BEYKOZ
ÜNİVERSİTESİ

INTEGRATED GOVERNANCE FRAMEWORK BÜYÇ MANUEL

HAZIRLAYAN
QUALITY COORDINATION OFFICE

INFORMATION ABOUT THE INSTITUTION

Contact Information

Name of the University: Beykoz University

Date of Establishment: 07 September 2016

University Contact Details:

Adress: Rektörlük, Kavacık Mah. Orhan Veli Kanık Cad. No:114 Kavacık, Beykoz, İstanbul

Telephone: 0216 912 2252

Fax: 0216 413 9520

Official Website: www. beykoz.edu.tr

Historical Development

The founding foundation of Beykoz University is the **Turkish Logistics Research and Education Foundation**. The Turkish Logistics Research and Education Foundation was established in Beykoz on **18 July 2007** by a group of professionals and academics with the aim of conducting qualified scientific research and publication activities in the field of logistics, contributing to the professional and behavioral development of human resources working in the sector, and establishing a higher education institution to supply the sector with qualified human capital.

In line with its founding mission, the Foundation established **Beykoz Logistics Vocational School** in **2008**. Until the establishment of the University, this vocational school significantly contributed to meeting the sector's demand for educated human resources by graduating individuals equipped with the knowledge, skills, and competencies required by the logistics sector.

While continuing the operations of the vocational school, the Turkish Logistics Research and Education Foundation applied to the Council of Higher Education (CoHE) to establish an exemplary university differentiated in higher education and aligned with international standards. Following the completion of the relevant procedures, **Beykoz University was officially established on 7 September 2016**, as published in the **Official Gazette No. 29824**. Consequently, Beykoz Logistics Vocational School, founded in 2008, was dissolved as a legal entity and affiliated with Beykoz University.

Today, Beykoz University comprises **four faculties**—the Faculty of Business and Management Sciences, the Faculty of Art and Design, the Faculty of Social Sciences, and the Faculty of Engineering and Architecture; **two schools**—the School of Foreign Languages and the School of Civil Aviation; **two vocational schools**—the Vocational School and the Beykoz Logistics Vocational School; and a **Graduate School** offering master's degree programs. As of the **2022–2023 academic year**, a total of **16 master's programs, 20 undergraduate programs, 16 associate degree programs**, and **an English preparatory program** are offered across these academic units.

As of the **2022–2023 academic year**, the University hosts a total of **5,275 students**, including **2,008 associate degree students**, **2,796 undergraduate students**, and **570 graduate students**. The University employs **175 full-time academic staff members**; together with part-time (hourly-paid) academic staff, the total number of academic personnel is **279**, while the number of administrative staff is **97**.

The institutional organizational chart is publicly available on the University's official website. The organizational structure of Beykoz University, illustrating roles, responsibilities, and communication flows, is presented in **Figure 1**.

Figure 1: Organizational Chart

INTEGRATED GOVERNANCE FRAMEWORK
BÜYÇ MANUEL

BEYKOZ UNIVERSITY ORGANIZATIONAL CHART
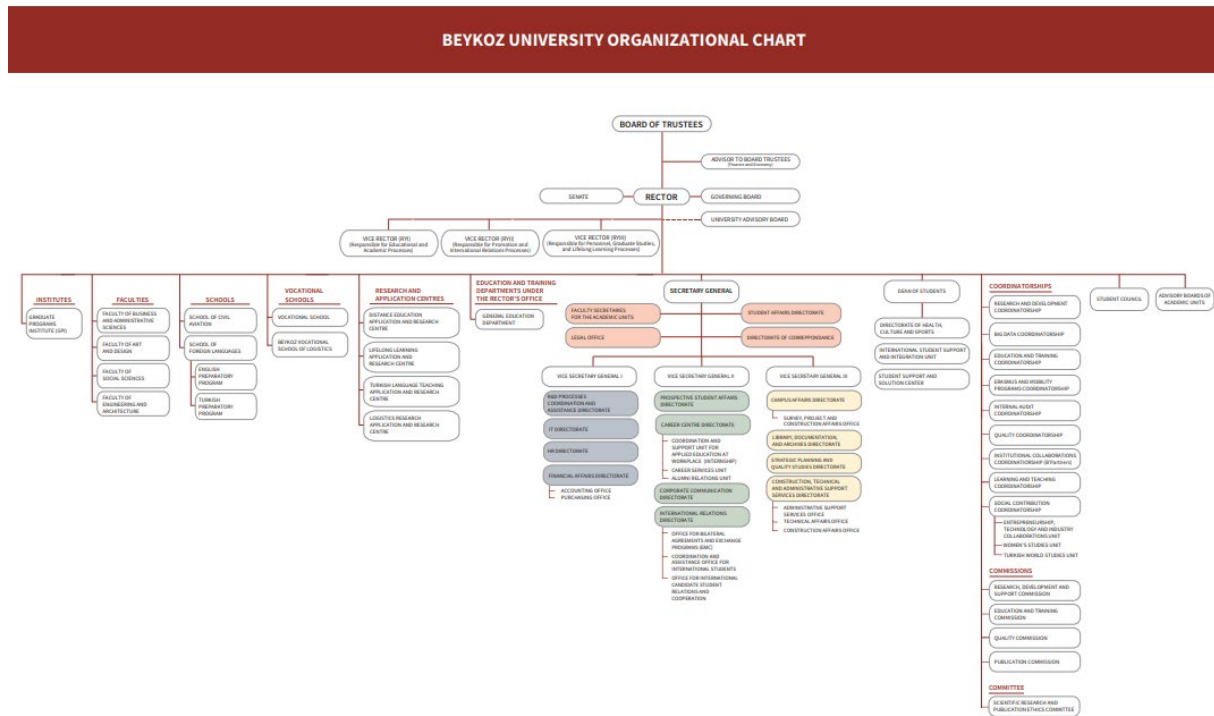
Strategic Direction – Objective

Aiming to become a center of excellence in its services and a hub of happiness, freedom, tolerance, and success for its employees and students, Beykoz University;

Our Mission

"To be a universal university that learns, adds value to learning and to society through what it has learned."

Our Vision

To create an exemplary higher education environment and culture—integrated with its students, employees, and stakeholders, respected both nationally and internationally—that enables the development of individuals who are:

- Scientifically and professionally well-equipped and competent,
- Equipped with advanced research, problem-solving, and practical application skills,
- Open to multidisciplinary approaches; capable of designing and implementing original, aesthetic, creative, and innovative practices,
- Aware of the value of learning and committed to lifelong learning and ethical values,
- Free-thinking and confident in expressing their ideas,
- Self-confident and effective communicators,
- Who perceive and practice quality and excellence as a way of life,
- Respectful of human life as well as social and cultural values,
- Socially responsible and willing to take responsibility for a sustainable future.

