal and inter-institutional correspondence to be conducted electronically. Additionally, the Unisis system was established, allowing the registration renewal and new registration process for the 2024-2025 academic year to be conducted online. Furthermore, the Mozaik Human Resources module has been developed and made available for use. These efforts demonstrate the importance placed on the digitalization process, and improvements continue. Thanks to these improvements, innovative solutions have been developed that simplify processes for both students and academic and administrative staff, contributing to the digital transformation.

Our university's School of Health Services and Faculty of Health Sciences offer applied, workplace-based vocational training courses under protocols established with the Provincial Health Directorate and Medicana Health Group Hospitals. Additionally, all academic units within our university facilitate students' participation in vocational training courses and practical training through protocols established with their respective stakeholders. Our university graduates are employed in the fields of science, technology, arts, culture, and sports. As of 2024, 694 graduate students have been placed in jobs. At present, 66 of our graduates are successfully employed at Medicana Health Group, one of the organizations employing our alumni.

The Innovation and Technology Application and Research Center aims to establish university-industry cooperation protocols to enable faculty members to provide consultancy services in the industrial environment in the field of research and development, conduct R&D, produce projects, provide internship training through the Education and Training Protocol established by the Career Center, and provide employment and postgraduate education opportunities for graduates.

Maturity Level: Change management practices are implemented in line with the objectives, mission, and goals, and are monitored, with measures taken.

4. Internal quality assurance mechanisms

The Main Regulations of Fenerbahçe University were published in the Official Gazette No. 30818 on July 1, 2019. The Board of Trustees, Rector, Vice Rectors, Dean, Institute Director, Department Chairs, and administrative mechanisms have been established. The areas of responsibility of our Vice Rectors have been defined and shared with our stakeholders on our website. ([OD4](#))

The Senate makes decisions on matters related to the University's academic activities; issues opinions on matters referred to it by the Board of Trustees; submits its recommendations regarding honorary academic titles not linked to an examination to the Board of Trustees for approval; and performs other duties assigned to the Senate by the Higher Education Council regulations, other relevant legislation, and this Regulation.

The Board of Trustees consists of the Rector as chair, the deans, and three professors elected by the Senate for a four-year term to represent the various academic units and fields affiliated with the University. The Board of Directors makes decisions and recommendations on matters brought before it by the Rectorate concerning the management of the University; it resolves appeals against decisions made by faculty and institute boards of directors and performs other duties assigned to it by legislation. The University website contains the subheadings Regulations, Directives, and Principles and Procedures under the "Legislation" link. The Commission's work is carried out in accordance with the relevant legislation. Minutes forms are prepared for use at Commission meetings. Fenerbahçe University, in line with the Higher Education Quality Assurance and Regulation, The Quality Assurance Coordination Office, in order to provide support services to the Commission and the University Quality Commission, continued its quality-focused work with the Unit Quality Commissions in 2024. The University Quality Commission held its meetings as required by the relevant Directive, recorded the minutes of the meetings, and announced the relevant documents to internal and external stakeholders on the relevant section of the website at the end of the meetings.

The internal quality assurance system is implemented transparently and holistically throughout the institution. In order to make the quality assurance system part of the institutional culture and to ensure that quality assurance mechanisms are effectively implemented, work on workflow diagrams was initiated in 2023, and risk management and data inventory plans were developed.

Documents defined in the Document Management module (regulations, directives, procedures, instructions, etc.) are stored in their current form (grouped, sorted, coded, and edited).

The Quality Management System (QMS), chaired by the Vice Rector responsible for quality and consisting of Administrative Unit Directors and managers, held regular meetings and carried out the work of the QMS and Quality Commission in an integrated manner. Internal audits were conducted in the units in 2024, and DÖF studies were also carried out. Some additional documents required by the ISO 9001:2015 standard (internal audit, corporate risk, customer complaints, requests and suggestions, non-conformity control, etc.) have been prepared and implemented. University workflow diagrams, job responsibilities, and proxy files have been worked on. [\(OD4\)](#) Review meetings have been held, [\(OD4\)](#) PDCA studies have been implemented, and this process has been improved and expanded in 2024.

On December 3-4, 2024, TS EN ISO 19011 Management Systems Internal Audit Training and Information Security Management System training in accordance with the requirements of the ISO/IEC 27001:2022 Information Security Management System Standard were conducted with the participation of employees who play important roles in the operation and management of our university's "Quality Assurance System." [\(OD4\)](#) Our internal auditors who earned their certification conducted the internal audits for 2025. [\[1_OD4\]](#)

Fenerbahçe University effectively implements its internal quality assurance system with a transparent and comprehensive approach. In accordance with the requirements of the Quality Management System (QMS), our university has obtained ISO 9001:2015 and ISO 27001:2013 certifications and is continuously working to improve its quality management and information security processes to meet international standards. Work on obtaining the ISO 50001 Energy Management System certification began in 2025.

For the monitoring process, the Academic, Administrative, and Research Centers' 2023-2024 Activity Reports have been collected in the format communicated by the Strategy and Quality Directorate, and an

archive has been created. Furthermore, the participation of the Rector and Vice Rectors in the Academic Council meetings to be held in 2025, the monitoring and internalization of the internal quality assurance system have been targeted. It is aimed to communicate more effectively with the Quality Commission, which consists of representatives from the Unit Quality Commissions. [2_OD3] [3_OD3] [4_OD3]

The institution has undergone an External Evaluation process by YÖKAK. The Evaluation Report indicates that the institution's QMS and Quality Assurance system applications are quite good, while also pointing out a number of areas open to improvement. The institution will be subject to a monitoring program by YÖKAK in 2025.

Maturity Level: Internal quality assurance system mechanisms are being monitored and improved in collaboration with relevant stakeholders.

Evidence

- [\[1\]\(4\)A.1.4-Internal Audit Plan.pdf](#)
- [\[2\]\(3\)A.1.4-2023-2024 Administrative Units Activity Reports.pdf](#)
- [\[3\]\(3\)A.1.4-Academic Units 2023-2024 Activity Reports.pdf](#)
- [\[4\]\(3\)A.1.4-Research Centers 2023-2024 Activity Reports.pdf](#)

5. Public information and accountability

Our university diligently fulfills its responsibility to inform the public and be accountable to the public. In line with the principles of transparency and accountability, Fenerbahçe University Management shares information about all associate degree, undergraduate, and graduate programs and the University with the public in a timely manner via our university website (www.fbu.edu.tr, <https://portal.fbu.edu.tr/>) and social media accounts in both Turkish and English. Furthermore, our university diligently addresses information requests from internal and external stakeholders in line with this approach. (OD4) (OD4)

Our university also follows an effective information policy to ensure that the public and stakeholders are accurately informed. Our faculty members participate as speakers in events such as conferences, symposiums, panels, and open forums to inform the public about their respective fields, and when appropriate, serve as jury members in competitions related to their areas of expertise. [1_OD4] [2_OD4] Similarly, our faculty members provide board membership, consultancy, refereeing, and expert witness services in their areas of expertise at various public institutions; they can also teach as instructors in education programs related to their fields or as faculty members at different universities under the scope of YÖK's 40a assignment. [3_OD4] [4_OD4]

In addition, our university systematically informs both internal and external stakeholders. Accordingly, in addition to general news about the university, the Brand and Communications Directorate within our university meticulously, sensitively, and regularly carries out tasks such as news related to academic and administrative staff at the university (resignations, new hires, academic promotions, assignments, etc.), event announcements, and press relations. All internal university news and announcements are also shared through our social media accounts on platforms such as Instagram, Facebook, X, LinkedIn, and YouTube. In 2024, it was observed that our university's social media accounts were followed by 63,400, 5,600, 19,419, 7,639, and 2,021 people, respectively. (OD4) (OD4) (OD4) (OD4) (OD4) At this point, the Brand and Communications Directorate plays a strategic role in ensuring effective and two-way communication both within and outside the institution and in keeping this communication up-to-date.

In addition to providing information to the public, another sensitive issue at our university is the public's access to information. Every individual has the freedom to submit information requests to our university 24/7 via iletisim@fbu.edu.tr. In this context, all applications submitted to our university for the purpose of obtaining information are carefully addressed. Under the supervision of our Rectorate, the university

administration promptly responds to requests from CİMER, YÖK, and other public authorities and stakeholders with satisfactory content as required.

When judicial authorities officially request information about our university employees, the necessary responses are provided within the framework of the law. New job postings are announced in newspapers and/or on the internet and portals, while information about employees joining and leaving the institution is communicated via email. [5_OD4] [6_OD4]

For current students' opinions, suggestions, and requests regarding the university, suggestion, request, and complaint boxes are located on the lobby floor of Blocks F and B; these boxes are checked monthly, and the feedback is shared with the administration. Information requests from prospective students (OD4) and international prospective students (OD4) are received in accordance with the principles of the Personal Data Protection Law (KVKK) via the link, and our university responds to incoming requests promptly. Our university conducts information exchange with our graduates through the Alumni Unit (OD4).

Our university's Faculty of Communication Media Center is also an important application area in the process of providing and acquiring information. Every week, radio broadcasts are made under the title "FBÜ Radio" at the Media Center, and the program schedule is announced to our internal and external stakeholders on the university website (OD4). In addition, collaborations, interviews, panels, workshops, and course applications in the fields of Public Relations and Advertising, New Media and Communication, Radio, TV, and Cinema, as well as internship opportunities and events held in collaboration with other departments of our university, are announced to the public through the Media Center's social media accounts. Students' opinions, suggestions, and complaints are also received through the Instagram account. (FBU Media Center Instagram and LinkedIn accounts (OD4), (OD4))

On the other hand, to announce all scientific studies produced by the university to the public and ensure visibility, academic, cultural, and social events, institutional, student, and academic achievements, and commission meetings are shared on the University website and social media accounts under the "Research" button on our website. Remote access to electronic resources provided by our university library enables our internal stakeholders to access scientific resources from outside the university.

Our university strives to raise awareness across the university regarding the security of personal information by conducting training sessions for internal staff as part of the information provision and acquisition process. [7_OD4] At this point, the principle of protecting the personal data of academic and administrative staff working at our university and not sharing it with third parties is applied. Our university informs the public in coordination with the KVKK Commission, and requests, complaints, or suggestions are received through the application form, request form, or website within the scope of KVKK. The personal data specified in the application area is processed in a manner that is proportionate and limited to the purpose of communication, in accordance with the conditions stipulated by the Personal Data Protection Law No. 6698. [8_OD4] [9_OD4]

Another initiative undertaken by our university in the area of information sharing with external stakeholders is university promotional activities. In this context, promotional fairs, career events, and university open days serve as platforms for university promotion, where all external stakeholders are provided with printed materials in Turkish/English, including a general promotional brochure, a brochure detailing minimum and maximum admission scores, and faculty-specific promotional brochures. Our university also has a prospective student page on its main website for communicating with prospective students (OD4). In addition, as part of the promotional events organized by the Brand and Communications Directorate, faculty members from various departments visit secondary schools. At the same time, the International Relations Directorate participates in promotional fairs held in multiple countries to provide prospective students with detailed information about the University and to relay student feedback to the university. (OD4) (OD4)

Our university's internal accountability approach is grounded in our core institutional values, including *"good governance," "emphasizing public and social responsibility,"* and *"adhering to the philosophy of Total Quality Management."* In this context, the University administration regularly and diligently carries out tasks such as promoting democratic participation and decision-making in management processes, ensuring openness to the representation of diverse ideas, and ensuring that decisions are communicated to academic staff with transparency. Within the scope of internal accountability, correspondence processes within the organizational structure and hierarchical order of academic and administrative units are managed through the Electronic Document Correspondence System (EBYS).

Accordingly, decisions sent via the Electronic Document Communication System (EBYS) from departments and faculties are discussed at Senate and Administrative Board meetings based on their content. At these meetings, the Rector, Vice Rectors, Secretary General, Deans, and Senators evaluate the matter and make decisions collectively. The decisions made at these meetings are promptly communicated to academic and administrative units via email. [10_OD4]

In addition, the University holds internal and external stakeholder meetings throughout the year, either in person or via Microsoft Teams. Both the meetings and surveys conducted for internal and external stakeholders aim to gather their opinions on management; the data obtained is then incorporated into the management process. [10_OD4]

Maturity Level: The institution's public information and accountability mechanisms are monitored and improved in line with stakeholder opinions.

Evidence

- [\[1\]\(4\)A.1.5-Invitation Letter.pdf](#)
- [\[2\]\(4\)A.1.5-Jury Membership.jpg](#)
- [\[3\]\(4\)A.1.5-40a Assignment.pdf](#)
- [\[4\]\(4\)A.1.5-40a Assignment.pdf](#)
- [\[5\]\(4\)A.1.5-Departing Staff.pdf](#)
- [\[6\]\(4\)A.1.5-New Hire Announcement.pdf](#)
- [\[7\]\(4\)A.1.5-KVKK-ISO Employment Training Guide.pdf](#)
- [\[8\]\(4\)A.1.5-Visitor-Information-Text.pdf](#)
- [\[9\]\(4\)A.1.5-Website-Information-Text.pdf](#)
- [\[10\]\(4\)A.1.5-Senate Decision Announcement Example.pdf](#)

2. Mission and Strategic Objectives

1. Mission, vision, and policies

Our university's mission is to be an institution that generates value through education and training in the fields of science, technology, art, culture, and sports; to foster research, development, lifelong learning, and innovation; and to cultivate pioneering individuals in the social sphere. Our vision is to be recognized worldwide as a respected university that equips all its stakeholders at the national and international levels in the fields of science, technology, culture, arts, and sports, develops them interactively, and enables all its members to realize themselves as good people. Our mission and vision are shared on our website and campus in a way that is easily accessible to all stakeholders. They are known and internalized by our staff. [\(OD4\)](#)

Our Core Values are: Embracing national and international values; Having good governance; Valuing academic freedom; Being sustainable; Being innovative; Being entrepreneurial; Valuing public and social responsibility; and Having a Total Quality Management philosophy.

The Rector, Vice Rectors, and Secretary General of our university play an active role in the management of education and teaching, research and development, social contribution, internationalization, and administrative processes, closely monitoring these processes through regular reporting. Senior management embraces the quality assurance system and leads efforts to achieve the Strategic Plan objectives. With a leadership approach that encourages teamwork, it fosters effective communication across all units, creating a management culture in which all internal and external stakeholders take ownership of the quality process. The basis of our university's quality assurance policies is the adoption of the plan-do-check-act (PDCA) cycle, the identification of areas open to improvement, and the adoption of a continuous improvement approach.

Evidence related to education and training policy; B. Education and Training, Evidence related to research policy; C. Research and Development, Evidence related to internationalization policy; A.5. Internationalization; Evidence related to social contribution policy; D. Social Contribution are included under these headings.

Our university sports teams have represented our university and our country in various sports competitions and achieved success.

Maturity Level: Practices are carried out in line with the mission, vision, and policies, and are monitored and evaluated with stakeholders, with measures taken accordingly.

2. Strategic objectives and targets

Fenerbahçe University's 2022-2026 strategic plan has been developed to guide the University into the future, aiming to direct quality, performance, and accreditation efforts.

The plans prepared by the University and Unit Strategic Planning Committees have been shared with internal and external stakeholders on the website. The unit strategic plans of the Faculty of Pharmacy, Faculty of Economics, Administrative and Social Sciences, Faculty of Communication, Faculty of Engineering, Faculty of Architecture and Design, Faculty of Health Sciences, Faculty of Sports Sciences, and our Vocational School of Health Services within our university have been published on the website. [\(OD3\)](#); [\(OD3\)](#); [\(OD3\)](#); [\(OD3\)](#); [\(OD3\)](#); [\(OD3\)](#); [\(OD3\)](#); [\(OD3\)](#).

Our university's strategic plan has been prepared based on the strategic areas of "Education and Teaching," "Research and Development," "Social Contribution," and "Management System." [\(OD3\)](#)

The 2022-2026 Strategic Plan Performance Indicator Targets file was sent to administrative and academic units via email, and the targeted and actual information was obtained. In this plan, items that could not be achieved were reviewed by the Strategic Plan Commission; the Strategy and Quality Directorate prepared the 1st Evaluation Report; and the Strategic Plan Coordination meeting was held and shared with internal and external stakeholders on the website. [\(OD3\)](#)

All Administrative and Academic Units and Research Centers have been requested to prepare their 2023-2024 Activity Reports in line with the 2022-2026 Strategic Plan. All Activity Reports have been documented. [1_OD3] [2_OD3] [3_OD3]

The Rectorate and the General Secretariat plan in accordance with the financial and academic calendars, in line with the strategic plan. Meetings and discussions held by academic and administrative units are used to monitor processes and address any shortcomings. The results of the surveys conducted, along with complaints and requests received through the online portal and iletisim@fbu.edu.tr email address, are reviewed by the relevant parties, processed, and resolved before they become issues.

All of our university's administrative processes are implemented with full consideration of the effects of digital transformation across all areas and in a manner that involves the interaction and participation of internal and external stakeholders. Considering the contributions of all administrative and academic structures, as well as the applications developed within this scope, to the activities to be carried out within the four-year strategic plan, we aim to secure our university's place in the Turkish Higher Education System.

Maturity Level: The institution has a comprehensive strategic plan that is embraced by all units and communicated to stakeholders, along with applications that align with this plan.

Evidence

- [\[1\]\(3\)A.2.2-2023-2024_Administrative Units_Activity Reports.pdf](#)
- [\[2\]\(3\)A.2.2-Academic Units 2023-2024 Activity Reports.pdf](#)
- [\[3\]\(3\)A.2.2-Research Centers_2023-2024 Activity Reports.pdf](#)

3. Performance Management

Our University, established in 2016, welcomed its first students in 2019. In 2021, it began its strategic planning efforts and announced its 2022-2026 Strategic Plan. Fenerbahçe University's 2022-2026 Strategic Plan outlines strategic objectives and performance indicators for four strategic goals: "Education and Teaching," "Research and Development," "Social Contribution," and "Management System."

Our university's Quality Assurance System was completed in 2021 and made public. Within this scope, as a result of the work carried out with the Strategic Plan Coordination Unit, the goal was to spread performance management across the board, and efforts were made to monitor and improve its implementation. Building on this, process-oriented infrastructure work for performance management was initiated in 2023 and continued in 2024.

The academic tracking system format, created by the vice rector responsible for research, was sent to the units via email, and scientific-focused information, such as publications, presentations, books, book chapters, patents, and projects, was collected. As a result of the work carried out on the files by the responsible vice rector and the Library and Documentation Directorate, the 2024 publication and presentation files were prepared. [1_OD4] Accordingly, faculty members' performance is listed in the "Research Outputs" section on the website (OD4). The 2024 University Research Outputs, an academic data portal project to monitor faculty research potential, has begun, and the system will be launched in 2025.

To support academic activities and research, the "Directive for Supporting Academic Publications" and the "Directive for Supporting Participation in Academic Activities," approved by our University Senate, are being implemented. Academics' academic publications and scientific presentations addressed to Fenerbahçe University are encouraged and supported by the Board of Trustees (OD3); (OD3). The number of supported publications and the number of faculty members attending scientific events are shared in the Research and Development section. In addition, faculty members who have won projects and received awards at scientific congresses are also announced on the website.

The Instructor Performance Measurement Criteria Directive, approved by Fenerbahçe University Senate Decision No. 119 dated October 3, 2024, has also been implemented. The evaluation of the 2023 work was conducted in 2024, and incentives were awarded based on the performance evaluation results. An additional section has been developed on the human resources portal for academic staff to track their evaluation results (OD3).

The University Senate approved the guidelines for promotion and appointment to faculty membership on November 14, 2024, and they have been implemented. (OD3)

In surveys conducted among academic and administrative staff during the academic year, staff evaluations of institutional belonging, education, teaching, and research activities were examined, and efforts were made to improve and enhance performance in areas identified for development ([OD3](#)); ([OD3](#)).

Within this scope, initiatives such as birthday celebrations, dance and sports events, in-house training programs, and responsiveness to immediate requests have been developed to boost motivation.

Maturity Level: The effectiveness of performance indicators and performance management mechanisms is monitored within the organization, and improvements are made based on the monitoring results.

Evidence

- [\[1\]\(4\)A.2.3-Research data.pdf](#)

3. Management Systems

1. Information management system

An integrated information management system has been established to support the strategic objectives aligned with our university's mission and vision. It is monitored and reported in an integrated manner with quality management processes. Within this framework, our ISO 27001:2013 Information Security Management System is audited annually, and our certification is renewed. [1_OD4]

Additionally, compliance work with the Turkish Presidency Digital Transformation Office Information and Communication Security Guide has been completed, and the audit process has been successfully concluded. [2_OD4]

Integrated Information Management System

Our university uses the **Dynamics 365 Business Central** ERP application, SIS Student Automation, Blackboard online education platform, EBYS, PDKS, and Library software. Furthermore, the FBU Apply International Student Portal, FBU Unisis Student Online Registration Portal, FBU Institutional Portal, and FBU Mozaik Human Resources Portal, developed by our Software Department, serve our students and all our employees in an integrated manner. [3_OD4]

The Ataşehir Campus has an infrastructure equipped with entirely modern technologies. WiFi6 access points supporting BLE and Zigbee are used for the 183 IoT devices located throughout the campus. These access points are managed by a controller infrastructure that operates in a redundant configuration and manages load balancing. The controllers are managed by one of the most up-to-date and technological operating systems. There are two key devices in our server rooms that serve as the campus backbone. Connected to this backbone, a total of 79 edge switch devices with various port configurations are distributed throughout the campus. Up-to-date policy management and reporting software that allows profiling on a user- and device-level is used for access control and reporting throughout the entire building. This software provides both access security and detailed reporting capabilities. Campus security is provided by 234 IP cameras strategically located throughout the building and 5 recording devices, ensuring redundant operation of these cameras. Server and PC virtualization systems are used at our Ataşehir campus, and management and maintenance services are provided using ESXi and VMware Horizon software. A total of 13 physical servers located in our server room and 95 virtual servers connected to them host the thin-client infrastructure used by administrative and academic staff. A high-level storage infrastructure is provided with backup units, management switches, and new-generation storage devices. At the same time, 13 physical servers in our server room, along with two SAN switches connected to them, are actively used.

We have seven computer laboratories, with both virtual and physical PC infrastructure, made available to our students. These laboratories have capacities of 47, 30, 60, 50, 50, 50, and 45 students, respectively.

Our laboratories are available for use in all relevant application courses and support the Distance Learning method, providing our students with the same access from their home environment.

Up-to-date policy management and reporting software is used for access control and reporting across the building, enabling user- and device-based profiling. This software provides both access security and detailed reporting capabilities.

Campus security is provided by 234 IP cameras strategically positioned throughout the building and 5 recording devices, ensuring redundant operation of these cameras.

Virtualization technologies are used within the Ataşehir Campus, and server and PC virtualization systems are managed using the latest software. This infrastructure enables management and maintenance services to be provided with high efficiency. All our students and staff have smart cards that allow them to access all campus facilities with a single card.

