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## INTRODUCTION

Ankara Yıldırım Beyazıt University (AYBU) has established its Quality Management System (QMS) in line with the TS EN ISO 9000:2015 Quality Management Systems Standard and the regulations of the Higher Education Quality Assurance and the Higher Education Quality Council, based on the principle of continuous improvement.

The purpose of our University's Quality Management System is to make quality visible in education and training, research, entrepreneurship, and community service activities, and to support program accreditations. In addition, it aims to disseminate internal and external institutional evaluation processes, ensure continuous improvement in governance and leadership, and create value for all our stakeholders.

The AYBU Quality Manual has been prepared to guide our personnel in all activities carried out within the scope of TS EN ISO 9001:2015. The senior management of AYBU supports quality initiatives and is committed to the continuous improvement of processes in accordance with quality standards.


Ankara Yıldırım Beyazıt University  
Quality Coordination Office

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## A. Purpose of the AYBU Quality Manual

At Ankara Yıldırım Beyazıt University, the improvement and sustainability of the existing Quality Management System (QMS) aim to ensure the identification of risks and opportunities, the implementation of necessary preventive actions, and the continuity of products and services that meet the expectations of internal and external stakeholders as well as legal requirements. It also seeks to apply an internationally recognized QMS approach (TS EN ISO 9001:2015) through a participatory framework, thereby providing national and international competitive advantage, increasing the motivation and commitment of all employees, and ensuring a well-defined flow of information by clearly structuring institutional processes.

## B. Institutional Identity of AYBU

**Institution Name:** Republic of Turkey Ankara Yıldırım Beyazıt University

**Establishment Date:** 2010

**Contact Information:**

**Address:** Ankara Yıldırım Beyazıt University Esenboğa Campus, Esenboğa District, Ankara, Türkiye 06760

**Telephone:** +90 312 906 1000

**Fax:** +90 312 906 2950

**E-mail:** [basin@aybu.edu.tr](mailto:basin@aybu.edu.tr)

**Website:** <https://aybu.edu.tr/>

## C. Historical Development


Established with the aim of contributing to science and technology and training qualified individuals who respond to the needs of the modern era through research activities based on scientific data, the University was founded under the name of Sultan Yıldırım Bayezid Khan by Law No. 27648 published in the Official Gazette dated 21/07/2010 titled “Amendments to the Law on the Organization of Higher Education Institutions and Certain Laws and Decree Laws.” Ankara Yıldırım Beyazıt University is the 97th state university of Türkiye and the 5th state university of the capital city Ankara.

By the Law published in the Official Gazette dated 07/09/2016 and numbered 29824, the University’s name was changed to Ankara Yıldırım Beyazıt University.

Initially established with seven faculties, the University currently continues its research and educational activities with 15 faculties: Faculty of Medicine, Faculty of Humanities and Social Sciences, Faculty of Law, Faculty of Engineering and Natural Sciences, Faculty of Business, Faculty of Political Sciences, Faculty of Health Sciences, Faculty of Theology, Faculty of Dentistry, Faculty of Architecture and Fine Arts, Faculty of Aviation and Space Sciences, Faculty of Applied Sciences (Şereflikoçhisar), Faculty of Sport Sciences, Faculty of Pharmacy, and Faculty of Communication. The University also includes research and application centers.

In addition, the University provides education through its academic units, including the School of Foreign Languages (preparatory education), Turkish Music State Conservatory (undergraduate education), and vocational schools such as the Vocational School of Health Services, Vocational School of Technical Sciences, Vocational School of Social Sciences, and Şereflikoçhisar Berat Cömertoğlu Vocational School. Furthermore, graduate education is conducted in various programs within the Institutes of Social Sciences, Natural Sciences, Health Sciences, Public Health, and International Relations and Strategic Studies.

At the University, the medium of instruction is 100% English in the Faculties of Medicine, Engineering, Architecture, Aviation and Space Sciences, Political Sciences, and Business, as well as in the Psychology Program

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of the Faculty of Humanities and Social Sciences. The Faculty of Law offers 30% English instruction, making it a first among state universities in Türkiye. The History Program of the Faculty of Humanities and Social Sciences also provides 30% English instruction. Additionally, the Faculty of Theology offers 30% Arabic instruction, followed by Turkish education after a one-year Arabic preparatory program.

Following the termination of the Joint Use Protocol between the Faculty of Dentistry and Tepebaşı Oral and Dental Health Hospital on 28 February 2022, the Ankara Yıldırım Beyazıt University Dental Practice and Research Center commenced its operations on 01 March 2022. As of the end of 2024, the University continues to provide education and training services to a total of 27,479 students (including 2,058 international students) with 1,471 academic staff and 1,078 administrative staff.

Initially established with 7 faculties, the University currently carries out research and educational activities through its 15 faculties: Faculty of Medicine, Faculty of Humanities and Social Sciences, Faculty of Law, Faculty of Engineering and Natural Sciences, Faculty of Business, Faculty of Political Sciences, Faculty of Health Sciences, Faculty of Theology, Faculty of Dentistry, Faculty of Architecture and Fine Arts, Faculty of Aviation and Space Sciences, Faculty of Applied Sciences (Şereflikoçhisar), Faculty of Sport Sciences, Faculty of Pharmacy, and Faculty of Communication. The University also includes research and application centers.

In addition, the University continues its education and training activities under its other academic units, including the School of Foreign Languages (providing preparatory education), the Turkish Music State Conservatory (offering undergraduate education), and vocational schools such as the Vocational School of Health Services, Vocational School of Technical Sciences, Vocational School of Social Sciences, and Şereflikoçhisar Berat Cömertoğlu Vocational School. Furthermore, graduate education is offered through a wide range of programs within the Institutes of Social Sciences, Natural Sciences, Health Sciences, Public Health, and International Relations and Strategic Studies.

At the University, the medium of instruction is 100% English in the Faculties of Medicine, Engineering, Architecture, Aviation and Space Sciences, Political Sciences, and Business, as well as in the Psychology Program of the Faculty of Humanities and Social Sciences. The Faculty of Law provides 30% English instruction, making it a pioneering example among state universities in Türkiye. The History Program of the Faculty of Humanities and Social Sciences also offers 30% English instruction. Additionally, the Faculty of Theology provides 30% Arabic instruction, followed by Turkish-medium education after a one-year Arabic preparatory program.

Following the decision dated 15 March 2018 and numbered 2018/11394 of the Council of Ministers, and pursuant to the resolution of the Council of Higher Education General Assembly dated 11.01.2018 under Article 7/d-2 of Law No. 2547 (as amended by Law No. 2880) and Article 4 of Law No. 3843, Şereflikoçhisar Uygulamalı Bilimler Fakültesi, which had previously been affiliated with Aksaray University, and Şereflikoçhisar Berat Cömertoğlu Vocational School were transferred to our University under a protocol dated 19.06.2018.

With the termination of the Joint Use Protocol between the Faculty of Dentistry and Tepebaşı Oral and Dental Health Hospital on 28 February 2022, the Ankara Yıldırım Beyazıt University Dental Practice and Research Center commenced its activities on 01 March 2022. As of the end of 2024, our University continues to provide education and training services to a total of 27,479 students, including 2,058 international students, with 1,471 academic staff and 1,078 administrative staff.