Core Values and Principles

Beykoz University places the following core values and principles at the center of all its institutional activities and services:

- Research and knowledge generation
- Academic autonomy, freedom, and responsibility
- Student-, employee-, and stakeholder-centeredness
- Participation and sharing
- Creativity, innovation, and entrepreneurship
- Respect for human rights, pluralism, and diversity
- Internationalization in all areas
- Social and societal responsibility
- Transparency and accountability
- Continuous learning, improvement, development, and the pursuit of excellence.

Our Policy Definiations

- Quality and Governance Policy
- Leadership Approach
- Education Policy
- Research & Development And Innovation Policy
- Community Contribution Policy
- Information Security Policy
- Internationalisation Policy
- Human Resources Policy
- Occupational Health, Safety, and Environmental Policy
- Water Management Policy and Action Plan
- Gender Equality and Safe Working Environment Policy
- Smoke-Free Campus Policy

STRATEGIC OBJECTIVES – CORE STRATEGIES

Within the University's Strategic Plan, Core Strategies have been defined across the six strategic areas outlined below:

Stratejik Alan 1: Kurumsal Özellikler ve Gelişme

"To create exemplary education and living environments at international standards by being an institution that inspires its students and employees, broadens their horizons, is open to its

stakeholders and society, supports cultural diversity and richness, and upholds scientific autonomy, reputation, values, and the quality of the services it provides."

Strategic Area 2: Education and Training
"To become a model university that is among the top choices of national and international students in the field of practice-oriented higher education, with a strong focus on employability and quality."

Strategic Area 3: Research, Development, and Innovation (RDI)
"To be among the nationally and internationally competitive and leading universities in RDI activities and outputs within the priority areas identified by the University."

Strategic Area 4: Community Engagement
"To be sensitive to societal challenges; to contribute to the improvement of social welfare and quality of life together with its employees, students, and other stakeholders; and to become one of the country's leading model universities in community service and social responsibility."

Strategic Area 5: Administrative and Support Services
"To establish and implement administrative and support services at high quality standards—focused on the success and satisfaction of students, employees, and other stakeholders—that continuously support the University's development and are delivered at a level of excellence."

Strategic Area 6: Governance
"In line with the University's mission, vision, and values; to establish a participatory, democratic, human-centered, and sustainable strategic governance system and culture that is integrated with students, employees, and stakeholders, is transparent and accountable, and is supported by multi-dimensional quality standards."

1. PURPOSE

The **Beykoz University Integrated Governance Framework (BÜYÇ) Manuel** is the highest-level document forming the foundation of the University's **Integrated Management System** and is binding for all academic and administrative units as well as all employees.

The BÜYÇ Manuel aims to contribute to increasing stakeholder satisfaction through the continuous improvement of the system, in addition to defining the scope of Beykoz University's Integrated Management System, clarifying responsibilities, and providing guidance on the operation of the BÜYÇ system.

The BÜYÇ Manuel has been prepared in order to:

- Enhance the University's capability to consistently meet the expectations of all stakeholders in an efficient and effective manner,
- Prevent non-conforming service delivery and ensure that such services are kept under control and improved,
- Develop exemplary practices within higher education institutions by demonstrating compliance with the national and international management system requirements on which the framework is based, and
- Define and interrelate the processes required for the effective operation of the Integrated Management System at Beykoz University, determine authorities and responsibilities, monitor and evaluate performance, and demonstrate to third parties—including compliance with legal and regulatory requirements—how the Beykoz University Integrated Management System is implemented.

For ease of implementation and monitoring, the clause structures of **TS EN ISO 9001:2015**, **TS ISO 45001:2018**, and **TS EN ISO 14001:2015** standards have been used in this manual.

2. REFERENCED STANDARDS AND DOCUMENTS

In establishing the BÜYÇ and in the preparation of this manual, the requirements of the following external reference documents have been taken into consideration.

Standard / Doküman No	Adı
TS-EN-ISO 9001:2015	Quality Management System
TS-EN-ISO 10002:2018	Customer Satisfaction Management System
TS-EN-ISO 14001:2015	Environmental Management System
TS-EN ISO 21001:2018	Management Systems for Educational Organizations
TS-EN ISO 45001: 2018	Occupational Health and Safety Management System
YÖKAK (Sürüm 3.2.)	Higher Education Quality Council Evaluation Criteria
EFQM 2020	European Foundation for Quality Management – Model for Excellent Organizations

3. TERMS AND DEFINITIONS

The terms and definitions used throughout this manual are provided in the Beykoz University Document Tree Glossary (BÜDASöz). Explanations of the abbreviations used in this manual are presented below.

Terms / Definitions	Description
BÜYÇ	Beykoz University Integrated Governance Framework

KYS	Quality Management System
ÇYS	Environmental Management System
EYS	Integrated Management System
İSG	Occupational Health and Safety
EOYS	Educational Organizations Management System

4. CONTEXT OF BEYKOZ UNIVERSITY

4.1. Understanding the Organization and Its Context

Beykoz University has identified its **internal and external context** that affects the **Beykoz University Integrated Governance Framework (BÜYÇ)**, which is implemented to achieve the objectives and targets defined within its institutional direction statements (mission, vision, strategy, objectives, values, and policies). These internal and external factors are documented in the **Context of the Organization Form**.

Beykoz University monitors and evaluates information related to its internal and external context through the **Quality Commission** and the **Continuous Improvement Committee (SGK)**. During the strategic planning process, an **Institutional SWOT Analysis** is conducted. The SWOT analysis is reviewed during Quality Commission meetings, and any potential changes are reflected as revisions to the Strategic Plan. SWOT analyses carried out with the participation of staff at the academic and administrative unit levels are included in the **Unit Support Process Cards**.

Related Documents

- *Context of the Organization Form (GS.SPD.F.27)*
- *Unit Support Process Card Form (GS.SPD.F.28)*
- *Institutional SWOT Analysis*

4.2. Understanding the Needs and Expectations of Interested Parties

Beykoz University has identified the **interested parties** that may have a potential impact on its service delivery capability, as well as the requirements of these parties related to the **Integrated Management System**, through a stakeholder analysis approach. In order to understand the needs and expectations of each stakeholder group, develop strategies, ensure stakeholder engagement in sustainable value creation processes, define the policy for the participation of interested parties in the **BÜYÇ** system, and describe the methods to be used for this purpose, the **Stakeholder Identification and Consultation Guide** has been prepared.

Related Documents

Stakeholder Identification and Consultation Guide (GS.SPD.RE.04)

4.3. Determining the Scope of the Integrated Management System

The scope of the **Beykoz University Integrated Management System (EYS)** has been defined as **"Higher Education Services."** All activities that may directly or indirectly affect the quality of higher education services are evaluated within the scope of the EYS. In determining this scope, internal and external context, interested parties, and the needs and expectations of interested parties have been taken into consideration.

All clauses of the management system standards and frameworks referenced in **Section 2** of this Manual are included within the scope. Within the context of Beykoz University, the Integrated Management System is expressed as the **Beykoz University Integrated Governance Framework (BÜYÇ)**. The BÜYÇ covers all academic and administrative units operating across all campuses of Beykoz University located in the Kavacık district.