Information Security and Reliability

Physical Security: Our university is monitored by security cameras, ensuring there are no blind spots. Entrances are recorded using a card system. Access to the server room is restricted to authorized personnel. There is also one security camera in this room. Server rooms are equipped with FM200 fire suppression mechanisms in accordance with the 27001 standard, and periodic maintenance is performed. A total of 4 industrial air conditioners are used for climate control in the server rooms, which are raised above the floor and feature non-combustible bases to protect against flooding. Network cabinet rooms on each floor are kept locked to prevent unauthorized access. The institution's archive room is closed, and unauthorized personnel are prevented from accessing it. A security camera is positioned in front of the archive room to record entries and exits. **Network Security:** All network products on the site are integrated with a central authentication system to prevent unauthorized access. Entries, exits, and operations performed on network devices are logged in the central management program. Internal personnel connect to the wireless communication network via the Network Access Controller system. This system is also logged and recorded. The wireless network for external guests is isolated from the internal network and made accessible via hotspot broadcasting, SMS, and ID number verification in accordance with Law 5651. The wired network within the organization is blocked unless it passes through the NAC. All network devices are periodically updated, and security patches are applied. The organization's network structure operates redundantly to ensure business continuity. There are two active-active security firewalls, a backbone, and wireless network management control devices. Hardware redundancy is provided for the entire system. Layer 7 network and application security is provided by implementing IPS, DDoS protection, Antivirus, WAF, Web Filter, DNS Filter, and app filter on the complete UTM security firewall. Separate rules are created for each server on the firewall. The firewall logs for 180 days using its own logging software and notifies the administrator via email in certain situations. External access is provided via SSL VPN and is logged and recorded. An analysis program monitors every user connecting via VPN from outside and sends an email to the administrator. The organization is protected against external DDoS attacks by preventive devices provided by the ISP. The system is designed to block large-scale attacks. Penetration tests are periodically conducted on our network by accredited companies, either with or without our knowledge.

Cybersecurity

To protect our university's digital infrastructure and proactively address cyber threats, a Cyber Incident Response Team (CIRT) has been established in accordance with the National Cyber Incident Response Center (USOM) standards. This unit performs threat monitoring, attack detection, rapid response, and threat intelligence. Additionally, to enhance information security and cyber resilience, professional penetration tests are conducted annually. Furthermore, systems are scanned monthly using Nessus vulnerability scanning tools to detect security vulnerabilities early. [4_OD4]

System Security

Virtualization technology is used at our university. Our desktop devices operate as thin clients and are virtualized through a central system. The networks on client machines are isolated from each other using separate VLANs for each unit (administrative affairs, student affairs, financial affairs, etc.). Client machines are updated daily via a central update system and are rebooted. This central system performs daily security updates. Our internal central servers are located on different VLANs. Each server has an active local firewall and is managed with a set of rules. This also applies to Linux servers, where the iptables service is active. Security rules are created for each server based on the service or role, and client requests are blocked. On the server side, rules are written specifically according to the IP address and the port or protocol used. Server admin sharing is blocked. Servers are monitored through the central SIEM-LOG system, and entries, exits, or user actions are logged.

The organization has a central DFS file sharing system. This system operates continuously as a failover cluster. Shared areas have specific security permissions based on units or faculties. All activities in the central file-sharing area on DFS are monitored and logged. Files that are deleted, added, or modified are logged, including the identity of the actor and the date and time. Server or client machines are monitored and logged via the central security system. If malware is found on the system, the administrator is notified by email, the malware is investigated, and the necessary action is taken. Microsoft provides the organization's email security. DLP is present on the system, and data classification prevents confidential information from leaving the organization. Malicious software spreading to client machines via email is blocked by this system. Special moderators approve email transmission to institution-wide mailing lists. There are two separate domains within the institution. Individual structures and rules apply to administrative and academic units and to students. Outbound servers are located in the DMZ area. These servers are prohibited from accessing internal servers or are restricted according to the rules.

Application Security

Our institution has application virtualization technology for academics and students. Users connect to these applications with their own username and password, either from within or outside the institution. These connections are logged. Connections from inside or outside the institution are made securely, from inside to outside or outside to inside, via the application's dedicated network gateway, using certified connections. The application virtualization server is hosted on a separate internal network. The EBYS, CRM, and OIS systems grant users access based on information received from the central authentication server. Everything users do in this system is logged. This prevents unauthorized access. The Blackboard Learn remote education platform integrates with Microsoft O365 and supports user access via SSO/SAML. The Microsoft O365 system migrates internal users to the cloud. This process is carried out in an encrypted manner using a special application. Users are also backed up externally—the O365 application in the cloud, and other third-party applications. Individuals can reset or unlock their passwords via SMS verification here. Internal policies determine the password reset or password lock policy here, in accordance with the 27001 standard. Within the organization, there are many policies, such as email, password, clean computer, clean desk, and similar policies, in accordance with ISO 27001. The university does not deviate from these policies and standards. Vulnerability tests are conducted periodically on our applications by accredited companies, with or without our knowledge. [5_OD4]

Communication Security

Written, verbal, visual, or digital communication methods used within or outside the institution are carried out securely in accordance with the KVKK. Our institution has IYS integration. This ensures that no unauthorized communication channels are operational. Communication channels blocked by the IYS are added to the organization's blocklist, data is restricted from access, and stored in accordance with the KVKK. The organization's call center conducts its calls in accordance with the KVKK and IYS. [6_OD4]

Printer Security

The institution has a centralized printer management system. This system is integrated with employee ID cards. Printing documents sent to the printer without the person's ID card is prevented. Every job sent to the printer or performed on the printer is logged. To protect the environment, employees are assigned printer credits, and they cannot use the printer if they exceed their credit limit. If individuals wish to make photocopies on the device, they can do so on behalf of their own users by scanning their cards into the system. The printers are located on a separate network isolated from other networks. Only authorized personnel have access to these networks. The default passwords for the devices' admin users have been changed. If jobs sent to the printer are not retrieved within a specific time, they are canceled to ensure security. At the end of the month, the jobs performed on the printer are checked and recorded.

Data Security

All data within the organization is backed up. This includes user data. Data is backed up at the central location and at local data centers in Turkey. Data for each month is backed up by taking snapshots within the central storage unit. There are two separate storage units within the organization: one for data and the other for data backup. Network inputs in both units operate redundantly to prevent data loss. Updates and security patches for the units are performed periodically. All security measures have been put in place to prevent unauthorized access to personal data. Specific rules, such as automatic screen locking and invalid password attempts, are enforced to prevent unauthorized access. Passwords must be changed every 180 days. Awareness training is provided within the institution to address social engineering threats, and tests are conducted to assess its effectiveness. In addition, work related to Verbis processes has been completed.

Maturity Level: An integrated information management system is being monitored and improved within the organization.

Evidence

- [\[1\]\(4\)A.3.1-ISO27001_2024_certificate.pdf](#)
 - [\[2\]\(4\)A.3.1-BGIR Audit Report Form.pdf](#)
 - [\[3\]\(4\)A.3.1-FBU Portal.pdf](#)
 - [\[4\]\(4\)A.3.1-Penetration Test.pdf](#)
 - [\[5\]\(4\)A.3.1-ISMS Documentation.pdf](#)
 - [\[6\]\(4\)A.3.1-KVKK.pdf](#)

2. Human resources management

The Human Resources Directorate is an administrative unit responsible for placing qualified human resources in appropriate academic and administrative positions in line with the university's institutional strategies, and for planning national/international human resources. Ensuring the continuity of employment for academic and administrative staff and focusing on continuous improvement in employee rights and productivity are among the fundamental objectives of Human Resources.

As stated in KIDR-2023, the Human Resources Directorate conducted a 2023 survey of administrative staff to identify training needs and requests for in-service training. Based on the survey results, new training activities were planned, and the training route was determined accordingly to ensure more qualified communication and interaction with both our foreign staff and our students. In-service English training was initiated for our administrative staff and completed in 2024. [1_OD4] For 2025, an English Level Assessment Test will be administered to administrative staff, and work will be carried out to plan

A new application has been developed for the corporate orientation training we started last year, which will also include other staff working at our University. With this On-the-Job Training Program, in which the orientation of new employees will be monitored by representatives from each unit, together with Human Resources, the aim is to ensure that new employees adapt more quickly to their jobs within the University as a whole and within their units after their general orientation. In addition, topics such as the employee's suitability and/or motivation for the job, their strengths, and areas for improvement can be discussed during this period [2_OD4].

As part of digitalization efforts for orientation training shared via email with new employees, it is planned to integrate this training into the improved human resources portal in 2025 and automatically notify relevant individuals. The topics covered in the orientation presentation used for this purpose are listed below. [3_OD4]

- About FBÜ
- Our Corporate Values
- Our Quality Initiatives
- FBÜ Organizational Chart
- FBÜ Senior Management
- Our Administrative & Academic Units
- Regulations, Guidelines, Principles, and Procedures
- Academic Staff Disciplinary Guidelines
- Ethics Committees
- Digital Platform Access Information Document
- OIS Teaching Staff User Guide
- Blackboard Presentation and Applications Guide
- Electronic Document Management System (EBYS) User Guide
- Human Resources Directorate Applications
- Occupational Health and Safety Training

Occupational Health and Safety must be established in accordance with legislation within the scope of human resources management. The established procedures have been reviewed, and Emergency Response Teams have been designated. Accordingly, all personnel have received "Basic Occupational Health and Safety Training," "First Aid Training," and "Fire Safety and Extinguishing Training." The completion of mandatory training for personnel under ISO 27001 and the Presidential Digital Transformation Project is stated in KIDR 2023. Mandatory training for all personnel, such as "Basic Occupational Health and Safety Training," "KVKK Training," and "ISO 27001 Awareness Training," is provided online, monitored, and shared with all new employees. This ensures that more personnel complete the training [4_OD4].

The Human Resources Directorate conducts appointments and all personnel-related procedures for full-time and part-time teaching staff and administrative personnel employed at our university, in accordance with relevant laws and regulations. Staffing management is planned in line with the institution's objectives, taking into account current and changing needs. The organizational structure is evaluated annually, and hiring is based on the results of that evaluation. Promotions, advancements, and position changes for administrative staff are planned and implemented as deemed appropriate by the administration. Promotion procedures for academic staff are evaluated in accordance with relevant

legislation and based on the opinions of the managers of the academic units to which they belong. Academic appointments and assignments within our university are carried out in accordance with the relevant articles of the Higher Education Law No. 2547. In addition, the Fenerbahçe University Promotion and Appointment to Faculty Membership Guidelines have been prepared and approved by Senate Decision No. 122 dated 14.11.2024 ([OD3](#)). Documentation has been prepared for the appointment and promotion processes, and workflows have been established in accordance with the relevant legislation. The completion of this phase has ensured the coordinated action of human resources and related units, strengthening the institutional structure.

Digitalization efforts have been initiated in the Human Resources Directorate processes, with some completed and others to be completed in 2024. However, improvements continue in line with needs. One completed project is the digitalization of the integration process with Financial Affairs, specifically for salary and payroll management. With the project launched in October 2023, integration between the human resources payroll module and the finance department has been achieved, eliminating manual tasks. The Information Technology Directorate has designed entry and exit reports for administrative and academic staff, ensuring secure and reliable information flow. In 2024, previously manually maintained staff lists are now recorded in the system more efficiently, and all documents are accessible from a single location. Automatic reports have been prepared to track situations for new employees, such as the end of the assignment, the end of the contract, and the probation period. All types of personnel leave can be tracked through the system. At the same time, personnel can also track their own information from their profiles. For 2025, it is planned that leave requests and approval processes will be carried out through the Human Resources portal.

Our institution has developed job descriptions, workflows, procedures, forms, and instructions for human resources management in line with its strategic objectives, and these have been digitized. The FBÜ portal project continued at full speed throughout 2024—these efforts aimed to design an end-to-end process for employees, from their start date to their departure. The performance management process outlined in KİDR 2023 has been actively implemented for academic staff in 2024. (See KİDR 2023 p.10) Evaluations conducted in accordance with the Fenerbahçe University Academic Staff Performance Measurement Criteria Guidelines are monitored by all academic staff via the Human Resources portal. ([OD4](#))

As part of the Quality Assurance system, staff satisfaction is continuously monitored using the results of the Academic Staff Satisfaction and Administrative Staff Satisfaction Surveys, conducted twice a year in January and July. The PDCA cycle is followed after analyzing the feedback received. Corrective and preventive actions taken throughout the process are recorded. This ensures that staff satisfaction indicators are advanced and best practices are standardized.

All our personnel receive discounts on services provided by the MBA Schools within the Medicana Health Group and the Medicana Education Group, with whom we collaborate, and a staff service is also available to all our administrative personnel.

Maturity Level: Human resources management practices are monitored within the institution and evaluated with relevant internal stakeholders for improvement.

Evidence

- [\[1\]\(4\)A.3.2-Training Needs Analysis.pdf](#)
- [\[2\]\(4\)A.3.2-Orientation Form.pdf](#)
- [\[3\]\(4\)A.3.2-Orientation Presentation.pdf](#)
- [\[4\]\(4\)A.3.2-Training.pdf](#)

3. Financial management

The Office of Financial Affairs manages the university's administrative and financial resources in accordance with the relevant procedures. The university's fiscal year runs from September 1 to August 31. All academic and administrative units prepare and submit their budgets before the start of the new term. All purchasing activities during the fiscal year are carried out in accordance with a specific plan. Our university's financial resources consist mainly of student revenues, the founding foundation, and other donations.

The financial data for the specified quarters, as reported in Section Five of the Foundation Higher Education Institutions General Audit Guide, the guarantee report based on the decision published in the Official Gazette and the letter from the Presidency of the Higher Education Council, and the budget for the relevant academic year are approved each year by the Senate and the Board of Trustees and reported to the Presidency of the Higher Education Council.

Student revenues consist of income from new registrations, registration renewals, school extensions, single courses, three courses, summer school, etc. With our online payment system, the student registration process can be carried out securely and quickly. Tuition payments are collected in cash, by credit card, or through an overdraft facility (KMH – Credit Deposit Account) offered in cooperation with partner banks. Under the KMH arrangement, installment payments provided to students are guaranteed by the relevant bank. With this workflow, no issues are encountered in receivables management, and cash flow is managed effectively. Dynamics 365 Business Central is used for all financial processes, and data is processed on this software.

Financial records are kept in accordance with the forms required by the Higher Education Audit Report. Budget expenditure transactions are carried out in accordance with the provisions of the University Procurement and Tender Law and other relevant financial legislation. The Procurement and Tender Commission is responsible for all procurement and tender decisions and processes at our university. The Commission's work is carried out in accordance with the procurement and tender regulations, as well as other relevant laws, regulations, and circulars.

Expenditures made by the directorates are subject to preliminary financial control within the limits determined annually by the Finance Directorate. In addition, all payment order documents are controlled by the Finance Directorate in accordance with financial legislation. The expenditure budget is compared with the actual revenue budget, and the budget for the following year is prepared. The budget submitted to the board of trustees for approval is implemented after it is approved.

Maturity Level: Financial resource management processes are monitored and improved within the institution.

4. Process management

As a higher education institution, our University implements the Public Financial Management and Control Law No. 5018, the Higher Education Law No. 2547, the Higher Education Quality Assurance and Higher Education Quality Board Regulation, the Fenerbahçe University Main Regulation, the Fenerbahçe University Quality Assurance Directive, the Fenerbahçe University Quality Policy, the Fenerbahçe University Regulations, Guidelines and Principles and Procedures, and the Institutional Self-Evaluation Report (ISER).

The Rector, Rectorate, Vice Rectors, General Secretariat, Directorates affiliated with the General Secretariat, Dean, College Director, and the Directorate of the Application and Research Center established under YÖK UYGAR constitute the management part of this process system. The areas of responsibility of the Vice Rectors are defined on the website, and the Dean and Dean's Office, Director and Directorate consult with the relevant Vice Rectors in these areas. Directorates affiliated with the General Secretariat perform their duties in their respective fields of work.

Committees formed with academic and administrative staff to actively monitor education, teaching, research, quality, design, and monitoring systems constitute an essential part of process management. This involves identifying and classifying main and sub-processes, determining which processes will change, and prioritizing processes for improvement.

The directorates affiliated with the General Secretariat carry out their duties within their respective areas of responsibility. The Quality Assurance Coordination Office and the Quality Commission, established to define and document processes, have continued their operations in accordance with the Quality Assurance Directive. The main and sub-processes are identified and classified by the commission, which also determines which processes will be changed and prioritizes those to be improved. Surveys related to the processes have been created and continue to be developed, and are conducted in accordance with the Survey Implementation Procedure. [1_OD4] The minutes of the Quality Commission's meetings have been shared with internal and external stakeholders on the Strategy and Quality Directorate's website ([OD4](#)).

The continuity of the ISO 27001 and ISO 9001 certificates has been ensured. The University's regulations, guidelines, and all administrative, academic, and education-related forms have been organized in the ISO document format, and an archive has been created. [2_OD4]

Within the scope of the Quality Management System, an internal audit was conducted across all departments in 2024, and a corrective action definition (DÖF) incorporating minor and major changes was established. Job descriptions and workflow diagrams were developed and shared with internal and external stakeholders on the Strategy and Quality Directorate website. ([OD4](#)) ([OD4](#))

On December 3-4, 2024, training on the TS EN ISO 19011 Management Systems Internal Audit and the ISO/IEC 27001:2022 Information Security Management System Standard requirements was completed with the participation of employees who play essential roles in the operation and management of our University's Quality Assurance System. Led by our Vice Rector responsible for Quality and Head of the Quality Management System Team, Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL, the training was delivered by trainers from Tetra Bilişim, one of our institution's critical external stakeholders. Two members representing our University's Quality Commission, two members representing the Quality Assurance Coordination, the entire Quality Management System Team, three members representing the Information Security Management System Team, and the president of our Student Quality Community also participated in the training. In accordance with the TS EN ISO 19011 Management Systems Audit Guide, the application conditions of planned first-party internal audits required by management systems, auditor characteristics, expectations from audit processes, and methods for conducting effective audits were explained ([OD4](#)) for organizations implementing integrated management systems.

2022-2026 Strategic Plan, 1st Evaluation Report. Prepared with input from departments, the Strategic Plan Commission, and the Strategic Plan Coordination Office, and shared with internal and external stakeholders on the website ([OD4](#))

Maturity Level: Process management mechanisms are monitored within the institution and improved through evaluation with relevant stakeholders.

Evidence

- [\[1\]\(4\)A.3.4-FBÜ_Survey_Implementation_Procedure.pdf](#)
- [\[2\]\(4\)A.3.4-Documents Record Archive.png](#)

4. Stakeholder Participation

1. Internal and external stakeholder participation

Involving higher education stakeholders in decision-making processes through activities is considered an essential goal for our university. Our university's priorities, goals, and plans are regularly shared with all employees at departmental meetings or general meetings. Furthermore, these processes are updated on the university's website, increasing stakeholders' access to information. Links to presentations to be made at meetings are shared with all academic and administrative staff by the Brand and Communications Directorate through the Information Technology Directorate.

Academic and administrative units meet to set their goals for the following year and evaluate the previous year. In determining the institution's main goals, senior management establishes consolidated goals that take into account the individual needs of each department/program. Our university's internal stakeholders are our students and academic and administrative staff. In contrast, our external stakeholders are students' families, companies we communicate with in the areas of our units, NGOs, public institutions, the Council of Higher Education, municipalities, and state and foundation universities. Both internal and external stakeholder participation is considered important in the activities of our university.

Our university strives to demonstrate the same sensitivity it shows towards internal stakeholders when dealing with external stakeholders. In this context, our more than five hundred external stakeholders are actively in contact with both our administrative and academic units. In 2023, an external stakeholder survey (OD4) was created to monitor our relationships with external stakeholders and identify any shortcomings. The first external stakeholder survey was conducted in 2024. Some of our external stakeholders with whom we actively worked in 2024 are: Medicana Hospitals, FBTV, Fenerbahçe Sports Club, and the Istanbul Provincial Health Directorate, with whom we have internships and collaborations; MBA Schools, with whom we collaborate on education and events; İŞKUR, kariyer.net, and the Turkish University Sports Federation, with whom we collaborate on employment; the Presidency's Human Resources Office, the Ministry of Youth and Sports, TÜBİTAK, and the Provincial and District Directorates of National Education are among our institution's essential contacts.

At our university, some committees conduct their work with "student representation" or "external stakeholder" participation. Our Quality Committee also includes a student representative (OD4). Our students, who are internal stakeholders, work part-time and assist with university administrative and academic affairs, thereby gaining knowledge of the processes. In addition, some of our students are also employed within the university's staff.

The Student Quality Community has been established, registered with the YÖKAK Student Quality Community, and included in its list. [1_OD4] Student representation has been ensured at YÖKAK Student meetings. Fenerbahçe University Student Quality Community, with the participation of our university's Vice Rector responsible for quality, Student Quality Community advisor Asst. Prof. Dr. Can Akpolat, and the Director of Strategy and Quality, held a meeting with our students, who are internal stakeholders in the quality assurance system, to support quality activities and increase student participation in the quality process and quality awareness among students, and to gather suggestions and opinions. (OD4) Fenerbahçe University Vice Rector Prof. Dr. Mehmet Yıldırım Üçtuğ and Director of International Relations Mustafa Kemal Yeğen met with international students to discuss the problems they face and possible solutions. (OD4) [2_OD4] [3_OD4]

Satisfaction surveys for our internal and external stakeholders are conducted in accordance with the Survey Implementation Procedure. In process management, surveys conducted within specific periods are discussed at meetings by the Quality Assurance Coordination Office and the Quality Commission, archived, and the results are shared with the relevant Director for improvement processes. In addition to the Student Satisfaction Survey, a student meeting was held with our Rector, Prof. Dr. Fatma Kanca, our Vice Rector responsible for Quality and Research, Prof. Dr. Güniz Küçükgül, and the Director of Strategy and Quality. Student feedback was collected with the participation of the Vice Rector responsible for quality and the Director of Strategy and Quality. (OD4)

In addition to social, cultural, and sporting events, we maintain regular communication with our stakeholders regarding academic and scientific activities, and we seek their opinions and contributions.

Maturity Level: Stakeholder participation mechanisms are monitored, and improvements are made accordingly.

Evidence

- [\[1\]\(4\)A.4.1-Student_quality_community.jpg](#)
- [\[2\]\(4\)A.4.1-Rector Student Meetings-1.jpg](#)
- [\[3\]\(4\)A.4.1-Rector Student Meetings-2.jpg](#)

2. Student feedback

Student feedback (regarding courses, course instructors, degree programs, services, and overall satisfaction levels, etc.) is systematically collected through various channels, effectively utilized, and the results are shared. Instructor and course evaluation surveys are conducted during the fall and spring semesters of each academic year. In contrast, the student satisfaction survey is administered during the spring semester of each academic year. In the surveys conducted online in English and Turkish via the Student Information System (SIS), students were asked to evaluate various University practices (very good, very poor, strongly agree, strongly disagree). The validity and reliability of the methods used and the consistency and representativeness of the data have been ensured. The Student Satisfaction survey also included an evaluation of the Distance Education model ([OD4](#)). Based on the feedback received, the course recordings were made continuously available on the Blackboard system. Across all programs, practices for collecting student feedback are monitored and improved based on student participation. Feedback results are reflected in decision-making processes.

To enable students to quickly and easily purchase materials they may need, such as food, clothing, and stationery supplies, without having to leave campus, and to create a space where they can experience campus life in a safe and hygienic environment, study together, and develop their social skills, the "FBU Store" opened on the ground floor of the Block F building at our Ataşehir campus in the 2023-2024 academic year.

Our first student sent under the Global Exchange Program has completed their mobility and received positive feedback from the host institution. In addition, our first Erasmus+ project, the 2022 KA131 project, was successfully completed, with a budget utilization rate of 95.02%, and the final report submitted in 2024 included evaluations from all incoming and outgoing participants who participated in the mobility. The courses taken by our outgoing students at the host institutions were 100% recognized by our university, ensuring the smooth continuation of academic recognition. Furthermore, surveys conducted on the processes revealed that participants were generally satisfied. [1_OD4]

Considering that our university has full-time international students, surveys prepared for students have also been translated into English. In addition, all kinds of requests, suggestions, complaints, and feedback from students are forwarded directly to the Office of International Relations via portal.fbu.edu.tr. ([OD4](#))

Maturity Level: Practices for obtaining student feedback are monitored across all programs and improved based on student participation. Feedback results are reflected in decision-making processes.