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## D. Mission and Vision of Ankara Yıldırım Beyazıt University

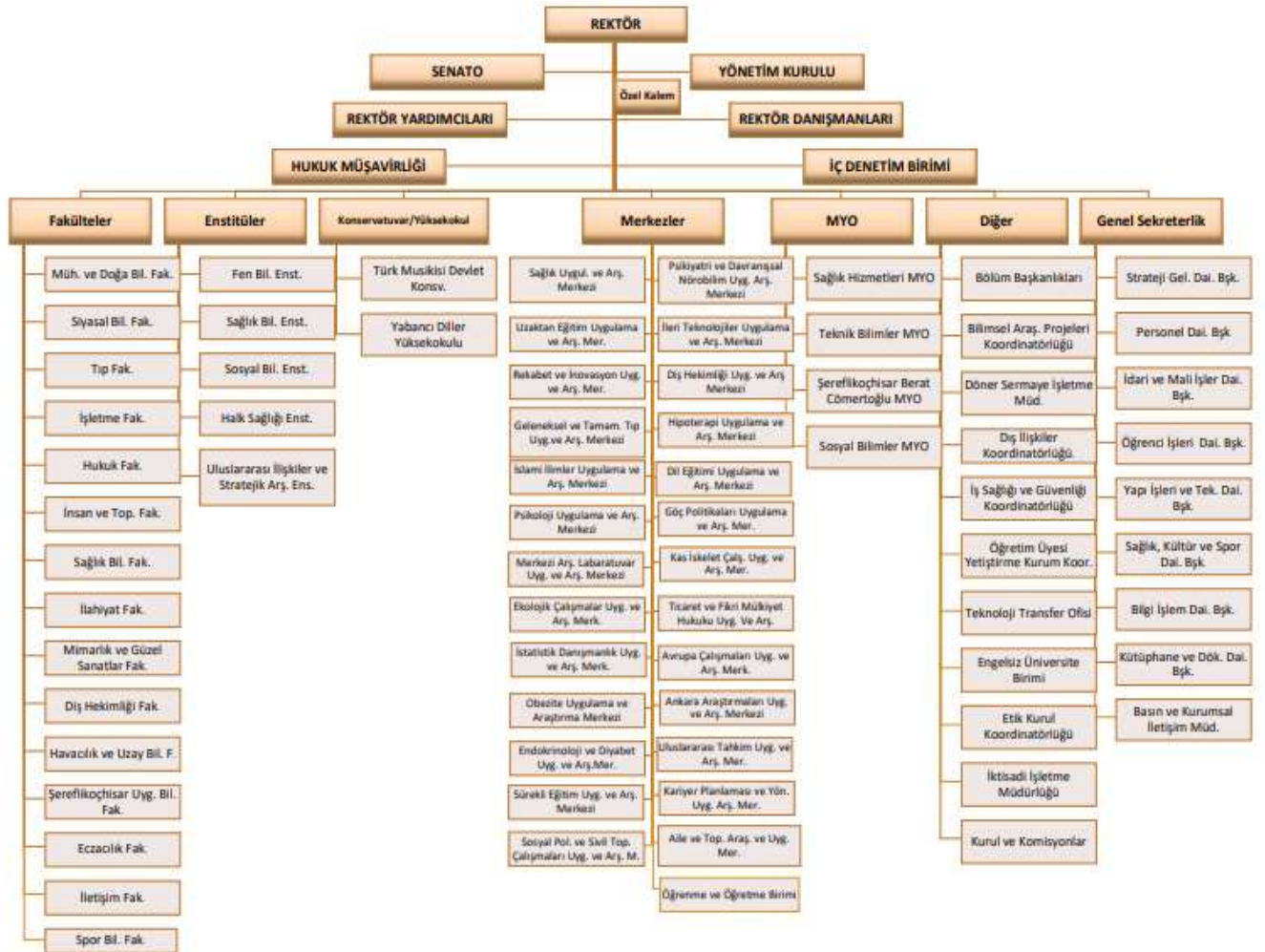
### Mission:


The University has adopted the mission of providing high-quality education and community service at an international level, producing scientific knowledge through applied research, developing an entrepreneurial culture, and making a difference through innovative educational activities and internationalization.

### Vision:

To become a leading university in the country and a high-quality, exemplary research university at the international level that contributes to building a better future through individual- and society-centered education, research, and innovative approaches, and that helps overcome critical challenges through the social projects it develops.

## E. ORGANİZATİONAL CHART



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## F. Quality Policy of Ankara Yıldırım Beyazıt University

The University aims to:

- Provide innovative, international, and high-quality education and graduate competent individuals in the field of education,
- Become a research university at both national and international levels in the field of research,
- Strengthen the entrepreneurial culture across the University in the field of entrepreneurship,
- Effectively utilize its scientific capacity in cooperation with stakeholders in line with societal needs in the field of social contribution,
- Enhance institutional capacity and efficiency and develop institutional and quality culture in the field of institutional development.

In this context, Ankara Yıldırım Beyazıt University is committed to implementing the TS EN ISO 9001:2015 Quality Management System requirements and YÖKAK evaluation criteria, and to continuous improvement with a stakeholder-oriented approach.

### 1. SCOPE

At Ankara Yıldırım Beyazıt University (AYBU), the purpose of establishing the Quality Management System (QMS) is to develop quality awareness across all units, to adopt the effective and efficient use of resources, and to define, implement, and continuously improve the processes that ensure the effective functioning of the system. It also aims to increase internal and external stakeholder satisfaction and to ensure the transparent sharing of AYBU's QMS practices.

### 2. Normative References and/or Referenced Documents

The Quality Manual includes references to the TS EN ISO 9001:2015 Quality Management System Standard, procedures, process cards, instructions, flowcharts, forms, and lists. These references are indicated at appropriate points within the text.

The Quality Manual provides a summary of all clauses of the TS EN ISO 9001:2015 Quality Management System implemented and maintained by Ankara Yıldırım Beyazıt University and explains how the requirements of the standard are fulfilled. Each manager, unit, and employee is responsible, within their level of authority, for fulfilling the requirements outlined in this manual.


### 3. Terms and Definitions

**Survey (SUR):** A set of questions prepared to collect information on a specific subject.

**Ankara Yıldırım Beyazıt University (AYBU):** Ankara Yıldırım Beyazıt University.

**Corrective Action (CA):** Activities taken to eliminate an existing problem or nonconformity and prevent its recurrence.

**Form (FRM):** A standardized document used for collecting, recording, or reporting information. FRMs include structured fields in a specific format.

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**Job Description (JD):** A document that defines the duties, responsibilities, and authorities assigned to an employee or position, clarifying the scope and expectations of the job.

**Process Flowchart (PF):** A diagram that visually represents the steps of a process and the relationships between them, enabling better understanding and management of the process.

**KARMER:** Career Planning and Management Application and Research Center.

**Quality Manual (QM):** A document prepared in accordance with TS EN ISO 9001:2015 that describes an organization's quality management system policy, objectives, and practices. It defines how the QMS is implemented, along with responsibilities and processes.

**Quality Management System (QMS):** A system that defines an organization's quality policies, objectives, and processes, including the management and control mechanisms required to achieve these objectives. It is implemented to ensure stakeholder satisfaction and continuous improvement.

**List (LST):** A structured compilation of items organized under a specific topic or category.

**Organizational Chart (OC):** A diagram that visually represents the structure and hierarchy of an organization, defining departments, positions, and reporting relationships.

**Plan (PLN):** A document that includes strategies, resources, and timelines established to achieve specific objectives, enabling systematic goal achievement.

**Procedure (PRD):** A document that defines the steps and responsibilities required to carry out a specific activity or process, ensuring consistency and control.

**Process (PRS):** A set of interrelated or interacting activities that transform inputs into outputs, designed and managed to improve organizational performance and efficiency.


**PDCA (PDCA):** A management model representing Plan, Do, Check, Act, supporting continuous improvement.

**Risk (RSK):** The effect of uncertainty on objectives, including the likelihood of an event and its impact on organizational goals.

**Instruction (TLM):** A detailed document that explains step-by-step how to perform a specific task.

**International Organization for Standardization (ISO):** An international organization that develops globally recognized standards for products, services, and systems across various industries.

**Management Review Meeting (MRM):** A periodic meeting conducted by top management to evaluate the effectiveness and adequacy of the quality management system, including quality policies, objectives, audit results, and improvement opportunities.

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## 4. Context of the Organization

### 4.1. Understanding the Organization and Its Context

The internal and external issues that may affect the achievement of the University's objectives are defined in the Corporate Risk Management Strategy Document. These risks are monitored periodically by the relevant units and reviewed during Management Review Meetings (MRM) and meetings of the Internal Control Monitoring and Steering Committee.

The internal issues of the University include factors under its control such as organizational structure, institutional culture, communication among staff, management approach, inter-unit communication, roles and responsibilities, information technology infrastructure, human resources, and physical infrastructure.