The general stakeholder list included in the **Stakeholder Identification and Consultation Guide** comprises all stakeholders with whom the University interacts. In addition, stakeholder groups specific to academic and administrative units, along with their expectations, are defined within the **Unit Support Process Cards**.

Beykoz University has identified the **internal and external issues** that affect its ability to achieve the intended outcomes of the BÜYÇ in **Clause 4.1** of this Manual and monitors and reviews information related to these issues through various meetings.

Internal Issues include, but are not limited to: accumulated experience, institutional culture, values, institutional performance level, information systems reflecting organizational memory,

available technologies, infrastructure and other resources, strategic goals and objectives, and academic, administrative, and managerial capabilities.

External Issues include, but are not limited to: changes in legal, technological, cultural, and socio-economic conditions; the positioning of competing universities; developments within the higher education ecosystem; social and demographic change trends; and climate change.

Within the scope of the BUIGF, an **integrated process management system** has been established, and defined processes are presented in the **Process Map**. **Core and Support Process Cards** have been developed to provide a holistic view of operational activities carried out across the University and within individual units.

Beykoz University adopts a **student-centered approach** and aims to maximize the quality of the education and training services provided to its students. Beyond being an institution that solely delivers educational services, the University also considers contributing to the country's cultural and social development as one of its fundamental responsibilities.

Related Documents

- *Stakeholder Identification and Consultation Guide (GS.SPD.RE.04)*
- *Beykoz University Process Map*
- *List of Core and Support Process Cards*

4.4. Quality Management System and Its Processes

At Beykoz University, the **Beykoz University Integrated Governance Framework (BÜYÇ)** has been adopted within the governance model and administrative structure. This framework is aligned with international management system standards and models such as **ISO, COSO, EUA, and EFQM**, as well as with the **institutional and program accreditation criteria of the Higher Education Quality Council of Türkiye (YÖKAK)**.

Within the scope of the BÜYÇ, its core components include **document management**, **process management**, **risk management**, and **institutional performance management**, all of which are based on alignment with the institutional **Strategic Plan** and supported by **effective leadership practices**.
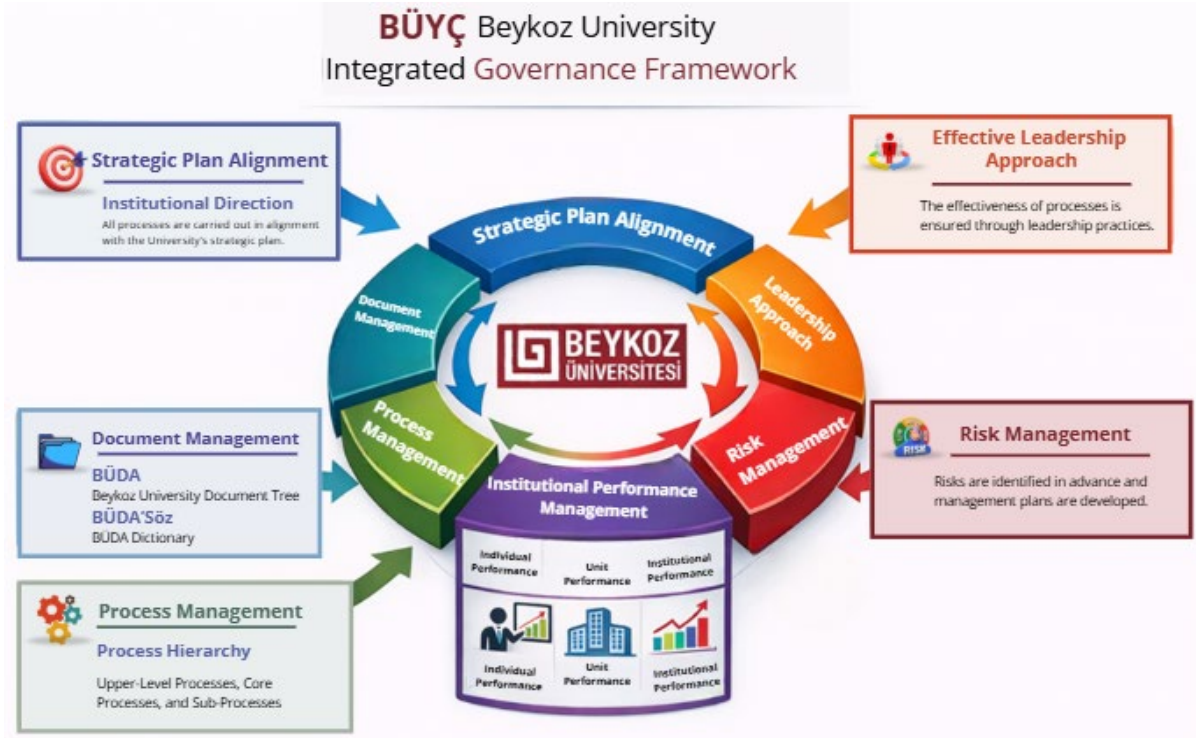
In order to achieve our mission and realize our vision, Beykoz University's process management approach has been defined based on the **"Plan–Do–Check–Act (PDCA)" cycle** and a **risk-based management approach**, in alignment with **ISO management system standards** and **YÖKAK accreditation criteria**.

The effective and efficient implementation of the University's **Core Processes** is ensured through **Support Processes** defined at the unit level. These processes are carried out with the active involvement of our managers and employees at all levels who possess leadership competencies.

In line with the principle that **"the person who knows a job best is the one who performs it,"** all business processes are defined by the employees who carry out the work. Process-related documentation is managed through a **shared and integrated documentation system**, thereby ensuring the **sustainability of institutional memory**.

This structure is visually represented in the **Figure: Relationship between the Beykoz University Harmonized Management Framework (BÜYÇ) and the PDCA Cycle**, illustrating the interaction between BÜYÇ and the PDCA approach.

BÜYÇ and PUKÖ Relationship

PLANNING EVIDENCES
- Strategic Planning File
- Policy Definitions
- Annual Training Plan
- Meeting Minutes
- SGK Activity Plan
- Job and Task Descriptions
- Quality Work Schedule
- Internal Audit Plan

DOING EVIDENCES
- Training Presentations
- Feedbacks from Training Participants
- Process Cards and Detailed Process Flows
- Risk and Opportunity Tracking Table
- Internal Audit Reports

CHECKING EVIDENCES
- Meeting Records
- Quality Assurance Review and Internal Audit Report Action Tracking Table
- External Evaluation Reports

ACTION EVIDENCES
- Internal Audit Review Meetings
- Corrective and Improvement Action (CIA) Closing Reports

The duties, authorities, and responsibilities of Beykoz University are governed by **Law No. 2547 on Higher Education**. During the strategic planning process, analyses of **upper policy documents**, **trend analyses related to the higher education ecosystem**, and **comparative analyses covering practices of other foundation and public universities** are conducted in order to identify the **internal and external issues** affecting the University.