Evidence

- [\[1\]\(4\)A.4.2-Erasmus KA131 2022 Final Report.pdf](#)
- [\[2\]\(4\)A.4.2-Student Affairs-Satisfaction Survey Information.docx](#)

3. Alumni relations management

The Career Center and Alumni Office conduct comprehensive studies to help our graduates set their career goals accurately and effectively. To support our graduates in making a successful transition into the professional world, we organize in-person and online career events and provide tailored career guidance services.

Our activities for our graduates include the following:

- **Competency-Based Training:** We provide our graduates with a wide range of training, from digital skills to leadership competencies, to help them make a difference in the business world.
- **Interview Simulations:** One-on-one interview simulations are organized for our graduates who are in the process of finding employment, offering a professional preparation process before actual interviews. Our graduates learn how to highlight their strengths while also receiving detailed feedback on areas for improvement. [1_OD3]
- **Career Summits and Panels:** Our graduates meet with industry leaders and professionals from the business world to learn about current hiring trends, industry dynamics, and career management.
- **Networking Events:** Our graduates have the opportunity to meet professionals from different sectors, establish connections, and learn about job opportunities.
- **Traditional Pilaf Day:** This is a special event where our graduates come together to refresh their university memories and strengthen their social bonds. First held in 2024 and now a tradition, this event allows our graduates to meet old friends and academics, enjoy a pleasant day, and maintain their ties with our university (OD3).
- **Job Posting Sharing:** As the Career Center and Alumni Office, we collaborate with leading brands in the industry to ensure our graduates make a strong start in their professional lives. Within this scope, job postings specially prepared for our graduates are collected and regularly shared. By directing them to relevant positions, we actively support our graduates' job placement processes.
- In addition, our graduates are encouraged to participate in all organized events and training programs through regular information and invitations. All these activities are designed to support our graduates in making a strong start in the business world and to contribute to their professional development.

Founded in 2016 and admitting its first students in 2019, our university graduated its first students from the Vocational School of Health Services at the end of the 2021-2022 academic year. By the end of the 2022-2023 academic year, all our faculties except the Faculty of Pharmacy had graduated their students. As of 2024, the number of our graduates has increased significantly, and our university has steadfastly continued its mission of providing the business world with qualified individuals.

Collaborations have been established with leading brands in the industry to increase employment opportunities for our graduates. Through these collaborations, we have collected current job postings for our graduates, identified suitable candidates, and provided active support during the job placement process.

In 2024, professional transition counseling and mentoring services continued to be provided to our graduates. In addition to the traditional methods currently used to track our graduates, efforts have been accelerated to develop a system that will automate the tracking process. As of 2024, 694 of our graduates have entered professional life in the sector. Of these graduates, 66 are successfully working at Mediana Health Group.

Students preparing for graduation have been guided on topics such as following current job postings, preparing resumes and cover letters, applying for jobs, and preparing for interviews. In addition, various training and practical sessions have been conducted to develop our students' professional and technical skills.

According to the University Monitoring and Evaluation Report 2024, Fenerbahçe University graduates ranked among the top 20 universities in terms of job placement within 3.4 months. [2_OD3]

By 2025, our goal as the Career Center and Alumni Office is to complete our digitalization efforts to provide more effective solutions to our graduates' needs. To this end, an Alumni Information Update and Job Platform will be created, providing a digital platform where our graduates can update their information, view current job postings, and apply for positions efficiently. An automated tracking system will be implemented to monitor our graduates' career paths (3_OD2). Increasing Employment Rates: We will strengthen our connections with industry partners to create more employment opportunities for our graduates. These efforts, carried out in line with the 2025 targets, will facilitate our graduates' adaptation to professional life and establish our university as a model in graduate tracking processes.

Maturity Level: Graduation tracking systems are implemented across the institution's programs.

Evidence

- [\[1\]\(3\)A.4.3-Interview Simulation Image.jpg](#)
- [\[2\]\(3\)A.4.3-Graduate Job Placement Durations.png](#)
- [\[3\]\(3\)A.4.3-Graduate Tracking System.png](#)

5. Internationalization

1. Management of internationalization processes

The university aims to pursue an internationalization policy that is open to global experiences and development through projects it plans to implement within the framework of partnerships supporting its existing programs worldwide in higher education, as well as student and faculty exchange, joint degree programs, and similar collaborations.

The management and organizational structure of internationalization processes. The FBU International Relations Directorate team consists of a director, 4 international student recruitment specialists, 1 exchange program specialist, and 2 assistant specialists (OD4). In addition, during registration periods, depending on office workload, part-time staff are assigned to the office. The International Relations Directorate operates under the Vice-Rectorate on an academic level and under the General Secretariat on an administrative level.

Personnel requirements for activities such as exchange programs and international student recruitment conducted under the International Relations Directorate have been determined, and a sufficient number of multilingual personnel from various countries have been employed. Furthermore, due to the increased staff numbers, additional space was allocated within the directorate to accommodate the growing workforce. This has created an environment conducive to providing students with counseling and support services. In addition to Turkish and English, email notifications to students are also sent in Farsi, Arabic, and Russian [1_OD4].

An application was submitted for the Erasmus+ KA131 higher education student and staff mobility project in 2024, and the Turkish National Agency allocated a budget of 56,450 euros to our university. An additional budget of 8,000 euros was requested for the 2023 KA131 project, which was awarded in 2023 and continued in 2024. In 2023, the Turkish National Agency approved 7,900 euros from this budget, and an additional budget allocation was made to our university (OD3).

Work has begun on the Erasmus+ KA171 International Credit Mobility project to secure more EU funding. Applications for the relevant project will be made in February 2025. In addition, our university is implementing the necessary digitalization processes in accordance with Erasmus+ program rules and is using the portals published by the commission.

Student and staff mobility under the Erasmus+ KA131 project is carried out fairly and transparently. Announcements are prepared in accordance with the guidelines [\(OD4\)](#) and communicated to our university via channels such as the website and email. The announcement processes carried out in 2024 and the placement lists are shared on the website [\(OD4\)](#) [\(OD4\)](#).

Additionally, the Erasmus+ Jean Monnet Module project, which received funding in 2022, began its activities in 2023, and the course associated with the project was also offered in 2024. Course outcomes are announced on the website [\(OD4\)](#).

In the context of international student recruitment, 1,083 new international students have enrolled at our school for the 2024-2025 academic year. Including students who renewed their enrollment from the previous academic year, our total student population from 74 countries has reached 2,423. Considering the total number of students, approximately 30% are international students. The goal for future academic years is to increase student diversity. In this context, it is anticipated that promotional activities abroad will increase, the university's representative network will expand, and current student satisfaction will be improved.

Maturity Level: The managerial and organizational structures for internationalization processes are being monitored and improved.

Evidence

- [\[1\]\(4\)A.5.1-Student Information.pdf](#)

2. Internationalization resources

Internationalization resources are created and used in accordance with the business development activities planned by the International Relations Directorate during the period; participation in international student recruitment fairs and international education programs and fairs; announcements and promotional campaigns for promotional activities; and are approved by the Rectorate.

Applications have been made for state incentives related to the fairs participated in during 2024. [1_OD3] These incentives have increased the institution's visibility on the international platform.

Our university is part of the Enhancing the Competitiveness of the Service Sector (HISER) project, supported by the Ministry of Trade. The project is a three-year initiative that aims to bring together 11 universities to form a cluster and carry out activities to increase international engagement. Within the scope of the project, various training sessions have been provided for the international relations department staff, and trade delegation visits have been organized in collaboration with the cluster universities. The project is still ongoing.

Maturity Level: The institution's internationalization resources are managed with interdepartmental balance.

Evidence

- [\[1\]\(3\)A.5.2-HIB Incentive Application Screen Shot.png](#)

3. Internationalization performance

Internationalization performance, along with efforts to determine and implement internationalization strategies, is carried out by the International Relations Directorate, and improvements are determined in

An online application portal was launched in 2021 to ensure the sound and controlled management of international student applications, and it has been actively used since 2022 [\(OD3\)](#). While using the portal, deficiencies in the system and emerging needs were observed, and process improvements were made. The SIS and UNISIS systems used within the university have been integrated with the application portal. Thus, these systems have also been adapted to the institution's processes. The process of improving the application portal is ongoing. In addition, feedback is being collected and communicated on the improvements observed on the website, and updates are being made to make the website more user-friendly.

Social media accounts were used in multiple languages, and posts were also shared via the accounts of representatives with whom we collaborate to reach prospective students. [\(OD3\)](#)

Within the scope of the Personal Data Protection Law and the protection of personal data, relevant training has been provided to Directorate employees. The international student recruitment unit's brochure has been redesigned with up-to-date information.

Additionally, an orientation meeting was held for international students, feedback was collected from them, and meetings were held to enrich their campus experience. [\(OD3\)](#)

In 2024, an application was submitted to Times Higher Education (THE), an international ranking organization, for its Impact Factor (THE IMPACT) ranking. The results are expected to be announced in May 2025. The application submitted the previous year has been finalized, and our university has earned the right to be ranked among other universities whose applications have been approved [\(OD3\)](#). In addition, our university applied to the Round Rankings 2024 (RUR 2024) ranking company in 2024 and has been included in the world ranking list [\(OD3\)](#).

As stated in KIDR 2023, recognition applications have been initiated for countries such as Jordan, Oman, Iran, Iraq, Saudi Arabia, and Libya. Positive results have been obtained from five of these countries, and our university's diploma has gained recognition in these countries. The countries with positive results are listed below:

- Iraq [\(OD3\)](#)
- Saudi Arabia [\(OD3\)](#) [\(OD3\)](#)
- Jordan [\(OD3\)](#)
- Yemen [1_OD3] [\(OD3\)](#)
- Libya [2_OD3]

Maturity Level: Internationalization activities are widespread throughout the institution.

Evidence

- [\[1\]\(3\)A.5.3-Libya Approval Certificate.pdf](#)
- [\[2\]\(3\)A.5.3-Yemen Recognition.pdf](#)

B. EDUCATION AND TRAINING

1. Program Design, Evaluation, and Updating

1. Program Design and Approval

The creation of course programs for new departments/programs to be opened at Fenerbahçe University or the updating of existing course programs is carried out in accordance with the Education and Teaching Programs Design and Update Guidelines. The guidelines were revised in 2024. The Curriculum and

Legislation Commission Guidelines have been canceled and replaced by the Legislation Commission and Education Commission Guidelines [\(OD3\)](#) [\(OD3\)](#) [\(OD3\)](#).

Our university's education and teaching programs are updated in line with our mission, based on the Turkish Higher Education Qualifications Framework (TYÇÇ), National Core Education Programs (UÇEP), criteria set by accreditation organizations, student course loads, and the changing needs of the times. Additionally, student feedback is taken into consideration during program updates, and ideas are exchanged with external stakeholders and advisory boards.

At the end of the Spring semester of the 2023-2024 academic year, changes to the course schedules and course content of departments/programs were planned in line with the requirements of the units, taking into account the principles outlined above. These changes were implemented after receiving final Senate approval in accordance with the Education and Teaching Programs Design and Update Guidelines. [\[1_OD4\]](#) [\[2_OD4\]](#) [\[3_OD4\]](#) [\[4_OD4\]](#) [\[5_OD4\]](#) [\[6_OD4\]](#) [\[7_OD4\]](#) [\[8_OD4\]](#) [\[9_OD4\]](#) [\[10_OD4\]](#) [\[11_OD4\]](#) [\[12_OD4\]](#)

As published in the Official Gazette dated August 2, 2024, our University's Faculty of Engineering and Architecture has been closed, and two new faculties have been established in its place: the Faculty of Engineering and the Faculty of Architecture and Design ([13_OD4](#)).

In 2024, our university will offer undergraduate programs in Electrical and Electronics Engineering (English), Software Engineering (English), and Business Administration (English) programs at the undergraduate level, as well as the Clinical Pharmacy Non-Thesis Master's, Organizational Behavior Non-Thesis Master's, and Organizational Behavior Thesis Master's programs within the Graduate School.

There are graduate programs whose preparations have been completed and for which applications have been submitted for opening.

Information packages containing the objectives and outcomes of departments/programs are available to all stakeholders on the Fenerbahçe University website. [\(OD4\)](#)

Maturity Level: Program design and approval processes are systematically monitored and evaluated in collaboration with relevant stakeholders for improvement.

Evidence

- [\[1\]\(4\)B.1.1-Faculty Example \(Faculty of Communication\).pdf](#)
- [\[2\]\(4\)B.1.1-Course Evaluation Survey.docx](#)
- [\[3\]\(4\)B.1.1-Faculty Example \(Faculty of Sports Sciences Advisory Board Opinions\).pdf](#)
- [\[4\]\(4\)B.1.1-Curriculum and Legislation Committee 3rd Meeting.docx](#)
- [\[5\]\(4\)B.1.1-Curriculum and Legislation Commission 4th Meeting.docx](#)
- [\[6\]\(4\)B.1.1-Curriculum and Legislation Committee 5th Meeting.docx](#)
- [\[7\]\(4\)B.1.1-Curriculum and Legislation Committee 6th Meeting.docx](#)
- [\[8\]\(4\)B.1.1-Curriculum and Legislation Commission 7th Meeting.docx](#)
- [\[9\]\(4\)B.1.1-Curriculum and Legislation Committee 8th Meeting.docx](#)
- [\[10\]\(4\)B.1.1-Curriculum and Legislation Committee Meeting.docx](#)
- [\[11\]\(4\)B.1.1-Education Committee Meeting.docx](#)
- [\[12\]\(4\)B.1.1-Institute Council Decision.pdf](#)

- [\[13\]\(4\)B.1.1-Official Gazette.pdf](#)

2. Program course distribution balance

The course distributions in all programs within Fenerbahçe University have been created taking into account national or international accreditation criteria, and necessary updates are made considering today's requirements in line with developing technology and innovations. In updating course plans, course learning outcomes, program and institutional learning outcomes, the level of achievement and quality are the primary determinants. It is essential that programs and lesson plans are evaluated and monitored based on the realism, adequacy, and degree of achievement of the learning outcomes at every level. To this end, assessment and evaluation processes related to learning outcomes are implemented for each program and each course/learning activity, and all data related to success and failure are evaluated. In addition, our university designs programs that prioritize integrated out-of-class learning with lesson plans that provide opportunities for professional and intellectual development. With this approach, the following aspects can be highlighted among the prominent features of the programs.

- Prioritizing elective courses within the 120/240/300 ECTS credit framework,
- General elective courses should be offered in the thematic areas of "Social Sciences," "Sports, Health, and Nutrition," and "Natural Sciences and Design."
- Supporting interaction with different cultures in an academic and social context by offering students university-level choices in general elective courses,
- Recommending at least two world languages other than Turkish and English (German and French as of 2024) within the scope of elective courses and enabling students to become basic users of these languages,
- Contributing to the awareness of undergraduate students with the mandatory courses UNI101 and UNI103, "University Life and Culture," whose implementation principles were updated in 2024.
- Structuring the second year of the associate degree program directly with internships and similar professional applications,
- Including mandatory and optional internships and similar professional practices in the advanced classes at the bachelor's degree level,
- Students graduating from the English preparatory program at a minimum B2 level,
- Supporting the acquisition of key/transferable competencies through the "Social Responsibility Project" course,
- Developing Turkish language skills by structuring Turkish courses differently for national and international students.

Course distributions for all departments and programs within our university (including internships, professional applications, projects, etc.) are published on the website ([OD4](#)). For example, the Pharmacy Education and Training Program has been prepared in accordance with the National Core Education Program (ÇEP) for Pharmacy Faculties, and work on the Faculty Extended Education Program (GEP) is also ongoing ([OD4](#)).

The Fenerbahçe University Accreditation Commission, consisting of representatives from colleges and faculties and chaired by the relevant Vice Rector, held three meetings in 2024. In line with the decisions taken at these meetings, the accreditation processes and application dates for all units were determined, roadmaps were created, work was initiated to review educational objectives and learning outcomes, and address any shortcomings, and advisory boards were established in all units. [1_OD4] [2_OD4] [3_OD4]

Fenerbahçe University Department of Foreign Languages submitted an Application for Accreditation Eligibility to the US-based organization "The Commission on English Language Program Accreditation" (CEA) on February 29, 2024. [4_OD4] On April 18, 2024, the Department, whose application for eligibility was accepted, was invited to online workshops. A four-day training program totaling 10 hours was conducted between August 18 and 23, 2024. The Vice Chairs of the Department of Foreign Languages and the Manager of the Professional Development Unit participated in this training. On September 17, 2024, an online meeting was held with the Director of Accreditation Processes and Technology at the CEA institution to discuss the standards that must be met. A two-month Work Plan was prepared starting from July 23, 2024, and submitted to the CEA institution for approval on September 18, 2024. This plan includes the accreditation work plans for the next 16 months, the steering committee, and the subcommittees. [5_OD4] On November 22, 2024, approval was obtained from the CEA accreditation body for the 16-month action plan and working groups. [6_OD4] All reports prepared for the purpose of meeting the standards will be submitted to the Chair of the Foreign Languages Department by November 2025. From this date onwards, they will be reviewed until the final accreditation report is submitted. The accreditation report is scheduled to be submitted to the CEA in March 2026. A site visit is expected to take place in May 2026. Finally, in December 2026, the CEA will communicate its accreditation decision and feedback to the Department of Foreign Languages at Fenerbahçe University.

Fenerbahçe University Faculty of Communication has commenced its accreditation efforts, as of January 2024, in accordance with the Communication Education Evaluation and Accreditation Board (İLEDAK). Within this scope, the following activities have been planned, implemented, and are ongoing by the faculty: Accreditation activities include the establishment of an Accreditation Commission on December 3, 2024 [7_OD4] Implementation of curriculum changes by updating the 4-year course plan criteria for faculty departments in August 2024 [8_OD4], Determination of Department Advisory Boards and External Stakeholders on December 10, 2024, and obtaining internal and external stakeholder opinions on the updated course plans (9_OD4), (10_OD4), and determining the Program Teaching Objectives and Outcomes of the Departments and obtaining feedback from external stakeholders (11_OD4); (12_OD4); (13_OD4).

Maturity Level: Course distribution balance in programs is monitored and improved.

Evidence

- [\[1\]\(4\)B.1.2-Accreditation Commission_1st meeting minutes.pdf](#)
- [\[2\]\(4\)B.1.2-Accreditation Commission_Minutes of Meeting No. 2.pdf](#)
- [\[3\]\(4\)B.1.2-Accreditation Commission_Minutes of Meeting No. 3.pdf](#)
- [\[4\]\(4\)B.1.2-FLD Application for Eligibility for CEA Accreditation.pdf](#)
- [\[5\]\(4\)B.1.2-CEA Plan for the Self-Study Report by Fenerbahçe University - 2024.pdf](#)
- [\[6\]\(4\)B.1.2-Approval of the Plan for Accreditation.pdf](#)
- [\[7\]\(4\)B.1.2-132_Numbered_FYK_Decision.pdf](#)
- [\[8\]\(4\)B.1.2-FYK_32_Numbered FK Decision.pdf](#)
- [\[9\]\(4\)B.1.2-December 10, 2024_Dated_Department_Consultative_Councils_FYK_Decision.pdf](#)
- [\[10\]\(4\)B.1.2-OD4 Communication Faculty Departments External Stakeholder List.xlsx](#)
- [\[11\]\(4\)B.1.2-Internal Stakeholder Survey Regarding Updated Course Plans.docx](#)
- [\[12\]\(4\)B.1.2-External Stakeholder Survey Regarding Updated Course Plans.docx](#)
- [\[13\]\(4\)B.1.2-Survey_for_Graduates_Regarding_Updated_Course_Plans.docx](#)

3. Alignment of course outcomes with program outcomes

The responsibility for monitoring the level and quality of achievement of program-level outcomes lies primarily with the department chair, followed by the dean and director at the institute, faculty, and college levels, and the university president at the university level.

Our university teaching staff announces course syllabus information, weekly topics, references, letter grade calculation methods, and the contribution of student responsibilities to letter grades for courses that students will take during the semester to students via the student information system each year. Since course syllabi are announced via the student information system at the beginning of each semester, data entries remain up to date. [1_OD4]

The Course and Program Learning Outcomes Matrix is generated on the Fenerbahçe University Academic Information Package page using the information entered through the student information system. Faculty members rate the matrix on a scale of 0-5 (0: No Effect, 1: Lowest, 2: Low, 3: Medium, 4: High, 5: Highest). This matrix is used to determine course and program learning outcomes. (OD4)

Course evaluation surveys are conducted at the end of the academic year, while student institutional satisfaction surveys are conducted at the end of the academic year. The results of these surveys are evaluated by the Quality Commission, the Rectorate, and the relevant academic unit managers. Feedback has been received on questions regarding satisfaction with course outcomes in the satisfaction surveys conducted with students. [2_OD4] Work has begun on measuring learning outcomes on a program/course basis at the meetings of the Accreditation Commission established in 2024. [3_OD4] Process improvement efforts are being carried out.

Maturity Level: The alignment of course learning outcomes with program outcomes is being monitored and improved.

Evidence

- [\[1\]\(4\)B.1.3-Course_Curriculum.pdf](#)
- [\[2\]\(4\)B.1.3-Student Affairs-Satisfaction Survey Information.docx](#)
- [\[3\]\(4\)B.1.3-Learning Outcomes Evidence.docx](#)

4. Course design based on student workload

At Fenerbahçe University, all courses are credit-based according to student workload within the Bologna Process. The values are determined in accordance with the European Credit Transfer System (ECTS). As stated in the Associate and Bachelor's Degree Education and Training Regulations, course plans are designed in line with the objectives and goals of the relevant program, program outcomes, courses and laboratories, assignments, projects, applications, workshops, internships, seminars, clinical applications, theses, technical trips, and other similar learning activities, as well as their content and learning outcomes, learning, teaching, assessment, and evaluation methods and approaches, and the student's workload. Students who are required to repeat courses from previous semesters and students with a GPA of at least 3.00 can take courses worth up to 45 ECTS credits. (OD4)

Questions regarding workload are also included in the course evaluation surveys conducted each semester. [1_OD4]

Information, procedures, and principles related to practical training to be established within the scope of vocational training or internships in programs or departments are carried out under the Higher Education Practical Training Framework Regulation. The process related to applied education conducted within our university as part of vocational training and internships in the workplace is explained in the 2023 KİDR under the criterion "1.4. Course design based on student workload." (See KİDR 2023, p.21)

Credit transactions based on workload for students enrolling at Fenerbahçe University through lateral/vertical transfer are carried out in accordance with the Associate Degree and Bachelor's Degree Exemption and Equivalence Guidelines. The aforementioned guidelines were revised in 2024. (OD4)

Our students must have successfully completed the courses in their curriculum and earned at least 120 ECTS credits in their registered associate degree program, at least 240 ECTS credits in their 4-year bachelor's degree program, or at least 300 ECTS credits in their 5-year bachelor's degree program. ECTS credits and graduation requirements are also available on our website. (OD4)

Under the heading "B.1.1. Program Design and Approval," as part of the curriculum revisions outlined, in order to improve the workload in the course program for students, the two mandatory internships with an ECTS value of 5 from the Engineering Faculty departments are included in the 240 ECTS required for graduation from the department. A change was implemented in the Fall semester of the 2024-2025 academic year, adding an additional 10 ECTS credits for internships, resulting in a total of 250 ECTS credits required for graduation. (OD4)

Maturity Level: Student workload is monitored in the programs, and course design is updated accordingly.