The external issues that are beyond the University's control and may create uncertainty in achieving its objectives include the country's economic and political conditions, international relations, geographical situation, climatic conditions, natural disasters, cyberattacks, lack of clarity in the definition of responsibilities among public institutions, legislation, and priorities within government programs.

The University's Corporate Risk Management approach considers all events that may prevent the achievement of strategic objectives or reduce service quality as risks. Risks are assessed based on their likelihood and impact, categorized, and addressed through appropriate actions. All units regularly conduct risk assessments and record identified risks. Senior management oversees the effective implementation of risk management and integrates the process into all administrative activities.

Risks are continuously monitored and updated, and they are integrated into strategic planning and budgeting processes. Risk management is an integral part of the University's internal control and corporate governance framework and is the responsibility of all employees.


### 4.2. Understanding the Needs and Expectations of Interested Parties

At Ankara Yıldırım Beyazıt University, during the planning of products and services, the expectations of interested parties (including staff, students, alumni, suppliers, and other stakeholders) are identified through surveys, meetings, visits, and similar methods, and are incorporated into the Strategic Plan. The University, while planning and delivering its services, periodically reviews the expectations of both internal and external stakeholders and conducts advisory board meetings composed of stakeholders as well as satisfaction surveys. In this process, external stakeholder surveys, staff satisfaction surveys, and student surveys are carried out regularly.

During the monitoring of defined objectives, stakeholder opinions and suggestions are taken into account, necessary analyses are conducted, and improvements are implemented through the continuous operation of the PDCA (Plan-Do-Check-Act) cycle.

### 4.3. Scope of the Quality Management System

The Quality Management System (QMS) of Ankara Yıldırım Beyazıt University covers its associate degree, undergraduate, and graduate education and training activities, application and research centers, coordination

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offices, and the service delivery of administrative units, as well as all elements that may directly or indirectly affect these services and activities.

The AYBU QMS encompasses education and training, research and development, entrepreneurship, and community engagement activities, as well as the service processes of administrative units and all factors that may influence these services.

The Quality Management System is implemented across the Esenboğa Campus, Milli İrade Campus, and 15 Temmuz Şehitleri Campus. In the coming years, efforts will be made to extend its scope to other campuses.

## Exclusions from the Scope of the QMS

Clause	Justification
<b>7.1.5. Monitoring and Measuring Resources</b>	Since Ankara Yıldırım Beyazıt University complies with the rules and requirements defined under the Higher Education Law No. 2547 and relevant legal regulations, and because there are no machinery or equipment requiring mandatory calibration or measurement verification within its scope, this clause is excluded from the Quality Management System.


## 4.4. Quality Management System and Its Processes

Ankara Yıldırım Beyazıt University establishes, implements, maintains, and continuously improves its Quality Management System in accordance with the TS EN ISO 9001:2015 Standard and in parallel with the University's Strategic Plan. In this process, the following objectives are prioritized:

1. To provide innovative, international, and high-quality education and to graduate competent individuals,
2. To become a research university at both national and international levels,
3. To strengthen the entrepreneurial culture across the University,
4. To effectively utilize the University's scientific capacity in line with societal needs through collaboration with stakeholders,
5. To enhance institutional capacity and efficiency and develop institutional and quality culture.

In order to achieve these objectives, the interactions between the following processes are also taken into consideration:

- Education and Training Process
- Research and Entrepreneurship Process
- Social Contribution and Stakeholder Relations Management Process
- Management and Institutional Development Process

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## 5. Leadership

### 5.1. Leadership and Commitment

A governance model and administrative structure that supports the institution's mission and strategic objectives and is aligned with its processes has been established. This model encompasses institutional approaches in line with legal regulations, organizational traditions, decision-making mechanisms, checks and balance elements, the independence of governing boards, and stakeholder representation.


Within the institution, leaders demonstrate a high level of motivation regarding the management of the quality assurance system and the internalization of quality culture. The Rector and process owners manage these processes by taking into account change and uncertainty. A culture of leadership and coordination has been established across units, and an effective communication network has been developed between academic and administrative units and the central management.

Leaders regularly engage with stakeholders to obtain feedback and use this feedback in improvement processes.

#### 5.1.1. General

Top management demonstrates leadership and commitment to the Quality Management System (QMS) through the following actions:

- a) Accountability for the effectiveness of the QMS and principles of public accountability have been adopted. Communication channels to be used have been designed and officially announced. Information activities are carried out systematically. The institutional website provides accurate, up-to-date, and accessible information. Internal and external accountability mechanisms have been established and implemented in accordance with the published schedule.
- b) Quality policy and objectives have been established in line with the strategic plan, and “developing a quality culture” is defined as one of the main strategic goals, ensuring alignment between the University's strategic direction and institutional context.
- c) QMS requirements are integrated into the organization's business processes. From a corporate performance perspective, indicators such as Strategic Plan monitoring, Program Budget Performance monitoring, YÖKAK monitoring, and Internal Control Compliance Action Plan tracking are followed through the integrated Quality Management System (QMS) software. This system includes responsible units, tasks, timelines, and targets, enabling systematic monitoring of performance indicators by relevant units.
- d) The use of process approach and risk-based thinking is encouraged. A risk management system has been established as an effective governance tool to identify, analyze, and manage risks that may prevent the achievement of strategic objectives and activities, thereby adding value to all academic and administrative processes.
- e) Necessary resources for the QMS are secured and guaranteed within the Strategic Plan.
- f) The importance of effective quality management and compliance with QMS requirements is communicated across the institution. Within units, job descriptions, organizational structures, processes, and workflow diagrams are defined under internal control and quality policy frameworks. Updates are

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made in the QMS software and reflected on the institutional website. All unit indicators and processes are monitored through the “QMS (Quality Management System)” information system.

g) Corrective Action, Internal Audit, and Management Review procedures ensure that the QMS achieves its intended outcomes.

h) Ankara Yıldırım Beyazıt University has established University and Unit Quality Commissions to ensure participation, guidance, and support of individuals contributing to the effectiveness of the QMS.

i) Trainings are regularly organized to encourage continuous improvement, internalization of the QMS, and adoption by all employees.

## 5.1.2. Stakeholder Focus

Ankara Yıldırım Beyazıt University fosters an institutional culture and leadership approach that supports a strong quality assurance culture and covers all units and processes. Improvements are implemented based on the results of satisfaction surveys conducted among academic and administrative staff, students, and graduates. In addition, employers’ feedback regarding graduate competencies is systematically evaluated. All practices are carried out within the framework of an integrated quality management approach, and outcomes are continuously monitored through satisfaction surveys. In order to strengthen collaboration with public and private sector organizations and to enhance stakeholder engagement, the “Ankara Yıldırım Beyazıt University Advisory Board Directive” has been adopted. Stakeholder relations have been further reinforced through advisory board meetings organized within academic units. Internal stakeholders may submit their opinions and requests through official correspondence, and appropriate actions are taken when deemed necessary. Furthermore, the opinions and requests of all internal and external stakeholders are collected through satisfaction surveys.


## 5.2. Policy

### 5.2.1. Establishment of the Quality Policy

The University Quality Commission and Unit Quality Commissions have been established within Ankara Yıldırım Beyazıt University in order to ensure the implementation of internal quality assurance systems in a structure that covers the entire institution. The Quality Policy has been defined and the related processes have been officially announced.

In order to directly integrate ISO 9001, YÖKAK accreditation requirements, and the Strategic Plan, and to systematically embed the PDCA (Plan-Do-Check-Act) cycle into the University’s mission components and critical activities, the five strategic objectives of the 2025–2029 Strategic Plan have been integrated into the Quality Policy under the following axes: (1) education, (2) research, (3) entrepreneurship, (4) social contribution, and (5) institutional development.

In this way, YÖKAK criteria, ISO 9001 requirements, and the Strategic Plan objectives have been brought together within a unified framework. Quality objectives and processes have been designed based on this Quality Policy and are monitored in a measurable way through performance indicators defined in the Strategic Plan.