Internal issues represent the University's **Strengths and Weaknesses** as identified through the **SWOT Analysis**, while **external issues** reflect the **Opportunities and Threats** perceived by the institution. SWOT and **PESTEL analyses** are carried out based on feedback obtained from both **internal and external stakeholders**. Feedback collected from internal stakeholders is documented within the **"Unit Support Process Cards"**, while feedback from external stakeholders is recorded as part of the University's institutional memory through **stakeholder meeting minutes**.

The outcomes of these analyses are used as key **inputs for strategic planning activities**.

Within the scope of the University's **Institutional Foundations (corporate governance framework)**, the **Purpose, Mission, Vision, Core Values, Policies, and Institutional Learning Outcomes** have been defined. Based on these institutional foundations, the University has established its **strategic plan** and a **process-based management structure**.

Furthermore, Beykoz University has identified **strategic objectives** related to its core strategic activity areas and defines corresponding **strategic targets, activities, and relevant performance indicators** to ensure the effective achievement of these objectives.
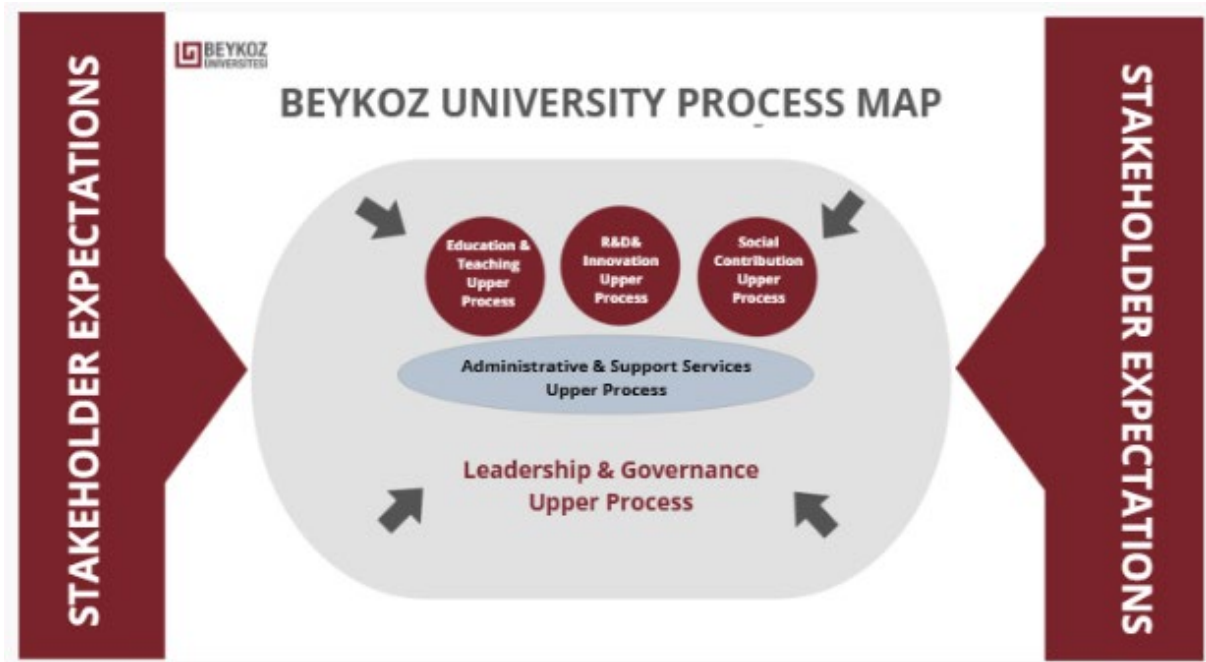
The **Process Management System of Beykoz University** is hierarchically structured at **three levels**, comprising **Core Processes**, **Support Processes**, and **Detailed Process Flows**. The **Core Processes**, which include **Education and Training**, **R&D&I (Research, Development and Innovation)**, and **Societal Contribution**, constitute the University's primary areas of activity.

Processes related to the **academic and administrative units** that carry out the core processes are defined under **Support Processes**.
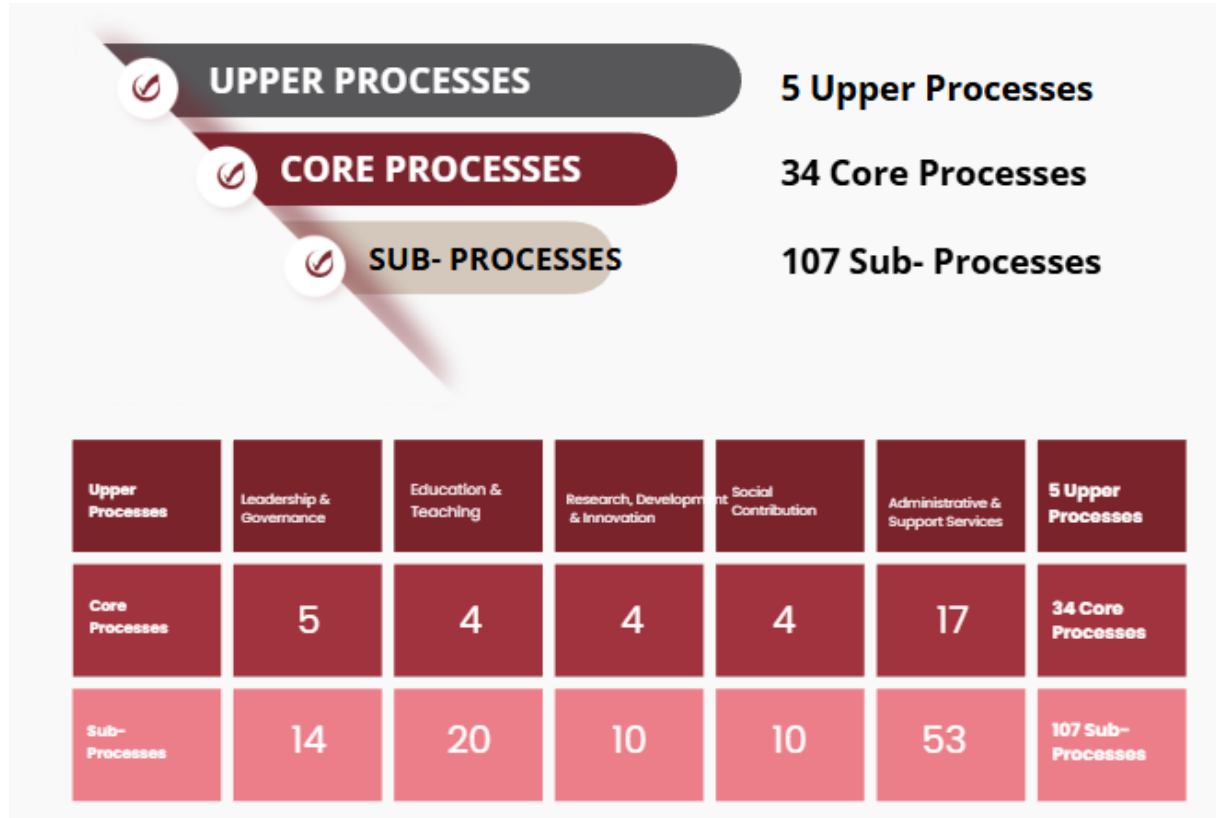
Processes that include **detailed descriptions and workflow steps** required for the execution of both core and support processes are specified within the **Detailed Process Flows**.