Evidence

- [\[1\]\(4\)B.1.4-Course evaluation survey.docx](#)

5. Program Monitoring and Updating

Program outputs for departments/programs at Fenerbahçe University are created and updated in line with TYYÇ requirements and our University's mission. The monitoring and updating of our programs is included in the 2021 KİDR under the criterion "B.1.5 Monitoring and updating of programs." (See KİDR 2021, p.12)

As stated in the 2023 Institutional Self-Evaluation Report (see KİDR 2023, p. 21), the Social Responsibility Project continues as planned in order to support students in understanding the richness of social life, multiculturalism, and the challenges that may arise from these contexts; developing an understanding of coexistence within diversity; reinforcing the prioritization of nature and human values; gaining self-awareness as individuals; discovering their potential as individuals and as members of a team; recognizing the value and fulfillment of their contributions; and assuming responsibility toward the society of which they are a part. The Social Responsibility Project General Elective Course Implementation Principles were revised in 2024. (OD3)

The Engineering Faculty courses with the MTH code mentioned in the 2023 KİDR continue. This allows students to have the opportunity to take courses from experienced professionals working in the industry. (OD3)

The Faculty of Engineering has developed a Cooperative Education Program (COOP). The Cooperative Education course program, which aims to combine the theoretical education students have received with practical application, has been planned to take place in the 7th semester, and adaptation to the courses for that semester has been ensured. Students are planned to undertake long-term internships at institutions with which bilateral agreements have been made under the Cooperative Education program, and protocol planning is ongoing. Cooperative Education will become operational in 2025. The process of monitoring and updating programs is among the duties of the Education Commission, and the necessary recommendations are made at meetings, and decisions regarding implementation are taken. (OD3) Stakeholder opinions are also taken into account. [1_OD4] [2_OD4] Curriculum changes that took place in 2024 are listed under the heading "B.1.1. Program design and approval."

External stakeholders participated in the activities carried out during the education and training process. [3_OD4]

The faculty advisory boards mentioned in the 2021 KIDR have begun to be established, and ideas are being exchanged with advisory board members during the program monitoring and updating process. (OD4)

The Advisory Boards Directive was approved by the Senate on November 28, 2024, for the advisory boards. (OD4)

Maturity Level: Program outputs are monitored using these mechanisms and updated based on feedback from relevant stakeholders.

Evidence

- [\[1\]\(4\)B.1.5-Advisory Board Meeting Minutes Section Example Faculty of Health Sciences Department of Nursing.pdf](#)
- [\[2\]\(4\)B.1.5-Meeting Minutes.pdf](#)
- [\[3\]\(4\)B.1.5-Faculty of Pharmacy external stakeholder event participation \(Prof. Dr. Sevim Rollas\).jpg](#)

6. Management of education and teaching processes

The Curriculum and Legislation Committee was closed in 2024 and replaced by the Education Committee and Legislation Committee. The Education Commission is responsible for designing, implementing, developing, coordinating, and monitoring education and training programs. The Equivalency and Exemption Commission, consisting of teaching staff assigned to the units, is responsible for the procedures outlined in the Associate and Bachelor's Degree Exemption and Equivalency Procedures Directive to determine exemptions and semester/year equivalency for courses successfully completed by students enrolled in associate or bachelor's degree programs at Fenerbahçe University or other higher education institutions recognized and deemed equivalent by the Higher Education Council.

Among the work carried out in 2024, the curricula of faculties/programs were updated, and the following were implemented: Principles of Exemption Application for Associate Degree and Bachelor's Degree Programs in Information Technologies and Information Technologies Courses, Principles of Application for the General Elective Course in Social Responsibility Project, the Double Major and Minor Guideline, the Guideline for Accepting Students from Abroad to Associate and Bachelor's Degree Programs, the Associate and Bachelor's Degree Exemption and Equivalency Guideline, the Summer School Guideline, the Education and Training Program Design and Update Guideline, The Guidelines for the Foreign Languages Department Foreign Language Preparation Program and English Courses at the Associate and Bachelor's Degree Levels, and the Guidelines for the Turkish Language Teaching Application and Research Center have been revised. The Curriculum and Legislation Commission Guidelines have been repealed and replaced with the Legislation Commission Guidelines and Education Commission Guidelines. (OD3) (OD3) (OD3) (OD3) (OD3) (OD3) (OD3) (OD3) (OD3) (OD3) (OD3) (OD3).

The new regulation, prepared as a result of the work carried out on the amendment of our University's Associate and Undergraduate Education and Teaching Regulation, entered into force on March 25, 2024, with the Official Gazette decision. Furthermore, work on revising the Graduate Education and Teaching Regulations is ongoing, and the new regulations are expected to enter into force in 2025 (OD3).

As stated in the 2023 KIDR, courses such as Turkish Language, Atatürk Principles and Revolution History, English, and Information Technologies were conducted asynchronously online by UZEM in the spring semester of 2024, with support from Information Technologies throughout the process. UZEM continued to organize Blackboard Training sessions at regular intervals in 2024 to support both students

and academic staff. Training documents, videos, and images shared by UZEM are available on our University's website. However, in the fall semester of the 2024-2025 academic year, Turkish Language, English, and Information Technology courses began to be conducted synchronously online. The Turkish Language course offered to international students has had its class hours increased and has begun to be taught in person.

The academic calendar is determined and announced on our website before each academic year. Important dates such as course registration dates, exam dates, and other important dates are communicated to students and staff. [\(OD3\)](#)

Maturity Level: Education and teaching processes across the institution are managed in accordance with established principles and rules.

Evidence

- [\[1\]\(3\)B.1.6-UZEM Activity 2024.docx](#)

2. Program Implementation (Student-Centered Learning, Teaching, and Assessment)

1. Teaching Methods and Techniques

The teaching methods and techniques used at our university are published separately for each department/program in the course information packages section of our website, and any changes are updated in the information package by the instructor teaching the relevant course. In associate degree, undergraduate, and graduate programs, education is provided using methods suitable for both traditional and distance learning models, supported by technological infrastructure. Students are offered project and application training opportunities to enable them to carry out projects and further develop their social and basic skills. Learning and teaching methods, as well as assessment and evaluation methods, are published transparently on our website for each program/department [\(OD4\)](#).

Starting from the fall semester of 2023-2024, our university has transitioned to a fully in-person education model. Only common compulsory courses (Turkish Language, Foreign Language, Principles of Atatürk, and History of the Revolution) are delivered through distance learning. The process is supported by UZEM.

According to the Course and Faculty Evaluation Survey conducted in accordance with the Survey Implementation Procedure, students were asked the following questions. The 2024 survey results showed a high level of satisfaction.

1. The learning and teaching methods of the course (presentations, assignments, lectures, exams, projects, etc.) were sufficient for achieving/delivering learning outcomes. (Average: 4.03/5)
2. The materials/sources used for the course were useful for my learning process. (Average: 4.04/5)

Maturity Level: Student-centered practices are being followed and improved with the participation of relevant internal stakeholders.

2. Assessment and Evaluation

The assessment and evaluation methods applied at our university are carried out using various tools and techniques such as tests, written/oral exams, observation, interviews, records, checks, surveys, rubrics, portfolios, peer assessment, self-assessment, projects, and artwork, according to the needs of the programs at the Faculty/Institute/Vocational School. [\(OD4\)](#) Starting from the fall semester of the 2023-2024 academic year, all measurements and evaluations have been conducted in person.

With the revision of our university's Associate and Undergraduate Education and Teaching Regulations in 2024, the specified attendance rate requirements for courses were removed and replaced with the provision that the instructor monitors the student's attendance.

The phrase "Exams consist of midterm/year-long exams, final exams, exemption exams, make-up exams, three-course exams, additional exams, special aptitude exams, and comprehensive exams" has been amended to remove the grade improvement exam and add the comprehensive exam.

The statement that students who score below 50 out of 100 on the midterm exam are considered to have failed that course has been removed.

For success grades and coefficients, the provision stating that 50% of the overall success grade is based on midterm and in-semester assessments and the remaining 50% on final or end-of-year assessments was removed. Instead, the provision that a course success grade is determined based on the weighted average of in-semester and end-of-semester/end-of-year assessments was adopted. In addition, for success grades, it has been made possible for the instructor teaching the course to determine the letter grade awarded to students at the end of the semester for each course in which they are enrolled. In determining grades, instructors are granted discretion to apply the method they deem appropriate, including the relative grading method. [\(OD4\)](#).

Maturity Level: Student-centered assessment and evaluation practices are being monitored and improved with the participation of relevant internal stakeholders.

3. Student admission, recognition of prior learning, and credit transfer

Admission to our university programs is conducted through the Higher Education Institutions Examination (YKS), Special Talent Examination (ÖZYES), and Vertical Transfer Examination (DGS), organized by the Measurement, Selection, and Placement Center (ÖSYM). Admission to graduate programs is carried out in accordance with the regulations determined by the Council of Higher Education (YÖK) and within the framework of the Fenerbahçe University Graduate Education and Training Regulations. International students and horizontal transfers are also among the other types of enrollment. Lateral transfer student admissions are carried out on the dates specified in the academic calendar, and information texts are published on our website. International student admissions are conducted under the Guidelines for Admitting International Students to Associate and Undergraduate Programs. The Guidelines for Admitting International Students to Associate and Undergraduate Programs were revised in 2024. [1_OD4]

The Associate and Undergraduate Exemption and Equivalency Procedures Directive sets out the principles and procedures governing course exemptions and semester/year placement for students enrolled in any associate or undergraduate degree program at Fenerbahçe University, based on courses they have successfully completed at Fenerbahçe University or at other higher education institutions recognized by and deemed equivalent by the Council of Higher Education. The Associate and Bachelor's Degree Exemption and Equivalence Procedures Directive were updated in 2024 by a Senate decision. [2_OD4]

In the context of international student recruitment, 1,074 new international students enrolled at our university for the fall semester of the 2024-2025 academic year. With approximately 473 students renewing their enrollment from the previous academic year, our total number of international students from 74 countries reached 2,341. An examination of the university's total student enrollment indicates that international students constitute 29% of the student body. The goal is to increase student diversity in the coming years, and in this context, it is anticipated that overseas promotional activities will be increased, the university representative network will be expanded, and current student satisfaction will be improved.

In 2024, under the Erasmus+ Exchange Programs, 8 of our students went to various European countries for internships or educational mobility, while 8 students came to our university. Under the Global Exchange program, one of our students went to the United States, while four students came to our university. The courses taken by outgoing and incoming students are checked before departure and after return, and recognition is granted based on their approval. Courses are also added to the transcript according to ECTS values and the grade conversion table, and Erasmus participation information is included in the students' diploma supplement. [3_OD4]

Maturity Level: Processes related to student admission, recognition of prior learning, and crediting are being monitored, improved, and updated.

Evidence

- [\[1\]\(4\)B.2.3-International Student Admission Guidelines.pdf](#)
- [\[2\]\(4\)B.2.3-Exemption and Equivalence Guidelines.pdf](#)
- [\[3\]\(4\)B.2.3-Diploma Supplement.pdf](#)

4. Certification of qualifications and diplomas

Details regarding graduation processes are available in the Associate and Undergraduate Education and Teaching Regulations and the Double Major and Minor Guidelines, which have also been announced on the Fenerbahçe University website. The Double Major and Minor Guidelines were revised in 2024. [\(OD4\)](#)
[\(OD4\)](#)

The requirements for graduation are listed on the website. In addition, a graduation roadmap has been published on the website to guide students. [\(OD4\)](#) [\(OD4\)](#)

Students who were previously enrolled in a higher education institution but had their enrollment terminated for any reason, or who graduated and are eligible to enroll in a program at the University as determined by the Higher Education Council (ÖSYM), are subject to the same graduation requirements as other students. As stated under the heading "2.4. Certification of Qualifications and Diploma" section of the 2023 KİDR, they may request exemption from equivalent courses in which they were successful in the higher education program they previously attended if they enroll at our University. Course exemptions are granted based on the Associate and Undergraduate Exemption and Equivalency Procedures Guidelines. (OD4)

As in 2023, students undertaking internships/clinical placements in undergraduate and associate degree programs were supported by UZEM in 2024, and the Continuing Education Center (SEM) provided them with "Occupational Health and Safety" training. Students whose competencies were approved were awarded certificates. [1_OD4]

Maturity Level: Practices are being monitored, and defined processes are being improved.

Evidence

- [\[1\]\(4\)B.2.4-OH&S Certificate Sample.pdf](#)

3. Learning Resources and Academic Support Services

1. Learning Environment and Resources

Our students benefit from safe and high-quality living and educational opportunities, as well as internships, various work opportunities, and sports facilities through our collaboration with Medicana Health Group and Fenerbahçe Sports Club. (B.3.1.1.) (B.3.1.2.)

At the undergraduate level, education and training continue in 28 departments within a total of 7 faculties and in 14 programs within the Health Services Vocational School. The Graduate School offers 12 master's programs and 2 doctoral programs.

Taking into account increasing requirements, Fenerbahçe University has made improvements to its learning environments and resources, adding a total of 85 classrooms, 23 medical laboratories, 1 Sports Research Center, 6 Architectural Drawing Studios, 2 Engineering Laboratories, 2 indoor sports areas (L2-02 Training Hall and L2-05 Karate Hall), 1 Film Studio, 1 Communication Design Center, 1 Radio Station, a 1,573 square meter library on the 0th floor, and a 907 square meter library on the 6th floor.

Additionally, thanks to the agreements made, our students can also use the facilities belonging to Fenerbahçe Sports Club, Metropol Tennis Academy, and Kovan Sports Facilities. [1_OD4] [2_OD4] [3_OD4]

In addition to the library located on the ground floor of Block F, a library area and Accessibility Center have been provided on the 6th floor, expanding the library area and providing more space for students and staff. The number of group study rooms has been increased from 11 to 18, and the seating capacity has been increased. Our library's modern physical space offers reading rooms, group study rooms, Wi-Fi, and computer support, enabling users to conduct research comfortably and securely. It provides 24/7 service to academic staff, students, and external users. Information and announcements regarding the library are available on the website.

The number of printed library resources for 2024 has been updated to 25,000, the number of electronic library resources to 149,531, and the number of subscribed databases to 57. An increase in these numbers has been achieved through qualified donation and purchase management.

The book and electronic resource needs of academic units are collected based on the Dean's/Director's reasoned decisions and are fully met. Care is taken to ensure that there are at least 3 copies in the student reserve for each department.

In addition to the EKAUL databases, which enable our students and academics to conduct research remotely, we have subscribed to electronic books (Hyperbooks), the Muscle & Motion Strength Training App anatomy atlas, the Human Kinetics journal database, CINAHL Ultimate, and the Nursing Reference Center Plus database, taking into account the changing expectations of the rapidly digitizing educational environment. The university has a subscription to the OpenAthens remote access system, which enables remote access to databases. Information literacy training and orientation sessions are organized to ensure the efficient use of existing information resources and to help students develop their research skills. Various author workshops are organized in collaboration with publishers to help academics improve their publishing and access to electronic resources. In addition, announcements of training programs organized by TÜBİTAK ULAKBİM are shared to encourage increased participation. In addition, in order to support research, the university holds memberships in ANKOS KİTS and TÜBESS, which enable academics, master's students, and doctoral students to borrow resources not available in the university's collection from other universities.

Maturity Level: Monitoring and improvement are being carried out regarding the development and use of learning resources.

Evidence

- [\[1\]\(4\)B.3.1-Coaching Education Department Course Program.pdf](#)
- [\[2\]\(4\)B.3.1-Physical Education and Sports Teaching Department Course Program.pdf](#)
- [\[3\]\(4\)B.3.1-Exercise and Sports Sciences Department Course Program.pdf](#)

2. Academic support services

Students enrolled in associate degree, undergraduate, and graduate programs at our university are assigned an academic advisor immediately after registration; however, this advisor may be changed if necessary. The academic advisor monitors and approves the student's course registrations, course additions and withdrawals, course repeats, and course withdrawals, and course credits, provides the necessary guidance and procedures related to the student's internship, and guides the student on issues such as course, field of expertise, career, and industry choices when needed.

The Career Center and Alumni Office Directorate, which is an administrative unit of our university, consists of three sub-units: the Career Unit, the Internship Unit, and the Alumni Unit, with the aim of providing comprehensive services to our students and alumni.

The Career Unit has established strong connections with key companies/institutions in the sector by organizing university-industry collaboration meetings on education and employment with 107 companies/institutions in 2024. As a result of these meetings, formal agreements were signed with 7 companies/institutions, strengthening career opportunities for our students and graduates. [1_OD4] [2_OD4] [3_OD4]

Throughout 2024, it organized a total of 53 events, offering comprehensive programs in various fields to support the career development of students and alumni. The content of these events spans a wide range to enable students and alumni to enter the business world more effectively.

The most notable events include seminars and workshops covering topics such as career planning, industry trends, interview techniques, CV and resume preparation, and developing effective communication skills. Additionally, in panels and discussions organized for university students with business professionals, participants had the opportunity to learn directly from experts about current

developments in the industry, job application processes, and the challenges and opportunities encountered at different stages of their careers.

To help our students and graduates transition into the workforce more effectively, we have also organized activities such as mock interviews, CV review sessions, and effective communication workshops. These activities have helped students better discover their own competencies and express themselves more effectively in the business world.

Additionally, sector-specific information days organized by the Career Center and Alumni Office, information sharing meetings held with representatives from the business world, and events where various companies introduced career opportunities have also enabled our students to gain knowledge about the sector. With their diversity and scope, these events have not only supported students' career development but also prepared them for the business world. [4_OD4] [5_OD4] [6_OD4] [7_OD4]

At our university, a mandatory Career Planning course is offered to enable our students to plan their careers throughout their university life and take a stronger step into the working world after graduation. This course helps our students develop strategies for their career goals, while also providing comprehensive information about the services offered to new students through a dedicated session at the Career Center and Alumni Office during the University Life and Culture course. This ensures that our students are aware of the opportunities available to them both during their university life and after graduation.

As the Career Services Unit, we provide students with practical guidance as well as theoretical support, offering counseling services on important topics such as resume preparation, cover letter writing, internship and job applications, and interview preparation. Additionally, we implement mentoring programs to support students' career development more deeply, enabling them to connect directly with industry professionals.

The Internship Unit contributes to the career development of our students by sharing internship announcements offered by companies collaborating with our university in a manner suitable for our students' academic programs and directing the most suitable candidates. This collaboration provides an important opportunity for our students to gain sectoral experience and take their first steps into the business world.

Within this scope, as of 2024, 4,183 students have gained experience in various positions, in companies, in vocational training, applied courses, internships, or voluntary internships (one student has participated in more than one internship in the same year). Our students have reinforced their theoretical knowledge with practical experience through direct interaction with professionals in relevant sectors, laying a solid foundation for their careers.

As the Internship Unit, we prioritize not only our students' academic achievements but also their interaction with the industry and the acquisition of skills relevant to the workplace. Our strong collaboration with companies provides our students with a wide range of internship opportunities, helping them achieve their career goals.

The Alumni Office regularly monitors job postings from companies to contribute to the career development of our graduates and directs suitable graduates to relevant positions. This process creates an important support mechanism for our graduates to successfully enter the business world and advance in their careers.

In addition, the Alumni Unit supports the professional development of our graduates who are continuing their career journeys by offering consulting services on topics such as CV preparation, writing cover letters, applying for jobs, and interview techniques. In addition to this advisory process, mentoring

programs are also implemented, allowing our graduates to interact one-on-one with experienced professionals in the industry, thereby adding value to their careers.

All events organized by the Career Unit invite our alumni and encourage their participation. These events play an important role in enabling our alumni to follow sectoral developments, network, and gain information about career opportunities. In this way, the Alumni Unit contributes to strengthening our alumni both during their university years and in their post-graduation careers. In addition, the Alumni Pilaf Day event, held for the first time in 2024 and planned to be held annually, was also organized by the Alumni Unit. This event brings our alumni together, strengthening their ties with the university while also allowing them to establish industry connections and learn about career opportunities. Alumni Pilaf Day creates an enjoyable platform that encourages our alumni to share experiences with each other and helps them expand their social networks. This event aims to support our alumni's career development while also strengthening their ties with our university.

Fenerbahçe University launched its Psychological Counseling Service in the 2022-2023 Academic Year. The psychological counseling process is entirely voluntary, and confidentiality is the most important criterion in this process. Our university students and administrative and academic staff can benefit from the Psychological Counseling Service. Students and administrative and academic staff who wished to benefit from psychological counseling services were previously referred to Medicana-Ataşehir, Medicana-Kadıköy, and Medicana-Ataköy Hospitals, respectively. Due to the somewhat challenging nature of this process and the increasing demand, the Psychological Counseling process was improved at the beginning of the 2024-2025 Academic Year, and the Psychological Counseling and Guidance Unit was established within the university's Health, Culture, and Sports Directorate. This allows both our students and administrative and academic staff to easily access the PDR Unit on campus. Psychological Counseling and Guidance (PDR) services support individuals in their personal, academic, and social lives, helping them to improve their emotional and psychological well-being. [\(OD3\)](#)

Maturity Level: Practices related to students' academic development and career planning are monitored within the institution and improved with student participation.

Evidence

- [\[1\]\(4\)B.3.2-List of Contracts and Protocols.xlsx](#)
- [\[2\]\(4\)B.3.2-Istanbul Provincial Health Directorate Protocol Example.pdf](#)
- [\[3\]\(4\)B.3.2-Nitrocare Medical Furniture Industry Protocol Example.pdf](#)
- [\[4\]\(4\)B.3.2-Activities_Implemented.xlsx](#)
- [\[5\]\(4\)B.3.2-Personal Brand and Network Management.jpg](#)
- [\[6\]\(4\)B.3.2-Microsoft Artificial Intelligence Training.jpg](#)
- [\[7\]\(4\)B.3.2-Realize Your Dreams.jpg](#)

3. Facilities and infrastructure

In addition to the facilities and infrastructure owned by Fenerbahçe University within its campus boundaries, its partnership with Fenerbahçe Sports Club and Medicana Health Group also offers our students extensive opportunities. The opportunity to practice and work at hospitals belonging to the Medicana Health Group and to use the facilities and infrastructure of Fenerbahçe Sports Club are among the important contributions of this partnership. In addition, the Metropol Tennis Academy and Kovan Sports Club Facilities can also be used in accordance with bilateral agreements.

Our university has equipment available to enable all internal stakeholders to participate in sports and activities such as chess, table tennis, billiards, dance, and bocce.

Our university provides health services to students and staff through a full-time nurse and a part-time doctor in our infirmary located on the lobby floor. [\(OD4\)](#)

Information about digital platforms and access is provided in the 2023 KIDR under "3.3. Facilities and Infrastructure." (See KIDR 2023 p.26)

Maturity Level: The use of facilities and infrastructure is monitored and improved as needed.

4. Disadvantaged groups

The Disability Student Unit works to identify the educational, instructional, scholarship, administrative, physical, housing, social, and other needs of students with disabilities throughout their studies, determine the measures necessary to meet these needs, and propose solutions to eliminate potential barriers. It coordinates with university departments to make all necessary arrangements. This unit works to organize teaching programs, adapt educational environments, provide equipment for students with disabilities, prepare special teaching materials, and organize educational, research, and accommodation environments suitable for students with disabilities in a way that does not hinder their academic, physical, and social lives.

The Disability Student Unit is chaired by the Vice Rector responsible for education and training and consists of a faculty member appointed by each Faculty, Institute, College, and Vocational School, along with the Disability Student Coordinator, Foreign Language Coordinator, Secretary General, Director of Health, Culture, and Sports, Director of Student Affairs, Director of Administrative Affairs, Director of Library and Documentation, Director of Information Technology, Director of Strategy and Quality, and Student with Disabilities Representative. Details of the processes prepared and implemented for disadvantaged groups are presented under the heading "B.3.4. Disadvantaged Groups" in the 2023 KIDR. The Accessible FBÜ video, electronic resources that are easily accessible to disadvantaged groups, and relevant guidelines and laws are shared on social media platforms and the FBÜ website [\(OD4\)](#); [\(OD4\)](#); [\(OD4\)](#).

In 2024, Fenerbahçe University academic units were informed about the appointment of Disability Student Advisors in accordance with the Unit Guidelines, and appointments were made in all units. The Disability Student Unit is divided into sub-working groups under its umbrella: academic counseling, psychological counseling and guidance, social life counseling, and health counseling. In this context, disabled students were contacted, and online and face-to-face meetings were held. Students' requests were listened to, and they were asked to elect a representative from among themselves through a vote. The selected disabled student representative was ensured to participate in the commission meetings [1_OD4].