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Furthermore, full compliance with both ISO 9001 and YÖKAK criteria, as well as the commitment to continuous improvement through the PDCA cycle, has been explicitly included in the Quality Policy to ensure its systematic implementation across all institutional activities.

### 5.2.2. Kalite Politikasının Duyurulması

The Quality Policy has been prepared as documented information and its continuity has been ensured within Ankara Yıldırım Beyazıt University. During the development process, the draft version of the policy was shared on the Quality Coordination Office website and opened for feedback from all institutional units. The Quality Policy, made accessible to all relevant stakeholders, was formally approved by the University Senate and entered into force. In order to ensure its understanding, dissemination, and implementation across all units, the Quality Policy has been published on the Quality Coordination Office website, and necessary awareness and informational activities have been carried out.

## 5.3. Organizational Roles, Authorities and Responsibilities

In order to ensure the conformity, effectiveness, continuous improvement, and sustained performance of the Quality Management System (QMS), a University Quality Commission and Unit Quality Commissions have been established within Ankara Yıldırım Beyazıt University.

The “Procedures and Principles of the Ankara Yıldırım Beyazıt University Quality Commission” have been approved by the University Senate. Through the IKOS system, job descriptions and organizational charts have been defined at the unit level, and staff responsibilities, authorities, and competencies have been identified and approved by the University senior management.

Job descriptions within the IKOS system, along with workflow processes related to operations and procedures, have been defined, communicated to relevant personnel, and published on the official websites of the respective units.

In addition, the KAVIS system has been developed by the University to monitor performance measurement and evaluation processes. All activities carried out by units are continuously monitored through the KAVIS system, and improvement activities are conducted on a regular basis.


## 6. Planning

### 6.1. Actions to Address Risks and Opportunities

Risk assessment is the process of identifying, analyzing, and determining necessary measures for risks that may prevent the achievement of an organization’s objectives.

Within Ankara Yıldırım Beyazıt University, the Corporate Risk Management Strategy Document has been developed by the Strategy Development Department in order to evaluate risks and opportunities. In addition, risks and necessary mitigation measures have been defined for each objective within the Strategic Plan.

Within the framework of the Internal Control System, risk assessment activities are carried out at the unit level. For significant risks, control activities, critical duties, responsible persons, and timelines have been defined, and

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continuous monitoring is ensured. The relevance and currency of internal and external context factors are also regularly maintained.


Risks identified by the University units are analyzed under the leadership of the Risk Coordinator and based on monitoring and evaluation reports prepared by the Risk Board (Internal Control Monitoring and Steering Committee).

The risk inventory is reviewed periodically, at least once a year, and related reports are prepared accordingly.

## 6.2. Quality Objectives and Planning to Achieve Them

Quality objectives are aligned with the Strategic Plan objectives and consist of key performance indicators defined and measured within the Strategic Plan. For each indicator, the Strategic Plan specifies responsible units, cooperating units, associated risks, strategies, findings, cost estimates, and required resources. This structured approach ensures systematic planning, monitoring, and evaluation of performance across all institutional activities within Ankara Yıldırım Beyazıt University.

Baseline Value (2023)	Key Performance Indicator	Related Process	Quality Target (2029)
%53	PG1.1.1: Student course satisfaction level (%)	Education and Teaching	%60
31.95	PG1.1.3: Number of students per academic staff member	Education and Teaching	28.37
0.19	PG1.5.4: Ratio of graduates completing with honors (GPA 3.0–3.5) and high honors (GPA $\geq$ 3.5)	Education and Teaching	0.24
0.76	PG2.1.2: Number of publications per academic staff in SCI, SCI-Expanded, SSCI, AHCI indexed journals (WoS)	Research and Entrepreneurship	0.86
11.27	PG2.1.4: Number of citations per academic staff member (WoS)	Research and Entrepreneurship	12.5
9,107,731	PG2.2.1: Total R&D expenditure	Research and Entrepreneurship	30,600,000
139	PG2.4.2: Number of internationally co-authored publications	Research and Entrepreneurship	210
22	PG2.4.5: Number of university-industry collaboration projects	Research and Entrepreneurship	32
7	PG3.3.1: Number of companies founded by graduates, students, or academic staff	Research and Entrepreneurship	9
177	PG1.4.5: Number of international agreements signed	Social Contribution and Stakeholder Management	230
46	PG2.2.5: Number of public and private institutions benefiting from university laboratories	Social Contribution and Stakeholder Management	60
75,733	PG4.5.1: Total number of patients served (excluding affiliation)	Social Contribution and Stakeholder Management	180,000

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Baseline Value (2023)	Key Performance Indicator	Related Process	Quality Target (2029)
0	PG5.3.5: Savings from renewable energy resources	Social Contribution and Stakeholder Management	1,260,000
1	PG5.4.1: Number of accredited undergraduate programs	Management and Institutional Development	10
1,534	PG4.1.3: Number of participants in lifelong learning programs annually	Management and Institutional Development	2,400

### 6.3. Planning of Changes

If the organization identifies a need for changes within the Quality Management System (QMS), these changes are implemented in a planned and controlled manner. The need for change is reviewed annually during Management Review Meetings (MRM). In addition, a comprehensive evaluation is carried out every five years during the revision of the Strategic Plan. This approach ensures that changes are systematically assessed, aligned with institutional objectives, and integrated into the continuous improvement cycle of Ankara Yıldırım Beyazıt University.

## 7. Support


### 7.1. Resources

#### 7.1.1. General

Within Ankara Yıldırım Beyazıt University, the human resources, infrastructure, training, and other resource needs required for the establishment, maintenance, and development of the Quality Management System (QMS) are identified and procured in accordance with relevant legislation and budgetary provisions.

In line with the Regulation on Procedures and Principles Regarding Strategic Plans, Performance Programs, and Activity Reports Prepared by Public Administrations, as well as the annual Budget Preparation Guide, the University prepares a Performance Program each year. This program is submitted to top management within the legally defined timeframes and published on the institutional website.

Spending units of the University submit their Performance Program proposals to the Strategy Development Department. These proposals are consolidated by the Strategy Development Department in accordance with the Regulation on Performance Programs of Public Administrations and the Performance Program Preparation Guide. The final University Performance Program is then prepared annually, approved by top management, and published on the website within the legal deadlines. Monitoring and evaluation of performance indicators for the relevant year are carried out through the Quality Management System (QMS), and the results are included in the Institutional Activity Report.

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## 7.1.2. People

The University ensures the appointment and provision of qualified personnel necessary for the effective implementation, operation, and control of processes within the Quality Management System (QMS). In accordance with Law No. 657 on Civil Servants, human resources management at Ankara Yıldırım Beyazıt University is conducted in line with institutional objectives and targets. Workforce needs of units are determined in terms of both quantity and qualification. The Personnel Department coordinates human resources planning to ensure an optimal distribution of staff, emphasizing the principle of assigning personnel to jobs based on competence rather than assigning jobs based on available personnel.

An annual human resources needs analysis is conducted and documented in report form. Recruitment, career progression, and promotion processes are carried out in accordance with relevant legislation, taking into account individual performance. Academic staff appointments and promotions are conducted under Law No. 2547 and related secondary legislation, while administrative staff appointments and promotions are carried out under Law No. 657 and related regulations. In these processes, criteria such as merit, professional development, job performance, and representational competence are taken into consideration.


## 7.1.3 Infrastructure

Infrastructure includes buildings, related facilities, equipment and machinery (including hardware and software), transport resources (support services), and information and communication technologies. Within Ankara Yıldırım Beyazıt University, the use of facilities and infrastructure is continuously monitored and improved in line with institutional needs. As of the end of 2023, the University has a total enclosed area of 216,109.82 m<sup>2</sup>, consisting of 95,733.48 m<sup>2</sup> educational and instructional space, 13,901.82 m<sup>2</sup> laboratory space, 23,171.01 m<sup>2</sup> social space, and 154,229.03 m<sup>2</sup> administrative space. The existing infrastructure capacity is aligned with the University's growth in student numbers and academic units over the years, and provides adequate physical and technical resources for staff and students.