Core and Support Processes are defined in the form of **"Process Cards"**, while Detailed Processes are documented as **process flow diagrams** illustrating operational workflow details and procedural steps *(Figure: Beykoz University Process Map and Beykoz University Process Hierarchy)*.

The **Process Management approach of Beykoz University** is defined in the **Process Management Procedure** and has been communicated to all stakeholders through the **Beykoz University Document Tree (BÜDA)**.

Process Hierarchy:

Upper Processes	Leadership & Governance	Education & Teaching	Research, Development & Innovation	Social Contribution	Administrative & Support Services	5 Upper Processes
Core Processes	5	4	4	4	17	34 Core Processes
Sub-Processes	14	20	10	10	53	107 Sub-Processes

All **definitions and abbreviations of the fundamental concepts** included within the scope of the **Beykoz University Harmonized Management Framework (BÜYÇ)** are provided in the **BÜDASöz – Beykoz University Document Tree Glossary**.

All documents included in the **Quality Management System Documentation** of our University have been made available to relevant stakeholders through the **BÜDA – Beykoz University Document Tree**.

These documents are openly accessible to all University employees via the following link available on the University's website:**https://buda.beykoz.edu.tr**

Web Pages Related to Institutional Quality Processes:

- **Quality Management and Assurance Activities:** https://www.beykoz.edu.tr/content/3103-quality-management-and-assurance
- **Beykoz University Document Tree (BÜDA):** https://buda.beykoz.edu.tr
- **Beykoz University Quality Management System (BKYS):** https://bkys.beykoz.edu.tr/login

Related Documents:

- *Beykoz University Document Tree Glossary (BÜDASöz)*
- *Beykoz University Document Tree (BÜDA)*
- *Beykoz University Process Management Procedure (GS.SPD.P.10)*

5. LEADERSHIP

5.1. Leadership and Commitment

5.1.1. General: Beykoz University Leadership Approach

At **Beykoz University**, leadership is not regarded as a hierarchical structure or merely a formal position; rather, it is embraced as a **behavioral approach** shared by employees at all academic and administrative units and levels, as well as by relevant stakeholders.

Within the **Beykoz University Leadership Approach**, it is adopted as a fundamental principle that leaders at all managerial levels act as **role models** in line with the University's core values and principles, **inspire and empower others**, and—when necessary—contribute to shaping the organizational culture through a leadership approach that prioritizes **stakeholder engagement** and is continuously renewed in accordance with shared values and norms.

Senior management of **Beykoz University** demonstrates leadership and commits to ensuring that all activities required for the **development, implementation, and continuous enhancement of the effectiveness** of the Beykoz University Harmonized Management Framework (**BÜYÇ**) are carried out effectively.

In line with this commitment, the **Beykoz University Leadership Approach** has been defined and communicated to all stakeholders.

In order to enhance leadership competencies, **leadership development trainings** aimed at improving the leadership skills of employees are planned and implemented within the scope of the in-service training plan.

Within this framework, the **Leadership Behavior Effectiveness Survey** is conducted to support the leadership qualities of employees at all levels of the University and to increase managerial efficiency and effectiveness. Confidentiality principles are strictly observed throughout the processes of data collection, evaluation, and data storage related to this survey. The survey results are shared solely with the relevant evaluated leader within the same confidentiality framework.

The Leadership Behavior Effectiveness Survey, conducted within the scope of the **Stakeholder Satisfaction Surveys Implementation Principles and Matrix** at Beykoz University, is administered using measurement tools developed in accordance with predefined criteria. The evaluation process consists of the following stages:

- **Planning:**
  The Leadership Behavior Effectiveness Survey is planned by the **Continuous Improvement Committee (SGK)** within the scope of BÜYÇ requirements. Planning activities include benchmarking previous year application results and practices of other universities, verifying the validity of the assessment criteria to be used, determining the implementation schedule and participants, and organizing the necessary online interface design.
- **Implementation:**
  The evaluation process is implemented within the schedule determined by the **Strategic Planning and Quality Studies Directorate**, ensuring maximum participation.
- **Check:**
  The **SGK** analyzes the data obtained from the Leadership Behavior Effectiveness Survey and shares the results with relevant parties.
- **Action:**
  Based on the leadership evaluation results, **improvement plans** are developed for dimensions that fall below the defined performance level.

Related Documents:

- *Leadership Approach (R.YAK.09)*
- *Stakeholder Satisfaction Survey Implementation Principles (GS.SPD.UE.06)*
- *Leadership Behavior Effectiveness Survey*

5.1.2. Focus on Learners and Other Beneficiaries

The primary objective of the **BÜYÇ** is to ensure **sustainable stakeholder satisfaction** by using existing resources in the most effective manner, accurately identifying the needs and expectations of all stakeholders, and meeting these needs and expectations at the highest possible level.

In line with this objective, while learners constitute the main focal point of BÜYÇ, the term **"stakeholder satisfaction"** is preferred instead of the concept of "customer." All stakeholder groups with whom the University interacts are classified as **internal or external stakeholders**, and further detailed definitions are provided within subgroups as **strategic, core, and service-receiving stakeholders**, based on the nature of the stakeholder relationship.

With the aim of increasing **student and stakeholder satisfaction**, Beykoz University has established and implemented the necessary arrangements to identify and fulfill their needs and expectations.

In order to determine, understand, and consistently meet the needs and expectations of learners and other beneficiaries, and to ensure the satisfaction of all beneficiaries as well as the

continuous improvement of education and training services, the **Beykoz University Stakeholder Identification and Consultation Guide** has been developed.

Furthermore, risks and opportunities that may affect the **appropriateness of the services provided by the University** and its ability to enhance learner and other beneficiary satisfaction are monitored and evaluated across the entire process hierarchy within the scope of the **Beykoz University Risk Assessment Model (BÜRDEM)**, and the necessary actions are taken accordingly.

Related Documents:

- *Beykoz University Stakeholder Identification and Consultation Guide (GS.SPD.RE.04)*
- *Beykoz University Risk Assessment Directive (BÜRDEM) (GS.SPD.YN.05)*

5.2.Policy

Beykoz University has established policy definitions that support the University's strategic direction, ensured their continuity, and communicated them to all employees. These policy definitions guide all activities to be carried out in line with the priorities of the Strategic Plan and include the commitments of top management to the continuous improvement of activities within the scope of the **BÜYÇ**.