The Disability Services Unit has also continued the in-person and online student meetings it initiated in previous years to determine requirements before midterms and finals. During these meetings, students' needs for proctors, extra time, reader assistance, and visual aids were discussed to provide support during exams [2_OD4].

Fenerbahçe University Disability Unit organized events open to students, academics, and administrative staff in 2024 and encouraged the production of scientific publications related to disability. In addition, the Unit conducted a comprehensive study titled "Analysis of Accessibility for Persons with Disabilities at Fenerbahçe University Campus," covering 16 areas such as "Urban Facilities, Circulation System, Vehicle Parking Areas, etc." It reported on the regulations that were initiated in 2023 and completed or developed in 2024. One of the exemplary projects showcased in this context is the allocation of a 25 m² area as an "Accessibility Center" as part of the library expansion in July 2024. [3_OD4] [4_OD4]

The application file submitted by the Disabled Student Unit to the Directorate of Higher Education Project Development and Support regarding the Accessible University Flags and Program Badge has been

reviewed, and in accordance with the decision of the Higher Education Executive Board dated 05.06.2024, the flag/certificate/program badge belonging to Fenerbahçe University has been sent. [5_OD4]

Maturity Level: Practices aimed at ensuring access to educational opportunities for disadvantaged groups are monitored and improved by also taking into account the views of disadvantaged groups.

Evidence

- [\[1\]\(4\)B.3.4-Disability Unit Meeting, Event, Publication Visuals.docx](#)
- [\[2\]\(4\)B.3.4-Student Request List for the Accessibility Unit.xlsx](#)
- [\[3\]\(4\)B.3.4-FBÜ Campus Accessibility Analysis for Persons with Disabilities.docx](#)
- [\[4\]\(4\)B.3.4-July 2024 Library.docx](#)
- [\[5\]\(4\)B.3.4-Accessible University Flags and Program Badge Cover Letter.pdf](#)

5. Social, cultural, and sporting activities

Fenerbahçe University Health, Culture, and Sports Directorate supports students' academic and personal development, enriches their social and cultural lives, encourages them to improve their physical health by participating in sports activities, and promotes their contribution to society through social responsibility projects. It organizes various events and projects to increase social interaction within the university, provide students and academic/administrative staff with opportunities to express themselves in different areas, and promote cultural diversity.

In this context, events organized by student clubs make university life more dynamic and contribute to our students' social lives. Throughout 2024, a total of 65 events were organized, with 3,811 of our students participating. Student clubs provide students with platforms where they can develop themselves in various fields, enabling them to grow into more socially, culturally, and artistically equipped individuals. Notable among these events are prestigious gatherings such as the National Summit and the Entrepreneurship Summit; the Digital Independence Event, which raises awareness among students about technological addiction; the Water Sports Camp, providing opportunities for socialization and sports participation; and social responsibility initiatives such as the Blood Donation Event and the Primary School Book Donation Campaign. Other meaningful activities include the Breast Cancer Awareness Stand, Add Your Salt to the Soup, the Cat House, and significant experiences such as the Anıtkabir Tour, which allows students to witness history firsthand. At Fenerbahçe University, we carry out various activities to make clubs more active and diverse. Thanks to these efforts, the social responsibility projects, cultural events, seminars, and art workshops organized by the clubs reach a wider student audience.

Resources available for relevant student club activities: National Summit ([OD3](#)), Entrepreneurship Summit ([OD3](#)), Digital Independence Event ([OD3](#)), Water Sports Camp ([OD3](#)), Blood Donation Event ([OD3](#)), Add Your Salt to the Soup ([OD3](#)), Cat House ([OD3](#)), Anıtkabir Tour ([OD3](#)).

In addition, the Health, Culture, and Sports Directorate aims to enrich the social, cultural, and sporting lives of our university's academic and administrative staff by providing services to them. Social events such as the "FIFA Tournament" and "Cornhole Tournament," organized with the participation of our academic and administrative staff, have increased interaction within the university and provided staff with an enjoyable social experience. Furthermore, external events and dining arrangements have been organized to further strengthen communication and interaction between staff and students.

Detailed information about some of the events organized by our university during the period from January 1 to December 31, 2024, which can be considered as contributing to society, is provided below.

Occupational Therapy Club Students' Visit to the Istanbul Dialogue Museum

On January 8, 2024, a Dialogue in the Dark tour was conducted at the Istanbul Dialogue Museum as part of "White Cane Week for the Visually Impaired." [\(OD3\)](#)

Visit by Nursing Department Students from the Faculty of Health Sciences to the Florence Nightingale Museum

On April 2, 2024, nursing students visited the Florence Nightingale Museum. [\(OD3\)](#)

Participation of Prof. Dr. T*** Y*****, Head of the Department of Pharmaceutical Toxicology, Faculty of Pharmacy, in a Program on TRT 2**

Prof. Dr. T***** Y***** appeared on the program "Exceptional Colors" broadcast on TRT 2 (Season 2, 2024) [\(OD3\)](#)

Information Valley-42 Kocaeli Technical Tour

The technopark tour organized by the R&D Innovation and Entrepreneurship Club took place on May 6, 2024, with the participation of students from various departments. [\(OD3\)](#)

Fener-Up: Digitalization and Transformation Industry Summit

At the summit on digitalization and transformation industry held on May 3-4, 2024, 25 speakers shared their experiences with students.

Evidence: [\(OD3\)](#)

"Women and Sports in the 100th Year of the Republic" Event

On May 10, 2024, the Sports Management Department held an event featuring interviews with successful female athletes. [\(OD3\)](#)

"Health Screening and Awareness for Members of the Fenerbahçe Aquaculture Cooperative" Project

The Faculty of Health Sciences conducted health screenings for cooperative members on May 10, 2024, raising health awareness. [\(OD3\)](#)

1st National Sustainability Student Congress

A congress showcasing sustainability projects was held on May 10-11, 2024. [\(OD3\)](#)

"Take Care of Yourself" Seminar

The seminar on psychology and mental health, held on November 14, 2024, was conducted with the participation of Clinical Psychologists Esra Boz and Gizem Büklü, who work at the Ataşehir District Health Directorate. [\(OD3\)](#)

Seminar on Gender and Dating Violence Education

The seminar on gender and dating violence, held on November 15, 2024, was conducted with the participation of Prof. Dr. İ*** M***** and Assoc. Prof. Dr. F***** A* A***** from Galatasaray University. [\(OD3\)](#)

The part-time student program is designed to enable our students to gain work experience, develop socially and culturally, become more familiar with various departments of the university, and earn a certain income while participating in the university's work environment during their education. Announcements regarding applications are made at the beginning of each academic year via email, social media, and our bulletin boards. With the innovation implemented during this period, our students can apply for the part-time work program via portal.fbu.edu.tr. Under this program, students can work up to 60 hours per month and receive a symbolic hourly wage in return. Student Insurance, in accordance with Article 5(b) of the Social Insurance and General Health Insurance Law No. 5510, Article 5, paragraph b), is subject to Article 46 of the Higher Education Law No. 2547. For students working part-time whose monthly income subject to premiums does not exceed thirty times the daily income subject to premiums determined in accordance with Article 82, work accident and occupational disease insurance applies. Those listed in this clause are considered insured under the first paragraph of Article 4(a). The Part-Time Student Program is implemented in administrative units and some research centers. In 2024, 103 part-time students worked in various units of our university during different periods.

Through the Peer Mentoring Program, voluntary support is provided by second-, third-, and fourth-year students to newly enrolled preparatory and first-year students in order to help them adapt to life in Istanbul and to university life, and to assist them with the challenges and difficulties they may encounter.

The Faculty of Sports Sciences has a structure that includes sports facilities such as gymnastics and dance classes, training halls, and studios that students can use in their applied courses. In addition to these areas, Fenerbahçe Dereağzı Facilities have been allocated for student use under a protocol signed with Fenerbahçe Sports Club. Fenerbahçe University, which achieves greater success in sports every year and continues to develop, provides its students with the opportunity to participate in sports at high-quality standards and to compete on behalf of the university. The sports teams established at Fenerbahçe University continue to achieve significant success in intercollegiate sports competitions organized by the Turkish University Sports Federation.

The achievements of Fenerbahçe University in 2024 are as follows:

Hado: Turkey Universities Hado Super League Championship Runner-up ([OD3](#))

Men's Volleyball; Promotion to the Super League Competitions, Turkey Third Place Super League Matches: Turkey Championship ([OD3](#))

Women's Volleyball; 1st League Istanbul Matches Istanbul Second Place Super League Promotion Matches 1st League Turkey Championship ([OD3](#))

Women's Futsal; Turkish Universities 1st Division Futsal Competition, 1st Division Championship ([OD3](#)) Women's Soccer; Turkish Universities Women's Soccer Championship, Turkish Championship ([OD3](#)) Arm Wrestling; Turkish Universities Arm Wrestling Championship: ([OD3](#))

- A** Y***** - 70 kg Right Arm: Turkey Runner-up
- A** Y***** - 70 kg Left Arm: Turkey Runner-up

Karate; Turkey University Karate Championship: ([OD3](#))

- S***** A**** - Kumite 68 kg: Turkey Championship
- S***** K***** - Kumite 84 kg: Turkey Third Place

These achievements once again demonstrate our university's strong foundation in sports and the determination of our athletes.

Maturity Level: Social, cultural, and sporting activities are accessible throughout the institution and are utilized based on equal opportunity.

4. Teaching Staff

1. Appointment, promotion, and assignment criteria

The appointment, promotion, and assignment criteria of our university are determined by the Fenerbahçe University Directive on Promotion and Appointment to Faculty Membership, which has been approved by the University Senate. [\(OD4\)](#)

Fenerbahçe University is based on the Faculty Member Performance Measurement Criteria Directive, which were adopted in 2024 and are currently in effect, and which provide for the measurement and evaluation of the academic performance level of full-time academic staff in terms of procedure and substance. Through this framework, efforts have been made to ensure that competent faculty members are employed in their fields of expertise. [\(OD4\)](#)

Maturity Level: The results of appointment, promotion, and assignment practices are monitored, and measures are taken based on the evaluation of monitoring results.

2. Teaching competencies and development

The Blackboard Platform is actively used at our university to support both distance learning and in-person education. Information and documentation related to this platform can be accessed via the Distance Education Application and Research Center website. Training sessions on the use of the Blackboard Platform for academic and administrative staff, as well as training on the collection and storage of assessment and evaluation materials conducted in a digital environment, have been conducted in person. Each of these training sessions was announced via email, conducted repeatedly, and recorded. Links to the recorded training sessions were shared with academic and administrative staff via email, providing asynchronous access. Information guides and instructions available on the UZEM website and/or via email are published on the Blackboard platform. [\(OD4\)](#) [\(OD4\)](#).

Training of Trainers and Communication Skills training programs have been planned for teaching staff and implemented in 2025.

Section C, Research and Development, provides detailed information on scientific events and meetings attended to support the training and academic development of teaching staff.

Maturity Level: Findings from teaching competency development practices are monitored, and the results of this monitoring are reviewed with teaching staff to take appropriate measures.

3. Incentives and rewards for educational activities

Fenerbahçe University's Faculty Member Performance Measurement Criteria Directive, adopted and implemented in 2024, is based on the principle of measuring and evaluating the academic performance level of full-time academic staff in terms of procedure and substance. Within this framework, an incentive-based reward mechanism has been established, whereby a monthly incentive bonus is added to the salary of faculty members for the following year based on a performance index determined according to criteria related to research and teaching activities. [\(OD4\)](#)

Maturity Level: Incentive and reward practices are being monitored and improved.

C. RESEARCH AND DEVELOPMENT

1. Management of Research Processes and Research Resources

1. Management of research processes

Fenerbahçe University's research and development goals are defined in the 2022-2026 Strategic Plan. Our university's Strategic Plan and Research Policy are shared with all stakeholders via the university website [\(OD3\)](#), [\(OD3\)](#). In 2024, the 2022-2026 Strategic Plan was reviewed, the First Evaluation Report was

prepared, and the Research and Development goals were updated. [1_OD3]. The research policy defined within the framework of the objectives set out in the strategic plan is monitored and ensured in line with research goals and research performance. (OD3)

Our university's Sustainability Policy aims to align research and development activities with sustainable development goals. (OD3) To track these goals, the First Sustainability Report was prepared, increasing the university's transparency and accountability in this area.

In the First Sustainability Report; Fenerbahçe University's Sustainable Development Policies Goal 9: Industry and Innovative Infrastructure, research and development activities have been shared with the public [2_OD3], (OD3)

Our university has established an organizational structure for the management of research processes and shared it with all stakeholders via its website [3_SD2]. The R&D Resources Directorate has been established under the Vice Rector responsible for research to manage research and development activities within the university [4_SD2].

In order to improve research processes and increase university–industry collaboration, a dossier for the establishment of the Technology Transfer Office (TTO) was prepared and submitted to the Council of Higher Education (YÖK) pursuant to Senate Decision No. 103 dated 02/29/2024. [5_OD2] Although our university does not have a TTO, the Innovation and Technology Research Center performs the duties of a TTO. The center's research and development goals are defined in the 2022-2026 Strategic Plan, and the center's website has been organized. [6_OD3] (OD3) The Innovation and Technology Research Center tracks project applications, maintains a project inventory, and announces accepted projects on the center's website. The Innovation and Technology Research Center has its own organizational structure. In this context, an Advisory Board, a Board of Directors, and an Intellectual Property Rights Evaluation Board, which include industry representatives, have been established to obtain opinions on the activities carried out.

Maturity Level: The management of research processes and organizational structure across the institution is implemented in line with institutional preferences.

Evidence

- [\[1\]\(3\)C.1.1-Strategic Plan Evaluation Report.pdf](#)
- [\[2\]\(3\)C.1.1-Fenerbahçe University 1st Sustainability Report 2024.pdf](#)
- [\[3\]\(2\)C.1.1-FBÜ Organizational Chart.pdf](#)
- [\[4\]\(2\)C.1.1-R&D Resources Directorate Senate Decision.jpg](#)
- [\[5\]\(2\)C.1.1-TTO Senate Decision.jpg](#)
- [\[6\]\(3\)C.1.1-Innovation and Technology Center Strategic Plan.pdf](#)

2. Internal and external resources

As stated in the YÖK University Monitoring and General Evaluation Report, our university ranks 10th among the top 20 universities with the highest percentage of investment budget spent on R&D, with a spending rate of 50%. [1_OD3]

In order to sustain and develop our university's research and development activities, meetings were held with the relevant units to establish laboratories with research infrastructure in our new campus (U block), and the necessary plans were made.

Research Resources, Our University Library and Documentation Directorate is carried out by the Library and Documentation Directorate. To support research activities, the physical infrastructure of the library

has been improved and expanded from 1,169 m² to 2,480 m². In 2024, compared to 2023, the number of printed resources increased by 44.32%, and investment in research databases increased by 100%, making resources available to faculty and students. Furthermore, as part of the expansion works, an 'Accessibility Center' managed by the library has been established. The center is equipped with the latest technology and equipment, as detailed below, including tables, chairs, personal lockers, and companion waiting areas suitable for various disabilities. This system enables individuals with disabilities to work without needing anyone's help, access information fully and accurately, and work more effectively and efficiently. The system consists of the Jaws For Windows Screen Reading Program, ZoomText Reader, 5th Generation Blue Focus 40 Braille Display, Pearl Book Reading Camera, and OCR. New library staff have been recruited to ensure the effective use of the system.

The support rate for receiving and providing education under Erasmus increased by 33% in 2024 compared to 2023. Nationally (TÜBİTAK and TÜSEB), 20 project applications were submitted, 7 projects were accepted, 7 projects were rejected, and 2 projects were recommended for revision. Four projects are currently under evaluation [2_OD3]. Two TÜBİTAK (3501 and 1002) projects have been completed, while one TÜBİTAK (1001) and three TÜSEB projects are ongoing. Additionally, there are 15 student projects that have been awarded funding under the TÜBİTAK 2209-A University Student Research Projects Support Program. In this context, external project revenues in 2024 have increased by 189% compared to 2023.

Preparatory work has begun for one project application to the Coventry University British Academy support unit at the international level.

Financial and non-financial company support increased by 100% in 2024 compared to 2023.

The university uses its resources to support the academic development and research activities of teaching staff through various mechanisms. Internal resources are used to support teaching staff participation in conferences and scientific meetings in accordance with the Directive on Supporting Participation in Academic Activities, and teaching staff performance is rewarded in accordance with the Academic Incentive Directive. Publication incentive expenses, together with the performance support provided, increased by 800% in 2024 compared to 2023.

Our university adopted the Faculty Member Performance Measurement Criteria Guidelines in 2024 by a Senate decision. The academic performance of full-time faculty members was measured and evaluated according to the criteria, rules, and procedures determined by the University, and academic performance was measured based on research, education, and training activities. Based on the faculty member's activities within a calendar year, an academic performance index was determined, including publications, projects, conference papers, patents, and citation research activities in the quarter. Based on the academic performance index, a bonus was added to their monthly salary for the following year as a token of appreciation [5_OD3].

Maturity Level: The institution manages its research and development resources in accordance with its research strategy and interdepartmental balance.

Evidence

- [\[1\]\(3\)C.1.2-R&D_investment_budget_ratio.png](#)
- [\[2\]\(3\)C.1.2-2024_project_application_information.pdf](#)
- [\[3\]\(3\)C.1.2-2024_list_of_completed_and_ongoing_projects.pdf](#)
- [\[4\]\(3\)C.1.2-2209A_project_list.pdf](#)
- [\[5\]\(3\)C.1.2-performance_measurement_guidelines_senate_decision.pdf](#)

3. Doctoral programs and postdoctoral opportunities

Our university's Graduate School offers two doctoral programs in Business Administration and Sports Sciences. A total of 11 doctoral students are enrolled, including 7 in Business Administration and 4 in Sports Sciences, and no students have graduated yet. [1_OD3]

An agreement has been made with the University of Nisu and Technische Universität Dortmund to enable master's and doctoral students in Sports Sciences to benefit from Erasmus study mobility. Additionally, there are opportunities to undertake internships at institutions in EU member countries under the short-term internship mobility program.

Our university provides scholarship opportunities during the registration process for doctoral programs, including the FBU Achievement Scholarship, FBU Graduate Scholarship, FBU and MBA Education Institutions Employee Scholarship, Fenerbahçe Sports Club Employees and Fenerbahçe Congress Membership Scholarship, Istanbul Provincial Health Directorate Employee Scholarship, and Education Bir-Sen, Kamu-Sen, Education and Science Workers Union Membership Scholarship.

To enable teaching staff in the research assistant and instructor positions to pursue a doctorate, departments are conducting unit-level discussions with institutions offering doctoral programs. Faculty members who have completed their doctorate are offered the opportunity to be appointed to the position of Assistant Professor. Faculty members who have completed their doctorate and been appointed to the position of Assistant Professor are eligible for the position of Vice Rector. Meetings held under the supervision of the FBUITAM Directorate provide information on applying for TÜBİTAK3501 projects, offer incentives for research and publications, and provide support for participation in scientific conferences. Support is provided to doctoral students to participate in academic activities under the Fenerbahçe University Guidelines for Supporting Participation in Academic Activities.

Fenerbahçe University maintains communication with its graduates through the Career and Alumni Office. Job opportunities from partner companies are communicated to our graduates based on their needs, and our graduates are invited to career development events and participate in advisory boards.

Maturity Level: Doctoral programs and postdoctoral opportunities are conducted in alignment with and in support of the institution's research policy, objectives, and strategies.

Evidence

- [\[1\]\(3\)C.1.3-Doctoral_program_information_and_student_numbers.pdf](#)
- [\[2\]\(3\)C.1.3-Graduate_Education_Fees_and_Scholarships.pdf](#)

2. Research Competence, Collaborations, and Supports

1. Research Competence and Development

At our university, in line with the Fenerbahçe University Academic Event Participation Support Guidelines, faculty members are encouraged to participate in conferences, symposiums, scientific meetings, and other events to enhance their research competencies. Faculty members are encouraged to increase their scientific competencies, and this is implemented according to the Academic Incentive Guidelines. [1_OD3] In line with this, support is provided to units to organize scientific meetings and thereby increase their visibility and develop collaborations. The Innovation and Technology Research Center follows project calls to enable researchers to benefit from national and international support programs, organizes information meetings, sends announcements regarding collaborations to faculty members via email, and publishes them on the unit's website. The Center provides researchers with support in project information, project writing, and budgeting. [2_OD3]

Scientific events organized by the Fenerbahçe University Sports Research Application and Research Center, the University Cyber Studies and Application Center, the Health, Culture, and Sports Directorate, and the European Studies Application and Research Center support activities aimed at enhancing the research competencies and development of faculty members. [3_OD3]

Faculty members and students are provided with special training on the effective use of databases and library resources, which play an important role in university research resources, by the library (OD3).

Academic units contribute to enhancing the research competencies of academic staff by organizing scientific events. [4_OD3]

In order to enhance the research competence and development of academic staff, their training requests have been collected and planned to be implemented by 2025. [5_OD3]

The Teknofest student club was established in 2024 to increase the academic competence of teaching staff and students through collaboration.

The university has worked on procuring services for the Academic Portal system to monitor and track the research competence of full-time teaching staff, and an institutional Research Data System has been established. (OD3)

Maturity Level: Practices aimed at developing the research competence of faculty members are being implemented throughout the institution.

Evidence

- [\[1\]\(3\)C.2.1-Guidelines for Supporting Participation in Academic Activities 2024.pdf](#)
- [\[2\]\(3\)C.2.1-Innovation and Technology Research Center Activity List.pdf](#)
- [\[3\]\(3\)C.2.1-Center Activities.pdf](#)
- [\[4\]\(3\)C.2.1-Academic unit activities.pdf](#)
- [\[5\]\(3\)C.2.1-Education planning.jpg](#)

2. National and international joint programs and joint research units

Activities aimed at developing new national and international collaborations form the basis of research processes at our university. In this regard, agreements have been signed for cooperation and solution partnerships with Gebze University TTO and Istanbul Medeniyet University Technopark units, for university-industry cooperation with Mavi Kanatlar Technology Engineering and Software, and Onur High Technology Inc., for cooperation and solution partnerships with the Pharmetic Entrepreneurial Pharmacists Association and Recep Tayyip Erdoğan- Turkish German University Technology Development Zone.

Our university faculty member, Asst. Prof. Dr. Mahdi Marzi, Chair of the Department of Pharmaceutical Microbiology at the Faculty of Pharmacy, has been accepted into the working groups of EU COST actions (OD3).

Fenerbahçe University European Studies Center has been awarded a 36-month Jean Monnet Module grant for its project titled "The Protection and Promotion of Human Rights in the EU (FBU.PROHREU)," which will continue in 2024 (OD3).

The Innovation and Technology Research Center has organized European Union Project Development Preparation meetings with the participation of faculty members. [1_OD3]

Preparatory work has begun for one project application to the Coventry University British Academy support unit at the international level.

The appointment of our University's Vice Rector, Prof. Dr. Ş. Güniz Küçükgül, as a member of the MBA Schools Scientific Board has enabled the university to share its views and recommendations regarding its R&D strategies on national platforms. [2_OD3]

Maturity Level: Joint programs and joint research activities are carried out at the national and international levels throughout the institution.