In previous years, accommodation and dormitory needs were a significant challenge; however, the opening of KYK dormitories for female and male students in 2022 within the Esenboğa Campus has substantially improved this situation. Nevertheless, additional facilities such as libraries, study areas, and student life centers in the Esenboğa Campus are still considered essential. The senior management is aware of these needs and continues planning efforts and negotiations with relevant public institutions. Ankara Yıldırım Beyazıt University currently operates across 10 different campuses. These campuses provide various facilities including indoor and outdoor basketball and football courts, tennis courts, sports halls, equestrian areas, table tennis and billiards facilities, social areas, cafeterias and dining halls, rest areas, open study spaces, and postgraduate R&D workshops.

The Directorate of Construction and Technical Affairs is responsible for ensuring the uninterrupted operation of physical and technical infrastructure services. For related works, various committees are established, including Approximate Cost Determination Commissions, Market Research Commissions, Tender Commissions, Construction Supervision Teams, and Temporary and Final Acceptance Committees. These committees operate in accordance with Law No. 4734 on Public Procurement, Law No. 4735 on Public Procurement Contracts, the General Conditions for Construction Works, and Law No. 5018 on Public Financial Management and Control. The Information Technology Department is responsible for ensuring continuity of IT infrastructure and related services. Requests submitted through the ABS system are processed by the IT Department, recorded, and stored within the system.

The Distance Education Center (AYBUZEM) is one of the key units providing infrastructure services, with the goal of maintaining a high-quality and technologically sufficient distance education system.

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### 7.1.4.Environment for the Operation of Processes

Within Ankara Yıldırım Beyazıt University, the working environment requirements for ensuring service conformity have been identified and provided, including physical, environmental, social, and psychological well-being conditions in the areas where services are delivered. The senior management of the University plans and implements activities to improve both the physical and human aspects of the working environment. In order to evaluate and continuously improve these practices, regular Staff and Student Satisfaction Surveys are conducted. Hygiene conditions in university dining facilities are ensured and regularly inspected. In addition, responsible personnel have been assigned for general cleaning and sanitation control across the University.

### 7.1.5.Monitoring and Measuring Resources

Within Ankara Yıldırım Beyazıt University, the required rules and conditions defined under the Higher Education Law No. 2547 and other applicable legal regulations are fulfilled. Since there is no machinery or equipment requiring measurement, or the calibration costs of existing equipment significantly exceed the available budget, this clause has been excluded from the scope.

### 7.1.6.Organizational Knowledge

Within Ankara Yıldırım Beyazıt University, its long-established institutional structure and accumulated academic, cultural, and social experience are among the most important factors contributing to the development of organizational knowledge and corporate memory. As a research-oriented university, it also plays an active role in disseminating knowledge derived from academic and technological advancements to its stakeholders.

In this context, departmental meetings and experience sharing among academic staff are considered highly important. The creation and dissemination of organizational knowledge are facilitated through various channels, including the official website, library, social media accounts, press releases, the Academic Data Management System (AVESİS), quality meetings, internal correspondence, as well as symposiums, seminars, conferences, and talks. Internal sources of knowledge consist of intellectual property, academic publications, journals, reports, employees' competencies, experience and know-how, tacit (non-documented) knowledge, and the outcomes of process and service improvements. External sources of knowledge include standards, academic and administrative networks, conferences, and information collected from external stakeholders.

## 7.2. Competence

Within Ankara Yıldırım Beyazıt University, personnel needs are determined by taking into account the requests of the Directorate of Personnel as well as the number of students in newly established faculties, departments, chairs, and academic programs. In this context, necessary procedures and correspondence are carried out with the Presidency and the Council of Higher Education (YÖK) to ensure the recruitment of academic and administrative staff.

In addition, in-service training programs are organized to enhance employees' professional competence, personal development, and motivation. Feedback on these training activities is collected through surveys, and once a year, academic and administrative staff satisfaction surveys are conducted to measure and evaluate the level of satisfaction with in-service training.

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### 7.3. Awareness

Within Ankara Yıldırım Beyazıt University, in order to establish, develop, and sustain awareness regarding the quality management system among academic and administrative staff as well as students, the Quality Coordination Office conducts orientations, meetings, seminars, and web-based information activities. These awareness activities include information on the Quality Policy, quality objectives, documentation processes, the benefits of improved performance, and individuals' contributions to the effectiveness of the quality management system. They also cover the potential consequences of non-compliance with the requirements of the quality management system, as well as the University's Strategic Plan.

### 7.4. Communication

Our University uses various tools for internal and external communication related to the Quality Management System, including the Electronic Document Management System (EBYS), telephone, fax, the university website, social media, mobile applications, communication boards, face-to-face meetings, electronic mail, in-service training, suggestion and complaint boxes, and surveys.

In accordance with the Right to Information Law and relevant regulations, all information requests concerning academic and administrative units of the University are coordinated with the relevant units and responded to by the Secretary General's Office.


### 7.5. Dokümanite Edilmiş Bilginin Kontrolü

Within Ankara Yıldırım Beyazıt University, the creation, preservation, and reproduction of documentation are carried out in accordance with the University Quality Coordination Office Document Management Procedure. The retention and disposal of records are implemented in compliance with the State Archives Services Regulation, ensuring that institutional records are properly maintained, securely stored, and disposed of in accordance with legal requirements.

## 8. Operation

### 8.1. Operational Planning and Control

Within Ankara Yıldırım Beyazıt University, all services are planned, implemented, controlled, and continuously improved within the framework of the PDCA (Plan-Do-Check-Act) cycle, in accordance with the requirements of the Higher Education Law No. 2547 and relevant legislation. In this context, each activity is analyzed in detail, and the necessary resources and responsibilities are defined before implementation. During the execution phase, performance indicators and quality standards are carefully monitored. In the control phase, processes are evaluated based on collected data and feedback. Nonconformities and areas for improvement are identified, and effective corrective and preventive actions are planned and implemented accordingly. This systematic approach aims to continuously enhance the quality of services provided by the University and ensure stakeholder satisfaction.

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## 8.2. Requirements for Products and Services

### 8.2.1. Stakeholder Communication

The nature of the services provided by our University is defined within the framework of Law No. 2547 on Higher Education and Law No. 657 on Civil Servants. In line with these legal frameworks, necessary methods have been established to ensure effective communication with stakeholders. Continuous and effective activities are carried out to address changes, requests, suggestions, complaints, and problem-solving processes.

In order to ensure stakeholder satisfaction and evaluate feedback, regular satisfaction surveys are conducted and the results are carefully analyzed. Communication with internal stakeholders is maintained through corporate e-mail, the university website, IKOS, EBYS, CIMER, face-to-face and online meetings. In addition, requests, complaints, and suggestions are received and evaluated through the ABS system.

Within this scope, continuous improvement activities are implemented in line with stakeholder needs and expectations, thereby increasing service quality and satisfaction levels. Corporate communication channels ensure that feedback is processed quickly and effectively, promoting a solution-oriented approach. Communication with external stakeholders is carried out through protocols, stakeholder meetings, and surveys.

### 8.2.2. Determination of Requirements for Products and Services

Within Ankara Yıldırım Beyazıt University, while determining the requirements of products and services to be offered to stakeholders, strict compliance is ensured with all primary and secondary legislative requirements specified in the Higher Education Law No. 2547 and in the relevant regulations, directives, and instructions to which the University is subject.


In addition, the University takes into account additional requirements deemed necessary and has established a Quality and Efficiency Monitoring System (KAVİS), supported by procedural guidelines, to ensure that services are delivered at the highest standards. Through this system, all business processes are ensured to be carried out efficiently and in a traceable manner.

Stakeholder needs and expectations are addressed within the framework of applicable legal regulations, while all resources and processes are managed carefully to fulfill institutional commitments regarding service delivery. In this context, regular satisfaction surveys and feedback mechanisms are evaluated to ensure continuous improvement of service quality.

As a result, the University aims to enhance stakeholder satisfaction and fully meet its commitments regarding the products and services it provides.