Within the framework of the **Governance Policy**, which encompasses the Quality Policy, the following policy definitions have been developed and shared with internal and external stakeholders through various channels: **Education and Training**, **Research, Development and Innovation**, **Social Contribution**, **Internationalization**, **Information Security**, **Human Resources**, **Occupational Health, Safety, and Environmental Policy, Water Management Policy and Action Plan, Gender Equality and Safe Working Environment Policy and Smoke-Free Campus Policy** .

Related Documents:

- *Policy Definitions (https://www.beykoz.edu.tr/content/3103-quality-management-and-assurance)*

5.2.1. Establishment of Policies

During the process of establishing and updating policy definitions, draft texts prepared by the Continuous Improvement Committee are reviewed by the Quality Commission and finalized upon approval by the Rector.

5.2.2. Communication of Policies

Policy definitions, which are published on the University's website and made accessible to relevant stakeholders, are monitored through internal audits and self-assessment activities to ensure that they are understood, internalized, and implemented by University staff.

The continuity of policy compliance is reviewed during management review meetings, and the necessary decisions are taken and implemented to ensure effective application.

In addition, the dissemination and internalization of all defined policies are ensured through handbooks prepared to inform stakeholders, presentations delivered in information meetings with different focal points, bulletin boards in physical spaces, and various visual materials.

5.3. Institutional Roles, Authorities, and Responsibilities

The roles, authorities, and responsibilities of Beykoz University personnel are defined through academic and administrative staff directives in accordance with **Law No. 2547 on Higher Education**, and all activities are conducted in compliance with the requirements set forth in the **BÜYÇ** documentation.

To this end, Beykoz University has established its organizational structure, prepared **job descriptions at the unit level**, and defined **roles, responsibilities, and authorities by position**, which have been communicated to the relevant personnel. All unit managers ensure that staff under their supervision are aware of these responsibilities and that roles, authorities, and responsibilities are applied effectively.

Within the scope of the **Integrated Management System (EYS)**, the obligations that each employee must comply with are communicated through the **Employee Handbook**.

Under BÜYÇ, stakeholder participation is fundamental to management quality improvement activities across the University. Accordingly, various **committees and boards** have been established, and their operating principles have been defined. The **Quality Commission** holds the highest decision-making authority in guiding the University's quality activities, and sub-working groups can be established within the commission to focus on specific topics.

The **Sustainable Development Committee (SGK)** works to support the planning, implementation, control, and improvement of all academic and administrative processes University-wide, providing recommendations to the University Quality Commission to enhance efficiency, effectiveness, and performance.

Quality working groups at each academic and administrative unit also serve as **risk coordinators**.

The **Internal Audit Coordination Unit** and the **Strategic Planning and Quality Studies Coordination Unit** operate in collaboration with the **Directorate of Strategic Planning and Quality Studies**, following their respective procedural guidelines.

Related Documents:

- *Beykoz University Quality Commissions Operating Procedures*
- *Beykoz University Continuous Improvement Committee Operating Principles (GS.SPD.UE.05)*
- *Job Descriptions and Roles*
- *Employee Handbook (GS.IKD.EK.01)*

5.4. Employee Consultation and Participation

Throughout the implementation of the **Occupational Health and Safety Management System (İSG)**, Beykoz University has consulted with its employees and ensured their active participation in all relevant processes. Meetings have been organized to facilitate exchange of ideas regarding **planning, implementation, monitoring, and corrective actions** within these processes. Employee participation plays a **critical role** in İSG activities.

İSG activities are conducted based on documents provided by contracted service providers. **The monitoring and updating** of these documents, to ensure compliance with legal requirements, are carried out by the **Directorate of Health, Culture, and Sports (SKS)**.

Occupational Health and Safety training for employees is **prepared and monitored** by the contracted İSG Expert. The İSG general tracking list includes all training programs that employees are required to complete.

Additionally, a **B'MYS (Beykoz University Satisfaction Management System)** is available where all employees can submit **feedback, suggestions, and complaints** related to İSG activities.

6. PLANNING

6.1. Risk and Opportunity Identification Activities

Within the hierarchical process approach adopted at Beykoz University, **risk and opportunity analyses** are monitored and evaluated at all process levels. For each identified risk, the **existing mitigating actions** are documented, and the **risk degree** is calculated by multiplying the potential impact of the risk by its probability of occurrence. The risk analysis methodology is defined in the **Beykoz University Risk Management Directive (BÜRDEM)**.

At the unit level, risks and opportunities are documented through **Process Cards**, and are continuously updated as needed through **internal audits and self-assessment activities**. Internal audit reports and **Corrective and Preventive Action (CAPA) forms** are used to report findings to senior management.

Additionally, threats and weaknesses identified through the **SWOT analysis** are evaluated as risks, and appropriate actions are taken according to the risk analysis methodology. Operational

risks and opportunities are also defined within the **Detailed Process Flow documentation**, and all related activities are documented in the **Unit Risk and Opportunities Tracking Table**.

Related Documents:

- *Beykoz University Risk Management Directive (GS.SPD.YN.05)*
- *Unit Risk and Opportunities Tracking Table Example*

6.1.1. Hazard Identification and Risk & Opportunity Assessment (ISO 45001 İSGYS)

Beykoz University ensures that potential hazards arising during activities and the associated risks are systematically identified and evaluated to control expected or potential risks, thereby minimizing **work-related accidents and occupational illnesses**. This process allows for the identification and assessment of **Occupational Health and Safety (İSG) risks** in a structured manner.

In accordance with **Law No. 6331 on Occupational Health and Safety**, the University collaborates with an **Authorized OHS Consultancy Firm (OSGB)**. The OSGB firm identifies and documents the University's hazards and risks, plans preventive measures, implements them, and monitors their effectiveness. All risks and opportunities within processes are assessed from an OHS perspective.

6.1.2. Compliance Obligations

Legal and other requirements are continuously monitored via:

- **Legislation Information System:** https://www.mevzuat.gov.tr/
- **Official Gazette:** https://www.resmigazete.gov.tr/

Monitoring of **Integrated Management System standards** published by TSE (Turkish Standards Institution) is performed via www.tse.org.tr.

Through the **Legal Compliance Evaluation Form**, applicable legislation in the fields of **Higher Education Services**, **Occupational Health and Safety**, and **Environmental Management** is defined, and the latest versions are continuously tracked by relevant units.

Beykoz University has established the **Procedure for Determination of Environmental Aspects** to assess potential environmental impacts arising from its activities. Within the scope of the **Environmental Impact Assessment Plan**, unit- and department-level process tracking is conducted, and appropriate actions are implemented. Environmental aspects, impacts, related process activities, impact severity, preventive measures, and responsible personnel are systematically monitored.

Waste management in University units, including **collection, transportation, and temporary storage**, is carried out in accordance with the **Waste Management Plan** prepared by the collaborating environmental management consultancy.

All applications within the University's OHS Management System comply with relevant **laws, regulations, directives, and standards**. The importance of fulfilling legal requirements is communicated to all personnel through training programs. All OHS-related laws, regulations, directives, and standards are regularly monitored according to pre-determined intervals.