Evidence

- [\[1\]\(3\)C.2.2-EU_Preparation_Meetings.pdf](#)
- [\[2\]\(3\)C.2.2-MBA_Scientific_Board_Presentations.jpg](#)

3. Research Performance

1. Monitoring and evaluation of research performance

The university continues its subscription to the Clarivate Analytics InCites database, which is used to develop a systematic approach to measuring and evaluating research and development activities for the monitoring and assessment of research performance. This enables the regular reporting of research outputs at the institutional, department/division, and individual levels using data extracted from the Web of Science (WOS). The data obtained in this regard will be included in the library's institutional academic archive page, allowing access to the research performance of faculty members. Preparatory work for the relevant portal began in 2024, and the portal will be ready for use in 2025. In addition, scientific activities covering the January-December period of each year are collected from the units by the Vice Rector responsible for academic relations using the "Academic Tracking System" file, and an archive is created in collaboration with the Library and Documentation Directorate. Scientific publications and scientific papers (2018-2024) of the university are tracked and shared on our website based on the principle of information sharing, and shared with internal and external stakeholders [\(OD3\)](#).

As of March 18, 2025, Fenerbahçe University has 406 publications, 918 citations (849 citations by other authors), and an h-index value of 13 according to WOS.

In the URAP 2024-2025 Turkey ranking announced on October 22, 2024, our university was ranked as follows among universities without a Faculty of Medicine:

Article Score: 57.41; Citation Score: 23.05; Scientific Document Score: 47.18; Doctorate Score: 4.19; Faculty/Student Ratio Score: 36.49; International Collaboration Score: 12.83; Domestic Collaboration Score: 28.76; TÜBİTAK Project Score: 1.17; Total Score: 211.03

The Round University Ranking (RUR) is an international university ranking system that measures the performance of 1,100 leading universities from 82 countries using 20 unique indicators and 4 main areas of university activity. Our university first applied for the "RUR 2023" ranking in the first half of the 2023-2024 academic year and was included in the ranking. In the second half of the same academic year, an application was made for the "RUR 2024" ranking, and our university rose from 578th place to 487th place.

RUR 2023: [World University Rankings \(roundranking.com\)](#) RUR 2024: [World University Rankings \(roundranking.com\)](#)

Our university, which began to be included in the "THE Impact" ranking system developed by the global university ranking organization Times Higher Education (THE) in 2019, has also earned the right to be ranked in new categories this year. [1_OD3]

As stated in the YÖK University Monitoring and General Evaluation Report, our university ranks 8th among the 20 universities with the highest percentage of publications in indexed journals and books published in national collaboration, with a rate of 76.5%. [2_OD3]

Applications have been submitted to the TÜBİTAK and TÜSEB projects and have been accepted. Our faculty members are also involved as researchers in projects funded by other universities' Research Fund Programs (BAP). Fenerbahçe University hosted and contributed to numerous scientific programs in 2024.

Our university's Faculty of Pharmacy faculty members Prof. Dr. Güniz Küçükgül and Prof. Dr. Göksel Şener have been included in Stanford University's list of "The World's Most Influential Scientists" [\(OD3\)](#).

Our university's Faculty of Health Sciences faculty member, Assoc. Prof. Dr. Gül Dikeç, received the "Health Field Achievement Award," one of the "Inspiring Graduates for the Future" awards given in 30 different fields by Koç University on its 30th anniversary, as well as the G. Leman Birol & İnci Erefe Research Awards, First Place Award, and the First Prize in the research awards traditionally organized by the Turkish Nurses Association Izmir Branch as part of nursing week celebrations for her study titled "The Effect of Child-Centered Psychosocial Intervention Training in Disasters on the Knowledge Level of Graduate Nurses." She also received the First Prize at the 5th International Congress of Clinical Nursing Research, organized between December 5-8, 2024, by Istanbul Aydın University, the University of Newcastle, Cyprus Science University, and the Homecare Association, she was awarded the Best Oral Presentation Award for her study titled "The Effect of Peer Addiction Program on Students' Substance Consumption in Nursing Students at a Foundation University: A Quasi-Experimental Study" [\(OD3\)](#), [\(OD3\)](#).

Assoc. Prof. Dr. Erdal ŞEN and PhD Candidate Orkun ARK were awarded the "best paper award" at the 10th International EMI (Entrepreneurship and Management Studies) Social Sciences Congress for their paper titled "The Effects of Individualism and Collectivism on Cooperation in Emotional Culture and Organizational Culture." [\(OD3\)](#)

Our university's Ethics Committees continue to support R&D projects. Applications are evaluated, and relevant researchers are notified via email. [3_OD3]

Our university journals provide support to faculty members in publishing their work. Meetings are held under the chairmanship of the Vice Rector responsible for Research regarding the inclusion of University Scientific Journals in various indexes. The work of the journal boards has gained momentum in terms of our journals being included in various indices. This has become an important strategy for university faculty members in publishing their work. [4_OD3]

In the university research legislation process, the Academic Publications Support Directive and the Academic Scientific Activities Participation Support Directive, approved by the University Senate, were implemented with an increase in the support provided to the applicant by the Board of Trustees in 2024. [5_OD3, 6_OD3]

Additionally, in 2024, adjustments were made to the amount of support provided in the Academic Publications Support publication index for single-author, two-author, and three or more authors. The Academic Publications Support Commission, appointed by the University Senate, met four times a year in the last week of April, June, October, and January to evaluate researchers' publications.

Fenerbahçe University Faculty Member Performance Measurement Criteria Directive came into effect on February 29, 2024. [7_OD3] Full-time academic staff at the university are evaluated and assessed according to the procedures and principles set out in the guidelines. Based on their academic performance level and the criteria specified in the directive, a performance index is calculated. A bonus is added to their monthly salary for the following year, with a reward mechanism of 5, 4, or 3 points.

Maturity Level: Mechanisms established to monitor and evaluate research performance across the institution are being utilized.

Evidence

- [\[2\]\(3\)C.3.1-Indexed journals and books with national collaboration publication rate.png](#)
- [\[3\]\(3\)C.3.1-ethics committee data.pdf](#)
- [\[4\]\(3\)C.3.1-journal data.pdf](#)
- [\[5\]\(3\)C.3.1-Guidelines for Supporting Academic Publications 2024.pdf](#)
- [\[6\]\(3\)C.3.1-Guidelines for Supporting Participation in Academic Activities 2024.pdf](#)
- [\[7\]\(3\)C.3.1-Faculty Member Performance Measurement Criteria Guidelines 2024.pdf](#)
- [\[7\]\(3\)C.3.1-Fenerbahçe University Rankings.pdf](#)

2. Evaluation of faculty member/researcher performance

Researchers' publications indexed in primary international (Q-indexed journals), secondary field-indexed journals, Scopus, ESCI, International field, and Ulakbim TR Index were rewarded under the Academic Publications Support Guidelines with the approval of the Library and Documentation Directorate and the decision of the Commission. January-April 2024 (32 publications, 141,052.85 TL), April-June 2024

During the period (23 publications, 71,167 TL), June-October 2024 (43 publications, 282,020 TL), November 2024-January 2025 (25 publications, 199,080 TL) have been awarded within the scope of the Academic Publications Support Directive. [1_OD3]

The academic performance level of academic staff was scored in accordance with the Instructor Performance Measurement Criteria Directive, and a reward mechanism was implemented by adding an incentive bonus to their monthly salary for the following year. The Instructor Performance Measurement Criteria Directive has been revised and improved based on feedback from academic staff. [2_OD4] [3_OD4]

Our Rector, Prof. Dr. Fatma KANCA, congratulated Prof. Dr. Güniz Küçükgülzel and Prof. Dr. Göksel Şener, who were included in the list of "The World's Most Influential Scientists." (OD3)

Feedback on the performance evaluation of teaching staff is measured and evaluated using questions included in the academic staff satisfaction survey. (OD3)

The Promotion and Appointment to Faculty Membership Guidelines were established to support our university's qualified academic staff and high-quality research outputs and came into effect in 2024. [4_OD3]

Maturity Level: Mechanisms established to monitor and evaluate the research and development performance of teaching staff across the institution are being utilized.

Evidence

- [\[1\]\(3\)C.3.2-Number of publications receiving support based on publication index.pdf](#)
- [\[2\]\(4\)C.3.2-Senate Decision Regarding the Update of the Teaching Staff Performance Measurement Criteria Guidelines.jpg](#)
- [\[3\]\(4\)C.3.2-Number of academic staff according to the academic performance index.pdf](#)
- [\[4\]\(3\)C.3.2-Guidelines for Promotion and Appointment to Faculty Membership 2024.pdf](#)

D. SOCIAL CONTRIBUTION

1. Management of Social Contribution Processes and Social Contribution Resources

1. Management of social contribution processes

In line with its core values, Fenerbahçe University embraces the principle of “placing importance on public and social responsibility” and continues its community engagement activities. Within the framework of the Sustainable Development Goals, the university develops and implements projects for the benefit of society in the fields of education, health, culture, and sports.

Within the framework of the United Nations (UN) 2030 Vision, which envisages a global and national transition toward a sustainable development path, our university has embraced goals including the elimination of inequalities; the strengthening of economic growth and employment; the improvement of cities and settlements; the promotion of industrialization; the protection of oceans and ecosystems; the sustainable production and consumption of energy; the fight against climate change; the advancement of sustainable production and consumption; and the strengthening of human rights. In line with these objectives, the University Sustainability Commission was established and has commenced its activities, preparing the First Sustainability Report and the Sustainability Policy. [1_OD3] [2_OD3]

Our university carries out its social contribution activities in line with its strategic plan, and these activities are coordinated by the Faculties, the Rectorate, the Brand and Communication Directorate, the Disability Unit, and the Health, Culture, and Sports (HCS) Directorate. Student club activities, social responsibility projects, and events organized by the HCS Directorate are supported by the University Senior Management. Additionally, faculty members develop projects utilizing funds from national/international institutions such as TÜBİTAK and the Jean Monnet Module.

The summer school program titled 'The Protection and Promotion of Human Rights in the EU', organized within the scope of the Erasmus+ Jean Monnet Module (FBU.PROHREU), took place online between June 24, 2024, and July 4, 2024. The module's summer school program included 42 hours of training, and participants who fulfilled the attendance requirement and submitted their poster assignment at the end of the module received a Jean Monnet Summer School Certificate. Thirty-four people registered for the Summer School, and 18 people earned an e-certificate.

Maturity Level: The management and organizational structure of social contribution processes across the institution are implemented in line with institutional preferences.

Evidence

- [\[1\]\(3\)D.1.1-FBÜ Sustainability Policy.pdf](#)
- [\[2\]\(3\)D.1.1-Fenerbahçe University 1st Sustainability Report 2024.pdf](#)

2. Resources

Our university allocates sufficient resources for activities in the field of social contribution, supporting projects by student clubs, academic, and administrative units. Some of the projects carried out in 2024, and the budgets allocated to these projects, are as follows:

- **Dialogue in the Dark Museum Visit (Occupational Therapy Club)** – 2,028 TL
- **Fener-Up Summit (Industrial Engineering Club)** – 12,300 TL
- **Information Valley Trip (R&D Innovation and Entrepreneurship Club)** – 57,240 TL

Additionally, within the scope of the research project titled "The Role of Risk Perception, Locus of Control, Self-Efficacy, Desires, and Social Interaction in Farmers' Economic Decisions," supported by TÜBİTAK, a budget of 80,365.65 TL was allocated, and 45,715.00 TL was spent.

Maturity Level: The institution manages its social contribution resources by considering its social contribution strategy and interdepartmental balance.

2. Social Contribution Performance

1. Monitoring and evaluation of social contribution performance

In 2024, the social contribution activities carried out by our University's faculties, administrative, and academic units are consistent with the social contribution performance outlined in its Mission, Vision, and Core Values. Our University sets social contribution performance goals aligned with its values each year and undertakes initiatives to enhance them. Social contribution activities are carried out and reported by the units affiliated with the General Secretariat, namely the Student Affairs Directorate, Brand and Communication Directorate, Disability Unit, and Sustainability Commission.

Activities carried out in the field of social contribution are grouped under the subheadings of Sustainability, Corporate Social Responsibility, Student Activities, and Disability Unit. Detailed information on how these activities are carried out and developed is provided below.

Our academics, who were invited by our important external stakeholder MBA Education Institutions to the first lectures of the 2024-2025 academic year, held opening lectures with educational content and enjoyable conversations in the fields of Pharmacy, Aviation, and Health Sciences with secondary school students. Our Vice Rector and Dean of the Faculty of Pharmacy, Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL, gave a lecture on "Pre-medicine and Aspirin" at the Ataşehir Campus.

Our Dean of the Faculty of Health Sciences, Prof. Dr. Muazzez GARİPAĞAOĞLU, at the Kurtköy Campus gave a lecture on "Proper Nutrition During Adolescence"; Dr. Rıfat BENVENİSTE, Head of the Electrical and Electronics Department and Director of the Innovation Technology Application and Research Center, gave lectures on "Unmanned Aerial Vehicle Systems" at the Gaziosmanpaşa Campus; The Associate Dean of the Faculty of Pharmacy, Dr. Can AKPOLAT, gave a lecture titled "The Mysterious World: Microbiome" at the Halkalı Atakent Campus.

Fenerbahçe University academic staff provide support to Ministries, NGOs, Local Governments, and Accreditation Organizations as members of science/art committees, jury members, experts, evaluators, project leaders, and/or implementers. In this context, Dean of the Faculty of Sports Sciences Prof. Dr. F. Hülya Aşçı is a member of the Scientific Committee for Sports Talent Screening at the Ministry of Youth and Sports, and Faculty of Sports Sciences faculty members Prof. Dr. Cengiz Karagözoğlu.

Assoc. Prof. Dr. Serkan Esen serves as the Chair of the Health Committee of the Turkish Table Tennis Federation; Asst. Prof. Dr. Taylan Hayri Balcıoğlu serves as a member of the Istanbul Provincial Coordination Board of the Turkish University Sports Federation; and Prof. Dr. Taylan Hayri Balcıoğlu also serves as a member of the Science and Education Committee of the Turkish Rowing Federation and the Health Committee of the Turkish Table Tennis Federation.

Prof. Dr. Şükriye Güniz Küçükgül, a faculty member of the Faculty of Pharmacy, served as a jury member at the 8th DoctorClub Awards, Health Awards, and the 14th Golden Mortar Awards, served as a member of the Ministry of Industry and Technology's R&D and Design Evaluation Committee and as a member of EZCAKDER, and contributed as an expert opinion writer to the Pharmacist Journal. Prof. Dr. Azize Şener, a faculty member of the Faculty of Pharmacy, is an advisor and member of the education committee at ECZAKDER, Assoc. Prof. Dr. Murat Zor is a member of the Nutrition and Health Claims Commission at the Ministry of Food, Agriculture and Livestock, a member of the Board of Directors of Pharmacognosy and Phytotherapy, and a member of İLARUD – Association of Drug Researchers and Practitioners, and Asst. Prof. Dr. Derya Dilek Kançağı served as a jury member for the Teknofest Rare Diseases-Genetic Treatment Category held in Antalya on September 5-8, 2024. Prof. Dr. Türkan Yurdun,

a faculty member of the Faculty of Pharmacy, provided expert commentary for six episodes of the program "Exceptional Colors" broadcast on TRT2 Television in 2024.

Assoc. Prof. Dr. Hazal Pabuççular, a faculty member of the Faculty of Economics, Administrative and Social Sciences, participated in the Şişli Municipality Strategy Desk Meetings as a Political Scientist and Foreign Policy Expert between August 13, 2024, and September 10, 2024.

Dean of the Faculty of Communication, Prof. Dr. R. Gülay Öztürk, was appointed as Co-Chair by the Communication Education Evaluation Accreditation Board (İLEDAK) on December 21-24, 2024, and participated in the accreditation evaluation of the Journalism Department at Anadolu University in Eskişehir. On December 17, 2024, as part of the Educators' Training program organized jointly by RTÜK and the Ministry of National Education, she provided training on Digital Literacy and Digital Holistic Well-Being to primary, middle school, and high school teachers affiliated with the Ministry of National Education. Assoc. Prof. Dr. Aysun Eyrek Keskin, a faculty member of the Faculty of Communication, participated as an İLEDAK accreditation evaluator in the accreditation evaluation of the Journalism Program at the Faculty of Communication at Anadolu University between 21-24 December 2024, as an İLEDAK accreditation evaluator for the Journalism Program at the Faculty of Communication at Anadolu University in Eskişehir, while Assoc. Prof. Dr. Hikmet Tosyalı served as an İLEDAK accreditation evaluator at the Faculty of Communication at KTO Karatay University between 20-22 December 2024. Faculty of Communication Assoc. Prof. Dr. Deniz Telek screened his films Gümüş and Suyu Bulandıran Kız at the Niğde Short Film Festival, organized by the Ministry of Culture and Tourism and Niğde Ömer Halisdemir University, and participated in a talk titled Short Film Production and Management for students. Asst. Prof. Dr. Pınar Tınaz served as a member of the SİYAD Jury at the 14th International Crime and Punishment Film Festival.

The Faculty of Engineering has participated in three projects funded by financial companies under the scope of 17B. The topics of the projects conducted by Transvaro Inc., owned by Assoc. Prof. Dr. Vecdi Emre Levent, are: Development of a Laser Rangefinder, Optical Sniper Detection System, and Development of a Gimbal Device for Use in Air, Land, Sea, and Space Vehicles, Creation of Production Infrastructure, and Production.

Dean of the Faculty of Health Sciences, Prof. Dr. Muazzez Garipağaoğlu held a training on Weight Management in Adolescents between November 25-29 and December 23-27, 2024, as part of the Online Nutrition Counseling Training for Dietitians in Primary Health Care Institutions organized by the Directorate of Healthy Nutrition and Active Life, General Directorate of Public Health, Ministry of Health of the Republic of Turkey. Faculty of Health Sciences faculty member Assoc. Prof. Dr. Ş. Seçkin Yılmaz gave a public seminar on October 17, 2024, as part of the Developmental Language Disorder Awareness Day Event organized by Anadolu University Language and Speech Disorders Education, Research, and Application Center. Between November 18-22, 2024, she served as an instructor in the Special Education Applications Course for the Education of Students with Language and Speech Difficulties, organized by the Ministry of National Education's General Directorate of Special Education and Guidance Services. Dr. Bengi Çetiner Bingül, a faculty member of the Faculty of Health Sciences, obtained a First Aid Instructor Authorization Certificate from the Istanbul Provincial Health Directorate, and Asst. Prof. Dr. Muzaffer Beyza Ozansoy has served as an academic advisor to a Ministry of National Education scholarship holder pursuing doctoral studies abroad under the auspices of TÜSEB (Turkish Institutes of Health Presidency). She has continued her role as Chair of the Board of the Psychiatric Nurses Association, which she assumed in 2023, and participated in the Gambling Addiction Symposium held on 25-26 May 2024, organized in collaboration with the Psychiatric Nurses Association, Fenerbahçe University, Addiction Academy, Kalamış Psychology, and Digital Psychologist.

Fenerbahçe University Health, Culture, and Sports Directorate supports students' academic and personal development, enriches their social and cultural lives, encourages them to improve their physical health by

participating in sports activities, and promotes their contribution to society through social responsibility projects. Throughout 2024, the Directorate organized 65 events, with 3,811 students participating. Student clubs provide students with platforms to develop themselves in various fields, enabling them to grow into more socially, culturally, and artistically equipped individuals. Notable among these were prestigious events such as the National Summit and Entrepreneurship Summit, the Digital Independence Event, which sought to raise awareness among our students about technological addiction, the Water Sports Camp, which enabled them to socialize and participate in sports activities, the Blood Donation Event and Primary School Book Donation Campaign, which were social responsibility projects, Breast Cancer Awareness Stand, Add Your Salt to the Soup, and Cat House events. Meaningful activities, such as the Anıtkabir Tour, which offers students the opportunity to witness history, have also been carried out. At Fenerbahçe University, various activities are organized to make clubs more active and diverse. Through these efforts, a wide range of activities such as social responsibility projects, cultural events, seminars, and art workshops organized by student clubs are able to reach a broader student audience. Resources available for student club activities are listed below.

National Summit ([OD3](#)) Entrepreneurship Summit ([OD3](#))

Digital Independence Event ([OD3](#)) Water Sports Camp ([OD3](#))

Blood Donation Event ([OD3](#)) Add Your Salt to the Soup ([OD3](#)) Cat House ([OD3](#))

The Directorate of Health, Culture, and Sports also provides services to the university's academic and administrative staff, enriching their social, cultural, and sporting lives while facilitating interaction and cohesion among them. Events such as the FIFA Tournament ([OD3](#)), Table Tennis Tournament ([OD3](#)), and Cornhole Tournament [[1_OD3](#)], organized with the participation of our academic and administrative staff, as well as organized meals and birthday celebrations [[2_OD3](#)], aim to strengthen internal communication.

The Part-Time Student Employment Program is implemented to enable students to gain work experience within the university during their studies, develop socially and culturally, become more familiar with various university units, and earn a certain level of income. At the beginning of each academic year, the Directorate of Health, Culture, and Sports publishes announcements via email, the university website, social media, and notice boards, and evaluates student applications. Within the scope of this program, students may work a maximum of 60 hours per month. Student employees are covered by occupational accident and disease insurance in accordance with subclause (b) of Article 5 of Law No. 5510 on Social Insurance and General Health Insurance, provided that their monthly earnings subject to premiums do not exceed thirty times the daily lower earnings limit determined under Article 82, and are employed on a part-time basis pursuant to Article 46 of Law No. 2547 on Higher Education. Individuals covered under this provision are considered insured under subparagraph (a) of the first paragraph of Article 4. The Part-Time Student Employment Program is implemented in administrative units and certain research centers. In 2024, a total of 103 part-time students were employed across various units of the university during different periods.

At the beginning of the 2024-2025 Academic Year, the Psychological Counseling and Guidance Unit was established under the Directorate of Health, Culture, and Sports. A PDR specialist provides counseling at the unit. Psychological Counseling and Guidance (PDR) services, which are available to our students as well as our academic and administrative staff, aim to support individuals in their personal, academic, and social lives, helping them to feel better emotionally and psychologically. Through the Peer Mentoring Program, students in their second, third, and fourth years voluntarily support new preparatory and first-year students in adapting to Istanbul and university life, helping them overcome the difficulties and problems they encounter. The Directorate also encourages and organizes student participation in sports activities. The Faculty of Sports Sciences has sports facilities such as gymnastics and dance classes, a training hall, and a studio. In addition, under the protocol signed with Fenerbahçe Sports Club, Fenerbahçe Dereağzı Facilities have been allocated for student use. Fenerbahçe University's sporting achievements

for the 2023-2024 period are listed below. On Friday evening, May 31, 2024, our dinner event was held to present awards to our students who participated in and achieved success in intercollegiate sports competitions during the 2023-2024 academic year. The event was attended by our university rector, Prof. Dr. Fatma Kanca, Vice Rectors Prof. Dr. Ahmet Selamoğlu and Prof. Dr. Mehmet Yıldırım Üçtuğ, Deputy Secretary General Asst. Prof. Dr. Ece Ozan, Special Secretary to the Rector Sultan Gülcan Ceylan, branch coaches, and students.

Turkey University Taekwondo Championship, Poomsae Category: Turkey Third Place [\(OD3\)](#), Hado; Turkey University Hado Super League Championship: Turkey [Runner-up \(OD3\)](#), Men's Volleyball; Promotion to Super League Competitions: Turkey Third Place, Super League Competitions: Turkey Championship [\(OD3\)](#), Women's Volleyball; 1st League Istanbul Competitions: Istanbul Second Place, Super League Promotion Matches: 1st League Turkey Championship [\(OD3\)](#), Women's Futsal; Turkey Universities 1st League Futsal Matches: 1st League Championship [\(OD3\)](#), Women's Soccer; Turkey Universities Women's Soccer Championship: Turkey Championship [\(OD3\)](#), Table Tennis; Universities Table Tennis World Championship: Represented by G*****e Ö*****a's Individual Participation [\(OD3\)](#), Arm Wrestling; Turkey Universities Arm Wrestling Championship: A*i Y*****z - 70 kg Right Arm: Turkish Runner-up, A*i Y*****z - 70 kg Left Arm: Turkish [Runner-up \(OD3\)](#), Karate; Turkish Universities Karate Championship: S*****r A***y - Kumite 68 kg: Turkish Championship, S*****r K*****u - Kumite 84 kg: Turkey Third Place [\(OD3\)](#)

Our university's undergraduate programs include the course UNI101 University Life and Culture for Turkish programs and UNI103 University Life and Culture for English programs in their curricula. The aim is for students to learn university rules, get to know Istanbul, be aware of cultural events, and develop awareness of important issues such as addiction. In this context, a seminar by experts from Yeşilay was held for first-year students.