### 8.2.3. Review of Requirements for Products and Services

Within Ankara Yıldırım Beyazıt University, all services within its scope of activities are carried out in accordance with the framework defined by the Higher Education Law No. 2547. All activities are prepared, implemented, and executed in compliance with the requirements specified in relevant laws, regulations, directives, and instructions. These processes are regularly reviewed and, when necessary, revised and updated to ensure continued alignment with applicable requirements. Each stage of these processes is conducted in line with the principles of transparency and accountability, and relevant stakeholders are informed in a timely manner. Through this approach, the University aims to ensure the sustainability of service quality and the continuous improvement of stakeholder satisfaction.

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### 8.3.4. Changes in Requirements for Products and Services

Within Ankara Yıldırım Beyazıt University, in the event of changes to service requirements, the relevant documented information is updated when necessary. The updated requirements are communicated to all relevant stakeholders, and the changes are formally announced to the relevant units.

## 8.3. Design and Development of Products and Services

### 8.3.1. General

Within Ankara Yıldırım Beyazıt University, the most fundamental design elements are academic programs and courses. The defined processes for the design, evaluation, and updating of programs are established within the Regulation/Directive of the Education, Curriculum and Program Evaluation Commission. These structured procedures ensure that curricula are systematically developed, regularly reviewed, and updated in line with institutional needs, academic standards, and stakeholder expectations.


### 8.3.2. Design and Development Planning

Within Ankara Yıldırım Beyazıt University, in line with the mission and vision defined in the 2020–2024 Strategic Plan and relevant legal provisions, learning outcomes of courses at associate, undergraduate, and graduate levels are defined in terms of knowledge, skills, and competencies. These outcomes are linked to the qualifications of the relevant programs and are published in Turkish and English on the university website under the “AYBU Bologna Information Package.” This information is made available to prospective students, current students, and the public within the academic calendar.

Program learning outcomes are aligned with the Türkiye Higher Education Qualifications Framework (TYYÇ) developed in accordance with the Bologna Process, as well as with field-specific qualifications. In addition, each course syllabus defines content, teaching and learning methodologies, the weight of assignments, projects, fieldwork, laboratory studies, learning objectives and outcomes, and assessment criteria. Accordingly, course registrations are opened each semester based on these defined structures.

The AYBÜ Bologna Information Package includes program descriptions, program outcomes, their alignment with TYYÇ, and ECTS credit values within the course curriculum. In all programs, course syllabi include the course objective, content, resources, assessment methods, workload calculation, and the relationship between program and course learning outcomes. Depending on the nature of the programs, a student workload-based approach consistent with ECTS credits is adopted, including activities such as laboratories, skills and simulation labs, mock trials, projects, internships, studio work, and other individual learning activities outside the classroom.

Within the Quality Coordination Office, the Accreditation Commission monitors decisions and current developments of the Higher Education Quality Council (YÖKAK) regarding accreditation. In line with the principles set by the Quality Commission, it carries out planning for institutional accreditation as well as program-level accreditation in coordination with academic units.

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### 8.3.3. Design and Development Inputs

Within Ankara Yıldırım Beyazıt University, when determining the fundamental requirements for specific types of products and services to be designed and developed, the following aspects are taken into consideration:

- Functional and performance requirements,
- Information obtained from previous similar design and development activities,
- Primary and secondary legal and regulatory requirements,
- Standards or implementation principles that the institution commits to apply,
- Potential risks of failure arising from the nature of the product or service.

### 8.3.4. Design and Development Controls

Within Ankara Yıldırım Beyazıt University, there are established regulatory frameworks and defined processes for the monitoring and updating of academic programs. Across the institution, curricula and educational activities are comprehensively evaluated at the academic unit level through various structured bodies and mechanisms, including the Education Coordination Office, Semester Coordination Offices, Assessment and Evaluation Sub-Commission, and the Education, Curriculum and Program Evaluation Unit Commission, as well as similar sub-committees and boards. These evaluations consider student, instructor, and program feedback collected annually, as well as developments in relevant academic fields, legal regulations, recommendations from accreditation bodies, alumni feedback, statistical analyses, and other relevant inputs. Based on these evaluations, necessary updates and improvements to curricula and educational processes are implemented in a systematic manner.


### 8.3.5. Design and Development Outputs

Within Ankara Yıldırım Beyazıt University, course syllabi have been structured to establish clear matrices linking course learning outcomes with program outcomes. In addition, appropriate relationships have been defined between course learning outcomes and teaching as well as assessment and evaluation methods. For graduate programs, the content of the information packages has been completed, and as of the 2022–2023 academic year, diploma supplements have been issued accordingly. All program details are accessible on the university website under the Bologna Information Package section. Relevant updates and revisions are promptly reflected in the information packages by academic units, and the currency and accuracy of the information are continuously monitored and maintained.

### 8.3.6. Design and Development Changes

Within Ankara Yıldırım Beyazıt University, it is stipulated in the “Education, Curriculum and Program Evaluation Commission Directive” that academic unit proposals regarding courses and programs are to be collected on a semester basis. Proposals for the fall semester must be submitted to the Education, Curriculum and Program Evaluation Commission (EMPDK) by the end of May at the latest, while proposals for the spring semester must be submitted by the end of October. Accordingly, proposals from academic units regarding course and program arrangements are first reviewed and approved by Department and Faculty Boards and then comprehensively evaluated by EMPDK before being included in the Senate agenda.

In academic units, when determining course distributions and ECTS credit values of programs, a participatory approach is adopted that is student- and academic quality-oriented. This process takes into account legal

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regulations, recommendations of relevant national and international accreditation bodies, instructors' areas of expertise and workload, as well as feedback from student course evaluations and satisfaction surveys.

In addition, results from the ECTS Student Workload Determination Survey—conducted by the Measurement and Evaluation Commission and offered to students at the end of each semester in either Turkish or English through the information system—as well as Course Evaluation Forms are used. Feedback from stakeholder-based quality assurance surveys (academic staff, administrative staff, students, alumni, and external stakeholders), alumni competency surveys, advisory board inputs, and developments arising from distance education practices are also considered by academic units in determining student workload and updating curricula.

## 8.4. Control of Externally Provided Processes, Products and Services

### 8.4.1. General


Within Ankara Yıldırım Beyazıt University, the budget appropriations allocated under the Central Government Budget Law are determined in line with the University's needs, taking into account the objectives and goals defined in the Strategic Plan.

The Directorate of Financial and Administrative Affairs is responsible for procurement activities, including cleaning services, stationery supplies, laboratory equipment, machinery, technical equipment, furniture, and office furnishings for all units. The monitoring and control of procured services and goods are carried out, and these processes are subject to both internal audits and external audits by the Court of Accounts (Sayıştay).

Pre-financial control activities are conducted by the Strategy Development Department in accordance with Law No. 5018 on Public Financial Management and Control, the Procedures and Principles on Internal Control and Pre-Financial Control issued by the Ministry of Treasury and Finance, and the University's Internal Control and Pre-Financial Control Directive. In addition, the Library and Documentation Department provides database subscriptions to support the University's education, teaching, and scientific research activities. It also ensures that the information technology infrastructure required for database services is continuously updated and maintained.

### 8.4.2. Type and Extent of Control

Within Ankara Yıldırım Beyazıt University, the control of externally provided processes, products, and services is carried out with a problem-solving and public interest-oriented approach. The Directorate of Financial and Administrative Affairs prioritizes both public benefit and university interests in meeting the material and service needs of all units, ensuring efficient and appropriate use of resources. Procurement processes are conducted transparently, openly, and in a manner that promotes competition, with careful attention from all relevant personnel. Pre-financial control activities are carried out by the Strategy Development Department in accordance with Law No. 5018 on Public Financial Management and Control, the Procedures and Principles on Internal Control and Pre-Financial Control issued by the Ministry of Treasury and Finance, and the Ankara Yıldırım Beyazıt University Pre-Financial Control Directive. Service procurement processes are subject to pre-financial control procedures to ensure compliance, accuracy, and efficient use of public resources.