Related Documents:

- *Legal Compliance Evaluation Form (GS.SPD.F.32)*
- *Procedure for Determination of Environmental Aspects (GS.YTD.P.02)*
- *Environmental Impact Assessment Plan (GS.SPD.F.30)*

6.2. Planning of IMS (EYS) Objectives and Targets

The **objectives and targets** of Beykoz University are determined in accordance with the **Strategic Planning Procedure** and the University's **Strategic Plan**. In the 2023-2028 Strategic Plan, six main objectives were defined, and **targets and activities** were established for each objective. **Concrete indicators** were determined to monitor the implementation of these activities.

All academic and administrative units monitor the implementation of strategies at the unit level through **work plan / objective-target tracking tables** within their respective **Support Process Card files**. Units follow the indicators assigned to them in the Strategic Plan via the **5th Objective-Target page** of their **Unit Support Process Card**.

To achieve the objectives, units plan the activities in terms of **responsible person, deadline, resources, and scheduled time**, and these plans are continuously reviewed in coordination meetings. The status of objectives and activity plans is **transparently shared with all personnel** via the BÜDA web system. Objectives and targets determined for **Environmental and Occupational Health & Safety (OHS) aspects** are also monitored through this system.

When defining IMS (EYS) objectives and targets at the academic and administrative unit level, it is essential that:

- They are **aligned with the general policies** of the University,
- They are **measurable, realistic, and time-bound (SMART)**,
- The **expectations of relevant stakeholders and legal requirements** are taken into account.

Related Documents:

- *Strategic Planning Procedure (GS.SPD.P.05)*
- *Beykoz University Strategic Plan*
- *Unit Support Process Cards List*

6.3.Planning of Changes

All changes required within the scope of the **Integrated Management System (IMS / EYS)** are managed in accordance with the **Working Principles of the Continuous Improvement Committee (SGK)**. Any change affecting BÜYÇ is **evaluated in terms of its impact on processes**, and the necessary updates are implemented. For changes arising from the higher education field or legal regulations that may have **purposeful or potential impacts on the overall system**, the required inputs are identified, and responsibilities and authorities related to the change are defined.

All changes that may affect BÜYÇ are implemented **in a planned manner** within Beykoz University. Changes are monitored and evaluated using a **dual categorization**:

1. Minor Changes and Planning: Minor changes are those that arise within the integrated management system but **do not affect the overall system** or cause significant organizational changes (e.g., process improvements, corrections/preventive actions leading to documentation revisions, etc.). Planning and implementation of minor changes are the responsibility of the relevant units and are defined and applied within the **BÜYÇ documentation**.

2. Major Changes and Planning: Major changes are those that have an **impact on the entirety of the integrated management system** (e.g., defining a new process, significant changes in an existing process, organizational changes). Planning and implementation of major changes are carried out **through SGK and the Quality Commission**. Monitoring of these changes is the responsibility of the unit planning the change or the **Quality Coordination Office**. Completed changes are **communicated via email** to all quality unit officers.

The **need for changes** across the University is identified in:

- Stakeholder and Advisory Board meetings,
- Management Review meetings,
- Internal audits,
- Evaluations of stakeholder requests and complaints, among other forums.

Identified changes are **planned by the relevant unit staff** in accordance with document definitions and are **implemented with top management approval**. During the implementation of these changes, factors such as:

- Priorities defined in the Strategic Plan,
- Integrity of the Quality Management System,
- Purpose and potential impact of the changes,

- Availability of resources,
- Determination or updating of responsibilities and authorities

are taken into account.

Related Documents:

- *Working Principles of the Continuous Improvement Committee (GS.SPD.UE.05)*
- *Management Review Procedure (GS.SPD.P.04)*
- *Strategic Planning Procedure (GS.SPD.P.05)*
-

7. SUPPORT

7.1. Resources

7.1.1. General

The **Rectorate of Beykoz University**:

a. Determines and provides the necessary resources for the **implementation, maintenance, and continuous improvement of BÜYÇ**, and
b. Ensures that the needs and expectations of stakeholders are met and their satisfaction is enhanced.

Activities carried out in accordance with the **institutional governance definitions** are implemented using **internal resources**, and external resources are obtained when necessary.

To establish and maintain the Integrated Management System (EYS / IMS), the University provides the necessary:

- Equipment,
- Human resources,
- Health and safety equipment,
- Safe and healthy working environment,
- Occupational Health and Safety consultancy,
- Maintenance and inspection of equipment,
- Emergency preparedness equipment.

The **management of the budgets** of academic and administrative units of the University is carried out in accordance with the **annual budget plans**.

7.1.2. People

All human resources–related processes and activities are carried out by the **Directorate of Human Resources** in accordance with **Law No. 2547 on Higher Education**, **Labor Law No. 4857**, and other relevant legislation.

It is essential that all academic and administrative staff possess adequate **education, training, skills, and experience**, and that they are supported in attaining the required competencies. The qualifications required for personnel performing tasks that affect the quality of the University's services are determined by taking into account relevant legal requirements and are documented within the scope of **job descriptions**.

In order to ensure that personnel meet the defined qualifications, develop their competencies, and enhance their contribution to **BÜYÇ**, necessary **training and other measures** are planned and implemented in a systematic and structured manner. For this purpose, the general principles and practices related to **human resources management** have been defined and are effectively implemented.

Related Documents:

- *Job Descriptions*
- *Annual In-Service Training Plan*

7.1.3. Infrastructure

In order to ensure the conformity of the services provided at **Beykoz University**, the following infrastructure requirements have been identified and provided:

    a. Buildings and working areas
    b. Information technology facilities (software, hardware, tools and equipment, laboratories, classroom equipment, internet access, information systems, etc.)
    c. Support services (catering, healthcare, communication, maintenance and repair, etc.)

Ensuring that the above-mentioned infrastructure remains **continuously operational and functional** is a fundamental principle. For this purpose, priorities and requirements related to ensuring and maintaining the adequacy of infrastructure are defined within the scope of **EYS documentation** (procedures and instructions).

Related Documents:
- *Health, Culture and Sports Procedure (GS.SKS.P.01)*
- *Information Security Procedure (GS.BID.P.03)*
- *Technical Support Procedure (GS.BID.P.02)*
- *Server Management Procedure (GS.BID.P.01)*

7.1.4. Environment for the Operation of Processes

In order to ensure service conformity at **Beykoz University**, necessary measures have been taken in the environments where services are delivered to address **physical, environmental, social, psychological, and other relevant factors** (such as noise, temperature, humidity, lighting, air quality, as well as ensuring a fair, calm, non-discriminatory, non-polarized, stress-reducing working atmosphere and preventing demoralization and burnout).

Methods related to ensuring and maintaining the suitability of the working environment are defined within the scope of **EYS documentation**.

Academic and administrative unit managers are responsible for providing an appropriate working environment in line with the University's **mission and vision**, enabling the effective production and delivery of services. The establishment of working environments and physical conditions defined by units is ensured through unit managers and **Senior Management**.