Our university's undergraduate programs include the CEP301 Social Responsibility Project course for Turkish-language programs and the CEP303 Civic Engagement Project course for English-language programs in their curricula. These courses enable students to understand the diversity of social life, its multicultural structure, and the problems encountered through the projects they develop; to strengthen their sense of unity amid differences, nature, and to help students gain a human-centered perspective. Additionally, it seeks to encourage students to increase their individual awareness, understand themselves, discover their competencies as individuals and as part of a team, recognize the value of their contributions and the impact they create, and develop a sense of responsibility towards society. A total of 222 students took this course in the Fall Semester of the 2024-2025 Academic Year. Brief information about the social responsibility projects completed within the scope of the course is provided below.

The School Friend Project was carried out under the supervision of Lecturer Ecem Şen with the aim of drawing attention to the difficulties faced by individuals with disabilities, supporting equal opportunities in education, and strengthening solidarity among students. As part of the project, students with disabilities studying at Fenerbahçe University were paired with TSP members, friendships were formed, communication groups were created on social media to maintain interaction, and barriers to access and social areas were identified. A music event was organized to increase social integration, and awareness-raising activities were carried out to improve the educational processes of individuals with disabilities and ensure their more active participation in social life. [\(OD3\)](#), [\(OD3\)](#)

The project on **Awareness of Violence Against Women** aims to draw attention to violence against women and raise awareness in society. With the goal of encouraging steps to prevent violence in society and empower women, TSP Members organized a booth event under the mentorship of Lecturer Hayriye Ercan. During the event, support mechanisms such as ALO 183 and women's shelters were introduced, and awareness was raised about measures that can be taken at the individual and societal levels. Within the scope of the project, a collaboration was established with the Purple Roof Women's Solidarity Foundation,

and the posters, brochures, and leaflets prepared were distributed with the support of the Midwifery Student Club. Students were informed about the types, effects, and legal dimensions of violence against women, and guidance was provided for victims of violence and individuals wishing to offer support. [\(OD3\)](#) [\(OD3\)](#)

Under the supervision of Asst. Prof. Dr. Mustafa Sami Kaçar, **the Street Animal Feeding Project and the Street Animal Care and Awareness Project** were carried out with the aim of drawing attention to the feeding, shelter, and health problems of street animals. TSP members distributed food, and cat and dog houses and food bowls were placed in designated areas in Ataşehir and Kadıköy. To increase social awareness about street animals and educate the public, TSP members prepared and distributed informative brochures in English and Turkish. Another project carried out under the supervision of Dr. Mustafa Sami Kaçar is the Hygiene for the Future project. The project aims to teach elementary school students about cleanliness and hygiene rules and to instill good habits in this regard. First-grade students at Ümraniye Zehra Ülker Elementary School were given training on cleanliness and hygiene. During the training, tooth brushing and hand washing techniques were explained to students using visual and experimental methods, and hygiene kits were distributed.

The **"Stop Breast Cancer"** project aims to raise awareness about breast cancer and highlight the importance of early diagnosis. Within this scope, TSP members, under the guidance of Lecturer Melis Merve Çetinkaya and in collaboration with the Nursing Club, set up an information stand at our university and distributed informative brochures, awareness cards, and gifts about breast cancer. Additionally, TSP members designed and shared posts and stories on social media to raise awareness and conducted promotional activities both in person and online [\(OD3\)](#) [\(OD3\)](#).

The **Food Donation Box for Innocent Lives** project was carried out under the supervision of Lecturer Emre Kuğu with the aim of improving the living conditions of stray animals and raising awareness in society by designing and distributing food donation boxes and water bowls. Within this scope, food donation boxes were placed in visible areas in Block B and Block F of Fenerbahçe University's Ataşehir Campus, and the revenue generated was used to place water and food bowls made of durable and environmentally friendly materials, designed by TSP members, around the campus. This project not only ensured that the needs of street animals were met during the cold winter days, but also increased the community's sensitivity towards street animals, thereby strengthening social responsibility awareness. [\(OD3\)](#)

The **LÖSEV Aid** Project was carried out in collaboration with LÖSEV under the mentorship of Asst. Prof. Dr. Mustafa Sami Kaçar. Within the scope of the project, TSP members provided voluntary support for LÖSEV Awareness Week preparations and Foundation activities. In this context, TSP members decorated with orange ribbons, the symbol of LÖSEV, and prepared lanterns, held a LÖSEV Volunteer Meet and Greet, and collected, sorted, and prepared clothing for children and young people to be sent as part of LÖSEV's Clothing Appraisal Activities. Under the mentorship of Dr. Mustafa Sami Kaçar, **Clean Environment, Clean Future, and Environmental Cleaning, Recycling Awareness** projects have been implemented. These projects aimed to raise environmental awareness, promote a sustainable lifestyle, and encourage recycling. The **Clean Environment, Clean Future** project was carried out in collaboration with Kadıköy Municipality, which included a cleanup event on the Kadıköy coastline; trash was collected, waste was sorted, and placed in recycling bins. In addition, informative brochures were prepared to raise environmental awareness and distributed to individuals on the coast to create awareness about environmental pollution. The **Environmental Cleanup and Recycling Awareness** project was implemented to draw attention to the negative effects of environmental pollution and the lack of recycling awareness on a sustainable future. The project aimed to raise awareness about the importance of environmental cleaning and recycling and to ensure the active participation of the community. Within this scope, informative brochures and posters were prepared by TSP members, distributed around the university and its surroundings, informative training sessions on recycling and environmental cleanliness

were given to students, and content, posts, and reels videos were shared on social media to raise awareness. Additionally, November 28, 2024, was designated as Cleanup Day by TSP members, during which trash was collected around the university and sorted into recycling bins. Interviews related to the project were conducted and published on social media.

Other projects carried out under the mentorship of Asst. Prof. Dr. Mustafa Sami Kaçar include **We Send Our Books, We Share Our Future**, and **Collecting Books for Middle School Students**. These projects aim to promote equal educational opportunities and to foster reading habits among primary school students who lack access to books. In this context, TSP members placed posters in various locations at Fenerbahçe University's Ataşehir Campus and called on Fenerbahçe University members to donate books to village schools. The collected books were then sorted by grade level by TSP members, packed into boxes, and delivered to Şırnak Uludere Primary School and Çekmeköy Çamlık Middle School, where research had identified a need for books. The project was a meaningful social responsibility initiative aimed at facilitating access to information for disadvantaged students, supporting their language development, and raising social awareness.

The **Your Spine Is a Hero, Take Care of It** Project was carried out under the mentorship of Asst. Prof. Dr. Anil Tosun, with the aim of increasing posture awareness and creating a healthy posture consciousness. On December 24, 2024, members of TSP, consisting of students from the Department of Physical Therapy and Rehabilitation, provided posture awareness training to elementary and middle school students at the MBA Ataşehir Campus. As part of the project, the importance of spinal health was explained, practical posture correction exercises were performed, and information was shared on how to maintain healthy posture in daily life. Awareness campaigns were conducted to prevent posture disorders in school-age children, and students were encouraged to develop healthy posture habits at an early age. This project aims to prevent musculoskeletal problems that may arise from posture disorders in the long term, thereby contributing to the preservation of students' spinal health. [\(OD3\)](#) [\(OD3\)](#)

Water is Life: The **Water Conservation and Awareness** Project aims to draw attention to water waste and raise awareness in society about the vital importance of water. Under the mentorship of Asst. Prof. Dr. Burcu Akkurt and in collaboration with the Physiotherapy Club, TSP members carried out a project that included setting up an information stand on campus and displaying informative posters and brochures highlighting the causes and consequences of water waste, with the aim of raising awareness about water conservation methods. Additionally, a social media awareness campaign was run through the [@Instagram_TSP](#) account, with posts and stories designed and shared. [\(OD3\)](#)

The **Food Waste Reduction and Awareness Raising** project aims to draw attention to the environmental, economic, and social dimensions of food waste and to foster awareness of sustainable living among individuals. As part of the project, the [@fbu.gidatik](#) account was created on Instagram, and an awareness campaign was conducted on social media. Practical activities were organized in the university laboratory specifically for Food Waste Week. Students gained practical knowledge on preventing food waste, creative recipes that can be prepared with food scraps were shared, and methods for evaluating food waste were introduced. The project, prepared under the mentorship of Asst. Prof. Dr. Bengi Çetiner Bingül, drew attention to the global effects of food waste, raised students' awareness on this issue through their own efforts, and aimed to contribute to a sustainable future. [\(OD3\)](#)

The project "**Ergonomics for Yoga and Prevention of Sports Injuries**," conducted under the mentorship of Lecturers Ayşe Asena Yekdaneh and Ekin Uğur Canöz, was carried out with the aim of preventing sports injuries and raising awareness of ergonomics. Within the scope of the project, under the guidance of relevant expert instructors, a presentation on the causes and prevention of sports injuries, ergonomic principles, and yoga practices was prepared, and an event titled "**Ergonomics for Yoga**" was held at Fenerbahçe University's Ataşehir Campus on December 26, 2024. During the event, participants received

both practical yoga and breathing training, and the importance of ergonomics awareness was emphasized. [\(OD3\)](#) [\(OD3\)](#) [\(OD3\)](#)

Radio FBÜ, which has been operating since the fall semester of 2021-2022 under the Media Center of the Faculty of Communication at Fenerbahçe University, is enriched with programs prepared by enthusiastic faculty members and students from every faculty and department. Serving as a practical training ground for students of the Faculty of Communication, Radio FBÜ broadcasts 24/7 via the internet. Programs broadcast in 2024 include **War and Women in the Twentieth Century** by Asst. Prof. Dr. Onur Yamaner and Research Assistant Melek Ekinçi, and **Reverse Angle: In the Footsteps of Purple History**, Assoc. Prof. Dr. Deniz Telek's **Philosophical Investigations**, Asst. Prof. Dr. Pınar Tınaz and Communication Faculty student Billur Ülger's **"Legends from Music to Cinema,"** Instructor Ecem Şen and Communication Faculty student Mina Yeşil's **"Sequence,"** Asst. Prof. Dr. Dora Uzkesici's **"Yesterday, Today, Tomorrow of Marketing,"** Research Assistant Türkey Türkan Ünlü and Communication Faculty student Melisa Kulovac's **"K-Hour"** programs can be listed.

Fenerbahçe University Continuing Education Center offers corporate and individual training activities. These training programs, conducted in collaboration with FCO Academy and BSP Group, include IT Training, Individual Open Class Training, Personal Development Training, Microsoft Office Training, Investment and Finance Training, Business Management and Leadership Training, Foreign Language Training, Human Resources Training, and Occupational Health and Safety Training. In 2024, Stress and Time Management Training and Effective Negotiation Techniques Training were provided, with 223 participants benefiting from the training. Various projects carried out within the Research Centers to increase social contribution are listed below.

The **Innovation and Technology Application and Research Center** organized the "1st National Sustainability Student Congress" and showcased projects supported by TÜBİTAK 2209A. This congress attracted great interest with 151 participants, providing academics and students with the opportunity to share their sustainability-themed projects.

The **Continuing Education, Application, and Research Center** offered training programs in areas such as occupational health, personal development, leadership, and finance by collaborating with various institutions.

The **Center for European Studies Application and Research** has organized an online program aimed at raising awareness on human rights issues by conducting the "Jean Monnet Module Summer School."

The **Distance Education Application and Research Center** reached a wide audience by organizing Occupational Health and Safety Training for 1,526 students, Occupational Health and Safety Training for 274 academic and administrative staff, and KVKK and ISO Training for 110 people.

The **Sports Research Application and Research Center** has conducted "Wearable Metabolic System Land and Water Module Trainings" to introduce advanced technologies in the field of sports science. These activities have made significant contributions to the performance analysis and health monitoring of athletes.

The **Innovation and Technology Application and Research Center** has supported research in the field of sports science by purchasing the Y-Balance Test Kit and Stroboscopic Glasses under the **TÜSEB Project No. 34050**.

These centers demonstrate the university's commitment not only to education but also to developing sustainable development projects aimed at different segments of society.

Fenerbahçe University Disability Unit has carried out important work in the context of social contribution. On March 4, 2024, the event "Institutional Models in the Management of the Disability Student Unit-I"

was organized, and Zuhâl Özgenc Pek, Coordinator of the Disability Student Unit at Marmara University, was invited as a guest speaker to share best practice examples.

Additionally, the "My School Friend Project" was carried out between September 16 and December 31, 2024. This project aimed to draw attention to the challenges faced by individuals with disabilities, support equal opportunities in education, and encourage students was conducted with the aim of establishing strong bonds between them. During the event, students were paired up, groups were formed on social media, and awareness-raising activities were organized.

Academic studies focusing on individuals with disabilities were also conducted:

- **Dikeç, M. and Dikeç, G.** (2024). Evaluation of Renal Functions of Inpatients with Mental Disorders.
- **Baysan Arabacı, L., et al.** (2024). Analysis of Substance Use and Mental Disorder Diagnoses in Adolescents with a History of Delinquency.
- **Dikeç, G., et al.** (2024). Development of the Medical Adherence Scale in Adolescents Using Psychotropic Medication.

Additionally, a project titled "The Effects of Balance Exercises Performed with Different Visual Stimuli in Individuals with Multiple Sclerosis," with the participation of Prof. Dr. Arzu Özdiñçler, Head of the Department of Physical Therapy and Rehabilitation, has been accepted under the TÜBİTAK 1001 program.

Our university will continue to carry out social responsibility projects and academic activities with the aim of raising awareness of social contribution. These activities, carried out throughout 2024, support Fenerbahçe University's mission of providing social benefit.

Maturity Level: Mechanisms established to monitor and evaluate the institution's overall social contribution performance are being utilized.

Evidence

- [\[1\]\(3\)D.2.1-Cornhole_Tournament.jpeg](#)
- [\[2\]\(3\)D.2.1-Birthday.jpeg](#)

E. CONCLUSION AND EVALUATION

Leadership, Management, and Quality

On December 23, 2023, the 2023/555 Decision published in the Official Gazette appointed Prof. Dr. Fatma KANCA as Rector in accordance with Article 13 of the Higher Education Law No. 2547 and Articles 2, 3, and 7 of the Presidential Decree No. 3. Pursuant to Article 13(a) of the Higher Education Law No. 2547 and Article 4(a) of the Regulation on Academic Organization in Universities, Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL, Prof. Dr. Ahmet SELAMOĞLU, and Prof. Dr. Mehmet Yıldırım ÜÇTUĞ were appointed as Vice Rectors as of December 27, 2023. Prof. Dr. Ş. Güniz KÜÇÜKGÜZEL was designated as the Vice Rector responsible for Quality. Due attention is given to permanent appointment procedures, and the permanent appointment process for all deans/directors is duly managed. Starting in 2024, Rectorate meetings, attended by the members of the Board of Trustees, the Rector, Vice Rectors, the Secretary General, and their assistants, have been held weekly with an agenda. Starting in 2025, Unit secretaries, Administrative Unit Directors and Managers, Deputy Secretaries-General, Rector, and Vice Rectors have also begun holding meetings chaired by the Secretary General with a predetermined agenda.

Fenerbahçe University, in line with the principles of transparency and accountability, shares all information related to its programs, departments, faculties, and the university as a whole with the public through its website at www.fbu.edu.tr as a requirement of its management approach. Information requests

from internal stakeholders are also addressed in accordance with this approach. The University shares all its activities via email through the Brand and Communications Directorate on the internet and in the media.

The Rectorate reviews feedback from departments and faculties regarding management and administrative decisions, including Board of Directors, Faculty Council, and EBYS correspondence, in the interest of internal accountability. Senate and University Board of Directors decisions and appointments are communicated to the academic community via email and EBYS. Internal stakeholder meetings are held in person or using the Microsoft Teams online system.

Academic appointments and assignments within our university are carried out in accordance with the relevant articles of the Higher Education Law No. 2547. Documentation work has been initiated to ensure that appointment and promotion processes are carried out quickly and accurately within the institution, and workflows compliant with the relevant legislation are being developed.

For the 2023-2024 Spring Semester and the 2024-2025 Fall Semester academic year, utmost care has been taken to ensure that the education and areas of expertise of the teaching staff delivering courses are aligned with the courses they teach. When recruiting new faculty members, particular attention is paid to ensuring alignment between their academic qualifications and the fields to which they are appointed. Specifically, for undergraduate programs, the doctoral and associate professorship fields of instructors are carefully matched with the courses they teach; for associate degree programs, the instructors' undergraduate and master's degree fields are taken into consideration. In departments offering instruction in English, special care is also taken to ensure that faculty members teaching courses meet the required language proficiency levels. The directive on promotion and appointment to faculty positions was approved by the University Senate on November 14, 2024, and has been implemented.

Leadership processes and the internalization of a quality assurance culture are continuously evaluated.

For the monitoring process, the Activity Report format prepared by the Strategy and Quality Directorate has been shared with Academic Units, Administrative Units, and Research Centers, and the 2023-2024 Activity Reports have been collected in the Strategy and Quality Directorate archive. Furthermore, the participation of the Rector and Vice Rectors in the Academic Council meetings to be held in 2025, the monitoring and internalization of the internal quality assurance system have been targeted.

In 2024, the decision to establish the University Strategy and Quality Directorate was made, it was included in the organizational chart, and a director was appointed. The Strategy and Quality Directorate website has been set up.

In accordance with Fenerbahçe University's 2022-2026 Strategic Plan, and as a result of the work carried out with the Strategic Plan Coordination Office and the Strategic Plan Development Commission, performance management studies began in 2023 with the aim of spreading performance management throughout our institution and conducting studies to monitor and improve its implementation. A meeting was held with the Strategy Development Commission Coordination, and the 1st Evaluation Report was prepared and shared with internal and external stakeholders on the website.

The Quality Commission has placed importance on conducting work and holding meetings within the scope of the guidelines. The KIDR-2024 report preparation committee was decided upon at a meeting held by the Quality Commission. Surveys related to institutional processes have been developed and continue to be developed; moreover, review and revision activities have been carried out for these surveys, and they are administered in accordance with the survey implementation procedures. The minutes of the meetings held by the Quality Commission have been shared with internal and external stakeholders on the Strategy and Quality Directorate website. The aim is to communicate more effectively with the Quality Commission, which consists of representatives from each unit.

The university has strengthened external stakeholder participation by developing collaborations in education and training, research and development, and administrative units.

In 2024, the university was deemed eligible to reapply for the ISO 27001:2013 Information Security Management System and ISO 9001:2015 Quality Management System certificates. University guidelines and forms have been prepared in accordance with ISO standards.

In 2023, for the TS EN ISO 9001 Quality Management System (QMS), the QMS team, the Information Security Management System (ISMS) team, and the Quality Commission, working under the responsibility of the Vice Rector and with designated administrative units, operated in an integrated manner. Internal audit and re-evaluation work were conducted during the ISO certificate renewal process. A corrective and preventive action (CAPA) definition covering minor and major changes was established. Job descriptions and workflow charts were prepared and shared with internal and external stakeholders on the Strategy and Quality Directorate's website.

The Student Quality Community has been established, registered with the YÖKAK Student Quality Community, and student representation has been ensured at YÖKAK Student meetings. Student Quality meetings have also been held. Internal audit training has been received, and as a result, personnel, including administrative and academic staff at the University, have been trained to carry out the internal audit process. Within the scope of our University's Quality Assurance System, with the participation of administrative and academic staff, training on the TS EN ISO 19011 Management Systems Internal Audit Training and the ISO/IEC 27001:2022 Information Security Management System Standard requirements has been provided. Our academic and administrative staff who have received internal audit training and certification have conducted internal audits at the University since 2025. Risk Training has been provided to administrative and academic staff, and Risk Analysis files have been prepared for the units. A review meeting for the period January 1, 2025-December 31, 2024 has been planned for 2025. The university's academic staff has been strengthened with the addition of new faculty members, and the appointments of the Dean and Director have been completed on an interim and permanent basis. From January 1, 2024, to December 31, 2024, there were 287 teaching staff (43 professors, 20 associate professors, 105 lecturers, 71 instructors, and 48 research assistants) and 102 administrative staff working at our university.

Our university's budget is submitted to the Council of Higher Education each academic year following decisions made by the Senate and the Board of Trustees.

A Senate decision at our university established the Research and Development Resources Directorate and has commenced operations. The Innovation and Technology Application and Research Center website has been updated, and faculty members who have won TÜSEB and TÜBİTAK projects during the period from January 1 to December 31, 2024, have been announced on the website.

To focus on the concept of sustainability, which is one of our institution's core values, and to promote and develop sustainability in all of the University's activities from an economic, social, and environmental perspective, Senate Decision established the Sustainability Commission, the University Sustainability Policies, and the 1st Sustainability Report of Year 2024 has been prepared and shared with internal and external stakeholders on the website.

The software Mozaik, which digitizes Human Resources processes, the Unisis system that allows students to manage their financial affairs remotely, and the FBU Portal page, where academic and administrative staff units can request support, track open requests, and find tasks, announcements, and events, have been implemented by the Information Technology Directorate based on the findings and improvement efforts identified at the weekly Rectorate meetings. The university website has been redesigned to be more user-friendly. Additionally, the library area has been expanded.

The Occupational Health and Safety Committee, which must be established in accordance with the regulations, has been reviewed, and emergency response teams have been designated. Earthquake awareness training, basic first aid training, fire safety, and firefighting training have been provided.

Our students, who are among our internal stakeholders, are employed as part-time student workers, enabling them to gain experience and develop an understanding of the university's administrative and academic operations and processes. In addition, some of our graduates are also employed as members of the university staff.

Our university diligently fulfills its responsibility to inform the public and be accountable to the public.

Our university is involved in the process of providing and acquiring information; the Media Center of the Faculty of Communication is also an important area of application. Radio broadcasts are made every week under the title "FBÜ Radio" at the Media Center, and the program schedule is announced to our internal and external stakeholders on the university website.

Work has begun on the Erasmus+ KA171 International Credit Mobility project to secure more EU funding. Student and staff mobility is being carried out fairly and transparently within the scope of the Erasmus+ KA131 project. In addition, the Erasmus+ Jean Monnet Module project, which was awarded funding in 2022, began its activities in 2023, and the course associated with the project was also taught in 2024. Our university is part of the Enhancing the Competitiveness of the Service Sector (HİSER) project supported by the Ministry of Trade. Internationalization activities organized within the scope of the HİSER Project continue. In 2024, recognition applications were submitted to Jordan, Iraq, Saudi Arabia, Libya, and Yemen, with positive results, and our university's diploma was recognized in these countries.

According to the data presented in the 2024 University Monitoring and Evaluation General Report, Fenerbahçe University ranked first among universities with the highest proportion of female academic staff at 67%. It also ranked eighth with an average of 77.27% among universities with the highest rate of publications produced through national collaboration in indexed journals and books, tenth among universities with the highest proportion of investment budget allocated to R&D at 50%, and fourteenth among universities with the shortest average time for graduates to secure their first domestic employment, at 3.4 months.

Following its first inclusion in the URAP 2023–2024 Rankings, our university, which achieved an international collaboration score of 12.83 in the URAP 2024–2025 Turkey Rankings, was also included in the THE Impact Rankings and the Round University Rankings (RUR) 2023 world ranking list in 2024.