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### 8.4.3. Information for External Providers

Within Ankara Yıldırım Beyazıt University, methods for procuring externally supplied products and services and the purchasing criteria aligned with institutional needs are defined and systematically implemented. In this context, technical specifications are prepared to ensure that all relevant requirements are clearly stated. These specifications include detailed information about the product or service, ensuring that quality and performance expectations are explicitly defined. Technical characteristics, quality standards, delivery time, warranty conditions, and maintenance requirements are specified in detail to ensure full clarity and compliance. Supplier selection and evaluation processes are carried out in accordance with the principles set out in the Public Procurement Law, ensuring transparency, fairness, and compliance with applicable legal regulations.

## 8.5. Production and Service Provision

### 8.5.1. Control of Production and Service Provision


Within Ankara Yıldırım Beyazıt University, detailed workflows have been prepared for services delivered by units responsible for both core and support activities. Methods have been defined to ensure that services are delivered appropriately, and criteria have been established to verify the accuracy and effectiveness of these processes. Comprehensive risk analyses are conducted to prevent and minimize potential errors in service delivery processes. In order to ensure effective management and monitoring of all these processes, units maintain regular records and documentation. The necessary infrastructure, software, hardware, and suitable working environments are provided to ensure the proper delivery of services. Forms are designed for each activity to ensure full traceability, and these forms are regularly completed by the relevant units. Through these practices, the University aims to maintain high service quality continuously and to ensure that potential errors are identified and corrected in a timely manner.

### 8.5.2. Identification and Traceability

AYBU monitors the traceability of the services it provides in the following ways:

Our university has an integrated management information system called KYS (ORVİKS), which integrates internal control, quality, and strategic management studies, and it is actively used. The job descriptions and business processes of all our units are included in this program. In addition, the monitoring of strategic objectives and YÖKAK quality studies is carried out through this system. The performance indicator results requested from the units and all supporting evidence are uploaded to the KYS system and retrieved from there for analysis. Data regarding the university's important activities and processes are collected, analyzed, reported, and used for strategic management purposes.

Within the Strategy Development Department, all accounting-related transactions are carried out through the KBS, MYS, Integrated Public Financial Management System, Treasury Cash Request System, and Movable Property Registration Management System. For budget unit operations, E-Budget, Program Budget, Ka-ya, Strategic Plan, Performance Program, Internal Control Compliance Action Plan, and all data collection and monitoring processes related to the institutional internal evaluation reports prepared within the scope of quality are executed through our university's KYS (Quality Management System). Furthermore, within the General Secretariat, the Quality and Efficiency Monitoring System (KAVİS) is used to ensure that activities carried out across all units are performed at a certain standard as defined by directives and to monitor the performance of administrative staff in this context.

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The Student Affairs Department provides fast and secure access to information through its website. All student-related processes — such as reporting, diploma and diploma supplement issuance, applications, curricula, registrations, exams, surveys, and similar operations, along with related academic unit and staff transactions — are carried out through the Student Information System, which is used as a detailed and effective structure. This system, actively used by academic/administrative staff and students, is fully controlled and managed by the Student Affairs Department. Data entry into YÖKSİS (YÖK's central database) regarding programs, students, quotas, and similar matters is performed by the Student Affairs Department.

Through EBYS (Electronic Document Management System), incoming and outgoing internal and external documents are managed (distribution, tracking, closure, and archiving), and quick and easy electronic access to documents is provided.

This is a clear, professional, and natural English translation suitable for institutional reports, quality documentation, or university presentations. Let me know if you need any adjustments (e.g., more formal tone, specific terminology preferences, or shortening).


- a) All internal and external correspondence (incoming and outgoing documents) is recorded and numbered through the EBYS system.
- b) The traceability of our students is carried out through the Student Information System using their student number and Turkish Republic ID number.
- c) The traceability of all our personnel is carried out using their institutional registry number and Turkish Republic ID number.
- d) The traceability of vehicles, equipment, and tools is carried out using their movable property registry number.
- e) The traceability of education and training programs is carried out through the Information Packages available in the Student Information System.
- f) Scientific research services are tracked via project code and project number..

The Library and Documentation Department effectively utilizes information technologies such as the Library Automation System, Web Page, Off-Campus Database Access, and Open Access System to provide information resources in support of education, teaching, and research activities. These technologies enable fast and up-to-date access to information 24/7. In addition, information technology systems are regularly monitored and the services provided are continuously improved.

### 8.5.3. Property Owned by Customers or External Suppliers

Our university takes due care of property belonging to customers or external suppliers while it is under our control or being used by us.

- a) **Student and Graduate Property:** This includes their personal information and any documents belonging to them, whether existing or created later.
- b) **Administrative and Academic Staff Property:** This covers their personal information, existing or later-created documents, academic studies, lecture notes/records, exam questions, and similar materials.
- c) **External Supplier Property:** This includes intellectual property, personal information, as well as materials, components, tools, and equipment within the scope of the services they provide.

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#### 8.5.4. Preservation

The principles regarding the publication, distribution, revision, cancellation of KYS documents, inclusion of external documents, and protection of information are defined in the “Document Management Procedure”.

In our university, products received for the provision of services, as well as documents belonging to personnel and students, are preserved in both physical and electronic environments. The transportation and shipment of stored products are carried out using appropriate vehicles and equipment, and preservation conditions are monitored by the responsible units. Externally supplied products are handled in accordance with the Movable Property Regulation; stock entries and exits are managed by the relevant Movable Property Registration Control Officer. Documents and records obtained as a result of services are stored, transported, recycled, or disposed of in electronic media and in the warehouses of the relevant units in accordance with the “Regulation on State Archival Services of the Presidency of the Republic of Turkey State Archives”.

#### 8.5.5. Post-Delivery Activities

Our graduates are followed up by the Career Center (KARMER), the Student Affairs Department, and other relevant units. Communication with our graduates is maintained through the Alumni Information System and social media channels, and feedback is received. Surveys are conducted at regular intervals to monitor the status of our graduates in the public and private sectors, and the results are evaluated and reported.

#### 8.5.6. Control of Changes


Our university ensures the control of legislative and system changes in order to maintain compliance with Quality Management System requirements, meet stakeholder needs, and increase satisfaction. Relevant units discuss the changes, document the decisions made, and carry out necessary notifications and announcements.

### 8.6. Release of Products and Services

Our university controls all processes from the beginning to the end of education, teaching, and R&D activities. Educational and teaching activities start and end on the dates specified in the academic calendar, and examinations are conducted to measure students’ suitability. The Student Affairs Department follows specific steps when issuing transcripts; the completeness of application documents is checked, and the conformity of activities with relevant documentation is ensured through required signatures and initials. Control of our main services is carried out hierarchically, including checking the completeness of file contents and application documents. The Electronic Document Management System (EBYS) provides traceability and recording in the approval process of the services provided. This system effectively tracks and records the personnel who approve the services, thereby contributing to the transparent and accountable execution of all processes.

### 8.7. Control of Nonconforming Outputs

In our university, control and verification activities are carried out at appropriate stages of the processes to ensure that the products and services provided meet the required conditions and to verify that they do so. Within the scope of the University Quality Management System (KYS), the Internal Audit and Corrective Action Procedure is implemented to identify nonconformities that occur or are likely to occur at any stage of the activities, to

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determine their causes, to eliminate them, to prevent recurrence, and to ensure the effectiveness of continual improvement. All outputs of these procedures are reviewed through the Management Review (MRM).

## 9. Performance Evaluation

### 9.1. Monitoring, Measurement, Analysis and Evaluation

#### 9.1.1. General

At Ankara Yıldırım Beyazıt University, the corporate performance management system is carried out in line with the strategic plan, budget, and quality studies. In terms of the corporate performance system, the monitoring of the Strategic Plan, Program Budget Performance Program, YÖKAK indicators, and the Internal Control Compliance Action Plan is conducted through the integrated information system called the Quality Management System (KYS). Responsible units are provided with information such as tasks, timelines, and targets, enabling them to monitor their respective indicators.

All processes are executed in accordance with the “Performance Program Monitoring Guide According to Program Budget Principles”, the “Regulation on Activity Reports to be Prepared by Public Administrations”, and the “Institutional Internal Evaluation Report Preparation Guide”. The administrative activity report includes both strategic plan monitoring and the performance programs prepared according to program budget principles. Performance indicators are monitored without exception, and whether performance targets have been achieved is reported. In cases where performance targets are not met, the reasons for the deviation are evaluated, and these realization results are also reported. This ensures the continuity of the PDCA (Plan-Do-Check-Act) cycle.

#### 9.1.2. Stakeholder Satisfaction


At AYBU, leadership, governance, and quality practices are carried out through a transparent, systematic, and sustainable approach with the participation of stakeholders. Our Strategic Plans are prepared by taking the views of all stakeholders into consideration and by conducting a detailed evaluation of the previous Strategic Plan. At AYBU, mechanisms for the participation of internal and external stakeholders in decision-making, governance, and improvement processes have been defined.

The institution has a corporate culture and leadership approach that supports a quality assurance culture and encompasses all units and processes. Within this framework, improvements are made based on the results obtained from satisfaction surveys conducted among academic staff, administrative staff, and students. All these practices are implemented within the scope of an integrated quality management system at the institution, and their outcomes are monitored through satisfaction surveys. All internal and external stakeholder satisfaction surveys conducted at the university are followed by the Quality Board. Based on the results obtained from these surveys, improvement actions are initiated where necessary. General satisfaction surveys are conducted once a year between November and February and are shared across different platforms to ensure stakeholder participation.

In addition to these surveys, suggestion and complaint boxes have been established, also accessible via online QR codes, and the results are monitored instantly by the Secretary General’s Office.

At AYBU, in order to cooperate with public and private sector institutions and organizations, to develop relationships, and to ensure stakeholder engagement, advisory boards have been established for units and their working procedures and principles have been defined.

In the planning and implementation of activities aimed at achieving social responsibility goals, the knowledge and experience of academic and administrative staff from different units are utilized, and contributions from relevant internal and external stakeholders are also taken into account.

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Stakeholder satisfaction rates are one of the most important performance indicators of the strategic plan. Internal and external stakeholders are measured regularly on an annual basis, and they include academic staff, administrative staff, students, alumni, and other external stakeholders.

### 9.1.3. Analysis and Evaluation

Our university is able to determine the conformity of products and services with requirements, stakeholder satisfaction, the realization rate of planning activities, process performance, as well as needs and opportunities for improvement. All survey results obtained across the university are analyzed by the Measurement and Evaluation Commission. These survey results, together with reports derived from requests, suggestions, and complaints, as well as information obtained through meetings and face-to-face interviews, are reviewed holistically, and solutions are developed for identified issues.

The results of these analyses are used to evaluate the conformity of services, stakeholder satisfaction, the performance of the implemented Quality Management System, improvement needs and its sustainability, as well as the performance of external suppliers. In addition, through the KAVİS system, the performance of all administrative staff is continuously monitored, and necessary improvement actions are planned and implemented on a monthly basis.

## 9.2. Internal Audit

Our University conducts internal audits at regular intervals to determine the conformity, adequacy, effectiveness, and continuity of the Quality Management System with the relevant standards and applicable regulations. These audits are carried out to evaluate whether the system is sufficient to achieve its defined objectives.

Internal audits are performed in accordance with the “Internal Audit Procedure” by independent and qualified personnel appointed by top management. The audit program is planned and implemented, audit results are reported, and necessary corrective and improvement actions are taken accordingly.

Through this procedure, the effectiveness of the Quality Management System (QMS) is continuously monitored and its sustainability is ensured.

## 9.3. Management Review

### 9.3.1. General


Our University’s top management reviews the Quality Management System (QMS) at regular intervals to ensure its suitability, adequacy, effectiveness, and alignment with the strategic plan. In order to monitor the QMS policy, objectives, process change requirements, and overall system effectiveness, meetings are held at least twice a year, and the number of meetings may be increased when necessary.

These meetings are conducted in accordance with the “Management Review Procedure.”

### 9.3.2. Inputs of Management Review (MRM Inputs)

The inputs to the Management Review are defined as follows:

- a. Status of actions from previous management review decisions,
- b. Opportunities for improvement,

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- c. Changes in internal and external issues related to the Quality Management System,
- d. Information regarding the performance and effectiveness of the Quality Management System, including training activities,
- e. Stakeholder satisfaction and feedback from relevant interested parties,
- f. Degree of achievement of quality objectives,
- g. Process performance and conformity of products and services,
- h. Nonconformities and corrective actions,
- i. Monitoring and measurement results,
- j. Audit results,
- k. Performance of external providers,
- l. Adequacy of resources,
- m. Effectiveness of actions taken to address risks and opportunities.

### 9.3.3. Outputs of Management Review (MRM Outputs)

The report of the Senate meeting held within the scope of the Management Review (MRM) agenda is recorded in the Senate Decision Register by the Secretary General's Office. Actions that need to be followed up are entered into the Management Review Decision Tracking Form by the Quality Coordination Office. This form includes the required actions, responsible persons, and target completion dates.

Decisions taken at the Management Review meeting are communicated electronically by the Secretary General's Office to the relevant parties and responsible persons. The Quality Coordination Office monitors the implementation of these decisions through the Management Review Decision Tracking Form.

The outputs of the Management Review include decisions and actions related to the following areas:

- a) Improvement opportunities
- b) Needs for changes in the Quality Management System
- c) Required resources

## 10. Improvement

### 10.1. General


Our University carries out improvement activities in order to increase the performance and effectiveness of services, enhance stakeholder satisfaction, and meet future needs. It proactively identifies undesirable situations and nonconformities and implements corrective actions.

Improvement opportunities are identified, and activities are organized to increase satisfaction levels. The adoption, implementation, and analysis of Quality Management System (QMS) objectives and policies, as well as the execution of corrective actions, are ensured through the Management Review (MRM) process.

### 10.2. Nonconformity and Corrective Action

Within AYBU's Quality Management System, a "Corrective Action Procedure" has been established to define the actions to be taken in order to identify and eliminate the root causes of existing or potential nonconformities, and to prevent their recurrence.

This procedure covers all corrective actions implemented at AYBU to eliminate current or potential nonconformities and their underlying causes.

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Corrective action activities may be initiated based on the following situations:

- a. Status of actions decided in previous management review meetings,
- b. Changes in internal and external issues related to the Quality Management System,
- c. Information regarding the performance and effectiveness of the Quality Management System, including training activities,
- d. Stakeholder satisfaction and feedback from relevant interested parties,
- e. Degree of achievement of quality objectives,
- f. Process performance and conformity of products and services,
- g. Nonconformities and corrective actions,
- h. Monitoring and measurement results,
- i. Audit results,
- j. Performance of external providers,
- k. Adequacy of resources,
- l. Effectiveness of actions taken to address risks and opportunities,
- m. Opportunities for improvement,
- n. Issues received through suggestion, request, appreciation, and complaint channels (e.g., boxes, e-mail, etc.).

The Quality Coordination Office monitors whether requested corrective actions are implemented on time and evaluates their effectiveness to ensure the elimination of nonconformities and prevention of recurrence. The process is tracked through the Corrective Action Tracking Form (CA Form). All corrective and preventive action results are reported and presented by the Quality Coordination Office at Management Review meetings.

### 10.3. Continual Improvement

AYBU aims to ensure its sustainability and to maintain a distinctive position in higher education by responding to the needs and expectations of internal and external stakeholders, especially students, and by developing policies that enable adaptation to changing conditions. In this context, a regular strategic planning process is conducted to ensure continuous improvement through administrative activity reports, measurement, and monitoring.

At our University, the continuous improvement of the Quality Management System (QMS) and the enhancement of stakeholder satisfaction are fundamental principles. The effectiveness of the QMS is ensured through the quality policy, objectives, audit results, data analysis, and corrective and preventive actions. In cases of nonconformity, procedures such as the Corrective Action Procedure, Internal Audit Procedure, and Management Review Procedure are implemented to identify and eliminate root causes and prevent recurrence, while continuously monitoring the effectiveness of the QMS.