Areas of Strength: Quality Management System integrated with the Quality Assurance System, Information Security Management, holding ISO 27001 and 9001 certifications, ensuring continuity, implementing the University Strategic Plan 2022-2026, and the unit strategic plan in all units.

Areas for Improvement: All units should adopt an integrated information management system for data entry.

Education-Teaching

The university offers its students a safe, high-quality living and learning environment on its campus in Ataşehir, Istanbul. Thanks to its collaboration with Medicana Health Group and Fenerbahçe Sports Club, students also benefit from internships, various work opportunities, and sports facilities. Our university continues to provide education and training in 28 departments across 6 faculties at the undergraduate level, and in 14 programs within the Vocational School of Health Services. As published in the Official Gazette dated 02.08.2024, the University's Faculty of Engineering and Architecture was closed and replaced by two new faculties, the Faculty of Engineering and the Faculty of Architecture and Design, bringing the total number of faculties to seven thereafter.

The new regulation, prepared as a result of the work carried out on the amendment of our university's Associate Degree and Undergraduate Education and Training Regulation, entered into force on March 25, 2024, with the Official Gazette decision. In addition, the revision of the Graduate Education and Training Regulation is ongoing, and the new regulation is expected to enter into force in 2025.

Our university updates its Education and Training Programs based on the Turkish Higher Education Qualifications Framework (TYÇÇ), National Core Education Programs (UÇEP), criteria established by accreditation organizations, student course loads, and the changing needs of the era, in line with our university's mission. Furthermore, student feedback is taken into account when updating programs, and ideas are exchanged with external stakeholders and advisory boards. Information, procedures, and principles regarding practical training to be established within the scope of vocational training or internships in companies, programs, or departments are determined in accordance with the relevant regulations and procedures of the appropriate institutions, as well as the principles of the Higher Education Education Framework Regulation. Information packages containing the objectives and outcomes of the departments/programs are available to all stakeholders on the Fenerbahçe University website. In 2024, with UZEM's support, the Continuing Education Center (SEM) provided training on "Occupational Health and Safety" and issued certificates to students who passed proficiency tests.

Among the studies carried out in 2024, the curricula of faculties and programs were updated. The Principles for Exemption from Information Technologies Courses in Associate and Bachelor's Programs, the Principles for the General Elective Course on Social Responsibility Projects, the Double Major and Minor Program Directive, the Regulations on the Admission of International Students to Associate and Bachelor's Programs, the Regulations on Exemption and Adaptation for Associate and Bachelor's Programs, the Summer School Directive, the Directive on the Design and Updating of Education and Training Programs, the Foreign Language Preparation Program and English Courses Directive for Associate and Bachelor's Programs of the Department of Foreign Languages, the Turkish Language Teaching Application and Research Center Directive, the Associate and Bachelor's Education and Training Regulations, and the Double Major and Minor Program Directive were all revised in 2024.

The creation of course schedules for new departments and programs to be launched at Fenerbahçe University, as well as the updating of existing course schedules, is carried out based on the Directive on the Design and Updating of Education and Training Programs. This directive was revised in 2024. The Curriculum and Legislation Commission Directive was abolished and replaced by the Legislation Commission and Education Commission Directives. The monitoring and updating of programs fall under the responsibilities of the Education Commission, which develops necessary recommendations during meetings and makes decisions regarding implementation. Additionally, input from stakeholders is also taken into account.

Our university offers undergraduate programs in Electrical and Electronics Engineering (English), Software Engineering (English), and Business Administration (English) programs at the undergraduate level. For the first time, it has accepted students into the Clinical Pharmacy Non-Thesis Master's, Organizational Behavior Non-Thesis Master's, and Organizational Behavior Thesis Master's programs within the Graduate School.

Our University's Faculty of Sports Sciences uses the Fenerbahçe Sports Club Dereagzı Facilities, the Fenerbahçe University Vefa Küçük Swimming Pool, the Kovan Sports Academy, and the Metropol Tennis Academy for its applied courses under special protocols. Radio FBU, established as part of the Media Center within the Faculty of Communication, continued its broadcasts in 2024.

Our students must have completed the courses in their curriculum and earned at least 120 ECTS credits in their associate degree program, 240 ECTS credits in their 4-year bachelor's degree program, and 300 ECTS credits in their 5-year bachelor's degree program. ECTS values and graduation requirements are also shared on our website. An academic advisor is assigned to associate degree, bachelor's degree, and graduate students immediately after enrollment at our university; however, this advisor may be changed if necessary.

In addition to Turkish and English, at least two other world languages (as of 2024, German and French) are offered as elective courses, and students are expected to become basic users of these languages. Students graduating from the English preparatory program must achieve at least a B2 level.

The Fenerbahçe University Accreditation Commission, consisting of representatives from colleges and faculties and chaired by the relevant Vice Rector, held three meetings in 2024. In line with the decisions taken at these meetings, the accreditation processes and application dates for all units were determined, roadmaps were created, work was initiated to review educational objectives and learning outcomes, and address any shortcomings, and advisory boards were established in all units. The Foreign Languages Department of Fenerbahçe University applied for Accreditation Eligibility to the US-based organization "The Commission on English Language Program Accreditation" (CEA) on February 29, 2024. Fenerbahçe University Faculty of Communication has commenced its accreditation-related activities, conducted by the Communication Education Evaluation and Accreditation Board (İLEDAK), as of January 2024.

Course evaluation surveys are conducted at the end of each academic year, while student institutional satisfaction surveys are conducted at the end of the academic year. The results of these surveys are evaluated by the Quality Commission, the Rectorate, and the relevant academic unit managers. Among the satisfaction surveys conducted with students, questions regarding satisfaction with course outcomes have received very high response rates.

The Social Responsibility Project General Elective Course Implementation Principles were revised in 2024. The Faculty of Engineering has developed a Cooperative Education Program (COOP).

In the spring semester of 2024, UZEM conducted courses such as Turkish Language, Atatürk Principles and Revolution History, English, and Information Technologies asynchronously online, with support from Information Technologies throughout the process. UZEM continued to organize Blackboard Training sessions at regular intervals in 2024 to support both students and academic staff. In the fall semester of the 2024-2025 academic year, Turkish Language, English, and Information Technology courses began to be conducted synchronously online. The Turkish Language course offered to international students has increased its class hours and has already started in-person instruction.

The provision stating that students who score below 50 out of 100 on the end-of-term exam are considered unsuccessful in the course has been removed. The previous statement regarding success grades and their coefficients, which specified that 50 percent of the total success score is based on midterm or ongoing assessments and the other 50 percent on end-of-term assessments, has also been removed. Instead, the success grade for a course is determined based on the weighted average of midterm or ongoing assessments and end-of-term assessments. Regarding success grades, instructors now have the discretion to assign the letter grade for each course at the end of the semester in which students are enrolled. In doing so, instructors are free to choose the method they consider appropriate, including the relative grading method, when determining grades.

Fenerbahçe University, taking into account increasing requirements, has made improvements to its learning environments and resources, adding a total of 85 classrooms, 23 medical laboratories, 1 sports research center, 6 architectural drawing studios, 2 engineering laboratories, 2 indoor sports areas (L2-02 Training Hall and L2-05 Karate Hall), 1 Film Studio, 1 Communication Design Center, 1 Radio Station, a 1,573-square-meter library on the 0th floor, and a 907-square-meter library on the 6th floor.

The library area has been expanded to provide more space for students and staff. The number of group study rooms has been increased from 11 to 18, the seating capacity has been increased, and an Accessibility Center has been established. For 2024, the number of printed library resources has been updated to 25,000, the number of electronic library resources to 149,531, and the number of subscribed databases to 57. Increases in these numbers have been achieved through qualified donation and purchase management. The book and electronic resource needs of academic units are fully met by collecting resources based on the Dean's Office/Directorate's justified decisions. The Career Center organized 53 events in 2024, offering comprehensive programs across various fields to support students' and alums's career development. Education and training protocols were also implemented. During one week of the Life and Culture course, the Career Center and Alumni Office provide new students with comprehensive information about the services they offer. In this way, students become aware of the opportunities available to them both throughout their university life and after graduation. With the start of the 2024-2025 Academic Year, the Psychological Counseling process was developed, and the Psychological Counseling and Guidance Unit was established within the Health, Culture, and Sports Directorate of our university.

Our university has equipment available to enable all internal stakeholders to participate in sports and activities such as chess, table tennis, billiards, dance, and bocce.

Our university infirmary provides healthcare services to our students and staff, staffed by a full-time nurse and a part-time doctor.

The Disability Student Unit is chaired by the Vice Rector responsible for education and training. It consists of a faculty member appointed by each Faculty, Institute, College, and Vocational School, along with the Disability Student Coordinator, Foreign Language Coordinator, Secretary General, Director of Health, Culture, and Sports, Director of Student Affairs, Director of Administrative Affairs, Director of Library and Documentation, Director of Information Technology, Director of Strategy and Quality, and a Student with Disabilities Representative. In 2024, the Disability Unit organized events open to students, academics, and administrative staff, and encouraged the publication of scientific research on disability. The application submitted by the Disability Student Unit to the Directorate of Higher Education Project Development and Support regarding the Accessible University Flags and Program Badge was reviewed, and, in accordance with the decision of the Higher Education Executive Board dated 05.06.2024, the flag/certificate/program badge for Fenerbahçe University was sent.

Fenerbahçe University Health, Culture, and Sports Directorate supports students' academic and personal development, enriches their social and cultural lives, encourages them to improve their physical health through sports activities, and promotes their contribution to society through social responsibility projects. Throughout 2024, a total of 65 events were organized, with 3,811 students participating. The Health, Culture, and Sports Directorate also serves the academic and administrative staff of our university, aiming to enrich their social, cultural, and sporting lives. Social events organized with participation from our academic and administrative staff, such as the "FIFA Tournament" and "Cornhole Tournament," have increased interaction across the university and provided staff with an enjoyable social experience.

Fenerbahçe University's Instructor Performance Measurement Criteria Directive, adopted and implemented in 2024, is based on the principle of measuring and evaluating the academic performance of full-time academic staff, in terms of both procedure and substance. A reward mechanism has been established in which, based on criteria determined by academic performance level, including information on research and education, an incentive bonus is added to the monthly salary for the following year, based on the performance index.

Fenerbahçe University, established in 2016 and accepting its first students in 2019, graduated its first students from the School of Health Services in the 2021-2022 academic year. Our faculties, which offer four-year programs, graduated students in the spring semester of 2023-2024.

Areas of Strength: The process of widespread measurement of program outcomes has been internalized by the units and transferred to the information management system; infrastructure improvements, emphasis on operations and infrastructure, the structure designed to provide students with a 360-degree support system, accreditation structure established, and applications commenced.

Areas for Improvement: Disseminating quality initiatives in education across graduate programs, measuring the level of achievement of educational objectives and program outcomes. Accreditation of educational units by accreditation programs.

Research and Development

As stated in the YÖK University Monitoring and General Evaluation Report, our university ranks 10th among the top 20 universities with the highest R&D investment rate, at 50%. It ranks 8th among universities with the highest rate of publications in indexed journals and books published in collaboration with national partners, with an average of 77.27.

Our university has established an organizational structure for managing research processes, which is available on the Innovation and Technology Application and Research Center page on the website. The R&D Resources Directorate, established under the Vice Rector responsible for research, manages research and development activities within the university.

Our University's Sustainability Policy aims to align research and development activities with the Sustainable Development Goals. The first Sustainability Report was prepared through regular meetings of the Sustainability Commission. In the 1st Sustainability Report, Fenerbahçe University's Sustainable Development Policies, Objective 9: Industry and Innovative Infrastructure, research and development activities have been shared with the public.

Our university adopted the Instructor Performance Measurement Criteria Directive in 2024 by a Senate decision. Academic performance measurement was carried out in accordance with the University's criteria, rules, and procedures for measuring and evaluating the academic performance of full-time faculty members in research and education-teaching activities. Based on the activities of instructors within a calendar year, an educational performance index was determined, including publications, projects, conference papers, patents, and citation research activities in the quarter. A reward mechanism has been established whereby a bonus is added to the monthly salary for the following year based on the academic performance index (5, 4, or 3 points).

Although our university does not have a Technology Transfer Office (TTO), the Innovation and Technology Research Center performs the duties of a TTO. The Center's research and development goals are defined in the 2022-2026 Strategic Plan, and the Center's website has been organized. The Innovation and Technology Research Center tracks project applications and maintains a project inventory, announcing accepted projects on the Center's website. The Innovation and Technology Research Center has its own organizational structure. In this context, an Advisory Board, a Board of Directors, and an Intellectual Property Rights Evaluation Board, which include industry representatives, have been established to obtain opinions on the activities carried out.

In 2021, our University completed and shared with the public its Quality Assurance System, which also includes the Research Policy. In 2024, scientific work tracking was also carried out. The Academic Tracking System format, created by the Vice Rector responsible for research, was sent to units via email to collect science-focused information, including publications, presentations, books, book chapters, patents, and projects. The Vice Rector and the Library and Documentation Directorate worked on the files, preparing files such as 2024-Publications and 2024-Presentations, and the performance of faculty members was posted on the Research Outputs section of the website. In 2024, work was carried out to monitor and track the research competence of full-time faculty members by procuring services for the

Academic Portal system. An institutional Research Data System was established and featured on the university website in 2025.

As stated in KİDR-2021, KİDR-2022, and KİDR-2023, KİDR-2024 also meets four times a year in the last week of April, June, October, and January to evaluate applications under the Academic Publication Support Directive to support academic studies at Fenerbahçe University. Researchers' publications indexed in primary international (Q-indexed journals), secondary field-indexed journals, Scopus, ESCI, Ulakbim, and TR Index continue to be rewarded under the guidelines, with the approval of the Library and Documentation Directorate and the decision of the Commission. In 2024, the Board of Trustees further improved the financial contributions in the award system for single-author, two-author, and three-or-more-author submissions. Publication incentive expenses, together with the performance support applied, increased by 800% in 2024 compared to 2023.

Under the Directive on Supporting Participation in Academic Activities, scientific presentations addressed to Fenerbahçe University are financially supported by the Board of Trustees, upon the decision of the Unit Management Board.

Ethics committee meetings were also held in 2024 with the Non-Interventional Clinical Research Ethics Committee and the Social and Human Sciences Research Ethics Committee commissions established in 2021.

The University Library and Documentation Directorate manages research resources. To support research activities, the library's physical infrastructure was improved and expanded from 1,169 m² to 2,480 m². In 2024, compared to 2023, the number of printed resources increased by 44.32%. Investment in research databases increased by 100%, making resources available to faculty members and accessible to students. Additionally, as part of the expansion efforts, an 'Accessibility Center' managed by the library has been established. The library provides faculty members and students with specialized training on the effective use of databases and other library resources, which play a significant role in university research.

Nationally (TÜBİTAK and TÜSEB), 20 project applications were submitted, 7 projects were accepted, 7 projects were rejected, and 2 projects were recommended for revision. 4 projects are currently under evaluation. Two TÜBİTAK (3501 and 1002) projects have been completed, one TÜBİTAK (1001) project, and three TÜSEB projects are ongoing. Additionally, 15 student projects have been awarded funding under the TÜBİTAK 2209-A University Student Research Projects Support Program. In this context, external project revenues in 2024 have increased by 189% compared to 2023.

Preparatory work has begun for one project application to the British Academy support unit at Coventry University, at the international level.

Financial and non-financial company support increased by 100% in 2024 compared to 2023.

FBÜ Journal of Design, Architecture, and Engineering, FBÜ Journal of Health Sciences, FBÜ Journal of Sports Sciences, and FBÜ Journal of Social Sciences provide open access and online services to all researchers on their websites. Meetings are held under the chairmanship of the Vice Rector responsible for Research regarding the inclusion of the University's Scientific Journals in various indexes. The work of the journal boards has gained momentum, with our journals now listed in multiple indexes. Within the context of our University's Strategic Plan 2022-2026, University-Industry Cooperation protocols covering internships, postgraduate education, consultancy, and R&D studies were signed in 2023.

To enable teaching staff in the research assistant and teaching assistant positions to pursue doctoral studies, departments are conducting unit-level discussions with institutions offering doctoral programs. Teaching staff who have completed their doctorates are provided the opportunity to be appointed to the Assistant Professor position. Faculty members who have completed their doctorates and been appointed to the position of Assistant Professor are informed about applying for TÜBİTAK3501 projects through meetings

held with the Vice Rector and the FBUITARM Directorate. Support is provided for research and publication incentives, as well as for participation in scientific conferences.

As of March 20, 2024, Fenerbahçe University has 406 publications, 918 citations (849 by others), and an h-index value of 13 according to WOS.

In the URAP 2024-2025 Turkey ranking announced on October 22, 2024, our University was ranked as follows among universities without a Faculty of Medicine: Article Score: 57.41; Citation Score: 23.05; Scientific Document Score: 47.18; Doctorate Score: 4.19; Faculty/Student Score: 36.49; International Collaboration Score: 12.83; Domestic Collaboration Score: 28.76; TÜBİTAK Project Score: 1.17; Total Score: 211.03.

Fenerbahçe University hosted and contributed to numerous scientific programs in 2024.

Our Faculty of Pharmacy faculty members, Prof. Dr. Güniz KÜÇÜKGÜZEL and Prof. Dr. Göksel ŞENER, were ranked among the world's most influential scientists in the fields of "Annual Impact" and "Career-Long Impact" based on evaluations conducted by Prof. Dr. John P.A. Ioannidis and his research team at Stanford University. Our Rector, Prof. Dr. Fatma KANCA, presented a certificate of appreciation and a plaque to Prof. Dr. Güniz Küçükgülzel and Prof. Dr. Göksel Şener at the University Senate in recognition of their inclusion on the "World's Most Influential Scientists" list.

Our university has held meetings with departments to establish laboratories equipped with research infrastructure in our new campus (U block) to sustain and enhance research and development activities, and the necessary planning has been completed.

Areas of Strength: The university's quality assurance system implements its research and development policy and Strategic Plan 2022-2026.

Areas for Improvement: Not having yet reached the desired level in terms of international project applications and approvals.

Social Contribution

The university ranks first among universities with the highest percentage of female academic staff at 67 percent, and 14th among universities with the shortest time to find a first job within the country at 3.4 months.

Fenerbahçe University continues its social contribution activities with its principle of "placing importance on public and social responsibility" in line with its core values. Our university carries out its social contribution activities in accordance with its strategic plan, and the coordination of these activities is provided by the Faculties, the Rectorate, the Brand and Communication Directorate, the Disability Unit, and the Health, Culture, and Sports (HCS) Directorate. Student club activities, social responsibility projects, and events organized by the SKS Directorate are supported by the University Senior Management.

Within our university, the University Sustainability Commission has been established to achieve the goals outlined in the United Nations (UN) 2030 vision. A Sustainability section has been added to the website to share Fenerbahçe University's work in this area with the public. The Sustainability Commission has prepared the 1st Sustainability Report and Sustainability Policy, which have been shared with internal and external stakeholders on the website.

Our university allocates sufficient resources for activities in the field of social contribution, supporting the projects of student clubs as well as academic and administrative units. Within the scope of the Erasmus+ Jean Monnet Module (FBU.PROHREU), which contributes to social engagement, students receive information depending on the subject. As part of this project, a summer school program was organized on the topic of "The Protection and Promotion of Human Rights in the EU.". Successful

participants received a Jean Monnet Summer School Certificate. The research project titled "The Role of Risk Perception, Locus of Control, Self-Efficacy, Desires, and Social Interaction in Farmers' Economic Decisions," supported by TÜBİTAK, was completed.

Student club activities such as the Dialogue in the Dark Museum Visit (Occupational Therapy Club), Fener-Up Summit (Industrial Engineering Club), and Information Valley Tour (R&D Innovation and Entrepreneurship Club) were supported.

Our university faculty members provide consulting services to ministries, professional organizations, quality associations, and associations that contribute to society and form the dynamics of civil society, as well as to the industry in line with its needs. Our faculty members organize regular training sessions for high school and middle school students to provide career information and help them manage exam anxiety and stress. They host high school students and teachers at our university and, upon invitation, accompany them to schools to organize seminars and training sessions for guidance counselors and students on psychological counseling, career counseling, and career guidance.

Activities carried out in the field of social contribution, including Sustainability, Corporate Social Responsibility, Student Activities, and Disability Unit activities, are included in the Social Contribution section.

The Health, Culture, and Sports Directorate at Fenerbahçe University supports students' academic and personal development, enriches their social and cultural lives, encourages them to improve their physical health through sports activities, and promotes their contribution to society through social responsibility projects. Throughout 2024, the Directorate organized 65 events, with 3,811 students participating. In addition, the Health, Culture, and Sports Directorate serves our university's academic and administrative staff, enriching their social, cultural, and sporting lives and facilitating their interactions. Events organized with the participation of our educational and administrative staff, such as the FIFA Tournament and Cornhole Tournament, as well as organized meals and birthday celebrations, aim to strengthen internal communication. The Health, Culture, and Sports Directorate publishes announcements via email, website, social media, and bulletin boards at the beginning of each academic year. It evaluates applications for the Part-Time Student Program. In 2024, 103 part-time students worked in various departments of our university during different periods.

At the beginning of the 2024-2025 Academic Year, the Psychological Counseling and Guidance Unit was established under the Directorate of Health, Culture, and Sports. Psychological Counseling and Guidance (PDR) services aim to support individuals in their personal, academic, and social lives, helping them achieve greater emotional and psychological well-being. Through the Peer Mentoring Program, students in their second, third, and fourth years voluntarily support new preparatory and first-year students as they adapt to Istanbul and university life, helping them overcome challenges and problems they encounter. The Directorate also encourages and organizes student participation in sports activities.

Fenerbahçe University, preferred by professional athletes, has also made a name for itself in sports competitions organized by the sports teams it has established. The dinner event, which presented awards to our students who participated in and achieved success in intercollegiate sports competitions during the 2023-2024 academic year, was organized with the participation of our University Rector, Prof. Dr. Fatma Kanca, the University Administration, our branch coaches, and our students.

In our university's undergraduate curricula, the UNI101 University Life and Culture course for Turkish programs and the UNI103 University Life and Culture course for English programs aim not only to help students learn university rules but also to introduce them to Istanbul, make them aware of cultural activities, and raise awareness on important issues such as addiction. In this context, a seminar was held for all first-year students with the participation of experts from Yeşilay. To further promote students' self-awareness, help them recognize their individual and team competencies, understand the value and impact of their contributions, and develop a sense of social responsibility, the curricula include the CEP301 Social Responsibility Project course for Turkish programs and the CEP303 Civic Engagement Project course for English programs. In the Fall Semester of the 2024–2025 Academic Year, a total of 222 students enrolled in these courses.

Radio FBÜ, a non-commercial online radio station operating from the Radio Broadcasting Room, broadcasts student- and faculty-prepared programs, as well as local and international music, 24 hours a day, 7 days a week, accessible to everyone via the internet. Additionally, programs presented by academics and students can be listened to 24/7 via the website.

All floors of our university campus buildings have floor direction signs and striped markings for students and staff with disabilities. The Research and Application Centers have carried out projects and conferences related to the Quality Assurance System Research and Development Policy.

Fenerbahçe University Continuing Education Center offers corporate and individual training activities. These training programs, conducted in collaboration with FCO Academy and BSP Group, include IT Training, Individual Open Class Training, Personal Development Training, Microsoft Office Training, Investment and Finance Training, Business Management and Leadership Training, Foreign Language Training, Human Resources Training, and Occupational Health and Safety Training. In 2024, Stress and Time Management Training and Effective Negotiation Techniques Training were provided, with 223 participants benefiting.

Areas of Strength: Implementation of a quality assurance system and a policy of contributing to society, increased research volume, and establishment of strong partnerships with public institutions and NGOs.

Areas for Improvement: Submission of project applications for social contribution, measurement of social impact.