The general and emergency healthcare needs of all students and employees are met through the **institutional physician and health center services**, as specified in the Health, Culture and Sports Procedures and Instructions. To enhance motivation, voluntary participation of all employees is encouraged in events organized by Senior Management. Students and employees have **equal rights** in the use of all common areas and library facilities. Cafeterias and canteens providing food and beverage services are available in all operational buildings.

Facilities and opportunities provided to internal stakeholders are evaluated annually through **General Satisfaction Surveys**, and improvement actions are planned based on the survey results.

7.1.5. Monitoring and Measurement of Resources

Beykoz University determines and provides the resources required to obtain **valid and reliable results** whenever monitoring and measurement activities are used to verify the conformity of products and services to specified requirements.

Equipment located within academic and administrative units is used primarily for educational purposes. Where necessary, **calibration and/or verification** activities are performed. Calibration results are evaluated by the relevant unit managers.

All software and related **Information Technology assets** (such as PCs, servers, switches, telephones, cameras, etc.) monitored by the **Directorate of Information Technologies (BİD)** are inventoried and tracked through **GLPI**, an open-source software system.

7.1.6. Organizational Knowledge

Organizational knowledge is one of the most critical factors contributing to the development and sustainability of **institutional memory** at Beykoz University. Within the scope of **BÜYÇ**, the University has launched the official website **www.beykoz.edu.tr** to facilitate internal and external stakeholders' access to all types of documents (BÜDA) and information.

Through this website, access to all necessary information and documents prepared in relation to the University is ensured. For the purpose of sharing general information regarding the **Integrated Management System** within the institution, the website **https://beykoz.edu.tr/kalite** is used.

Organizational knowledge may include, but is not limited to, the following examples:

- Strategic Plan
- Unit Activity Reports
- Performance Reports
- YÖKAK Internal and External Evaluation Reports
- Participation in congresses, conferences, training programs, seminars, fairs, etc.
- Benchmarking studies with other universities
- Regulations and relevant legislation

In order to record and sustain organizational knowledge within the institutional memory, efforts are carried out to document information obtained from various sources and stimuli through **Beykoz University Learned Development Areas (ÖGE)** records.

7.2. Competence

At Beykoz University, the appointment and promotion of academic staff are carried out in accordance with the relevant legislation. Within the scope of applicable laws and framework regulations, university-specific directives are issued and updated when necessary. In this context, the **Beykoz University Academic Performance Evaluation and Reappointment Directive** and the **Beykoz University Directive on Appointment and Promotion to Academic Membership** were approved and published by the University Senate in 2020.

At the University, academic staff members' preferences regarding the courses they are qualified to teach based on their fields of expertise are collected, and course assignments are made by the relevant academic units accordingly. Expertise is also taken into consideration in non-teaching assignments. A similar approach is applied for common university-wide courses. In cases where there is no academic staff member within the University possessing the required expertise for a course, instructors with appropriate qualifications may be assigned from other institutions and organizations (higher education institutions, public institutions, private sector, etc.) in accordance with the relevant legislation. The contribution of industry professionals is particularly valued in associate degree programs that require practical application.

Senior Management takes the necessary measures to meet employees' training and competence needs and ensures that staff receive appropriate training through training needs analyses.

The planning of training needs analyses and training programs for university personnel, as well as the evaluation of training effectiveness, are organized by the **Human Resources Directorate**, **Quality Coordination Office**, and **Internal Audit Coordination Office**. Personnel files are created for all employees. Application documents, certificates, and curricula vitae obtained at the time of employment are maintained in these personnel files. In addition,

orientation programs are implemented for newly recruited personnel, and related documentation is retained in their personnel files.

In order to evaluate the scientific and artistic publications and activities conducted by academic staff at national and international levels, the following principles apply:

a) The academic staff member must clearly indicate their affiliation with Beykoz University in the relevant publication or activity.
b) The awards or incentives to be granted for scientific or artistic publications or activities are determined annually by the Board of Trustees.

Each year in April, the Human Resources Directorate collects training requests from all administrative staff, and trainings deemed necessary are included in the annual training plan. In addition, training activities are organized to increase awareness of quality, environment, and occupational health and safety. Upon completion of training programs, training evaluation surveys are sent to academic and administrative staff to assess the effectiveness of the trainings.

Related Documents

- *Administrative Staff Directive (GS.SPD.YN.04)*

- *Annual In-Service Training Plan*

- *Beykoz University Academic Staff Performance Evaluating Guidelines Directive*

7.3. Awareness

Beykoz University organizes in-service training programs to ensure that all employees are aware of the University's policies, relevant objectives, their contribution to the effectiveness of the **Beykoz University Integrated Management System (BÜYÇ)**, and the potential consequences of non-fulfillment of integrated management system requirements. Presentations and records related to the in-service training programs are archived in the quality documentation folder located in the shared area.

Employees are informed via e-mail, while the Quality Coordination Office organizes training sessions and activities aimed at strengthening quality culture and practices. Information regarding quality management system documentation and related activities is also shared through the University's website. Employees' awareness of BÜYÇ elements is ensured not only through training programs but also through direct, face-to-face communication conducted within the scope of planned internal audit activities.

Related Documents:

- *In-Service Training Presentations File*

7.4. Communication

In order for BÜYÇ to achieve its objectives and deliver the intended results, arrangements regarding the use of various communication methods and tools have been defined and documented in the **Beykoz University Communication Plan**, with the aim of ensuring effective coordination among units and processes.

The procedures and principles to be followed to ensure the efficient and effective conduct of all planned and unplanned meetings held across the University (Meeting Matrix) are defined in the **Beykoz University General Principles and Procedures for Meetings**.

Beykoz University employees ensure effective internal communication by making optimal use of the defined communication methods and tools. Written, verbal, or electronic communication channels are used for both internal and external communication.

Through the "**Beykoz University Satisfaction Management System (B'MYS)**" platform available on the University's official website, a system is provided where requests, demands, complaints, and suggestions from all relevant stakeholders are accepted. Requests submitted directly or redirected by the Quality Coordination Office are addressed through draft responses prepared by authorized quality ambassadors within the relevant units and approved by managerial quality ambassadors, ensuring a dual control mechanism. Senior managers of academic and administrative units monitor all communication processes conducted through the B'MYS platform in an observer capacity and assess the system's effectiveness through periodic summary reports.

Communication with external public authorities, private individuals, and organizations is conducted in coordination with the relevant institutional managers, management representatives, and designated personnel, depending on the subject matter.

Effective internal communication is ensured in accordance with the **Regulation on the Procedures and Principles for Official Correspondence**. External communication is carried out through the University's websites and through meetings and events organized with external stakeholders.

For both internal and external communication, the following aspects are clearly defined:

a. The method of communication,
b. The timing of communication
c. The parties to be communicated with
d. The manner in which communication will be conducted
e. The responsible person(s) for communication

Related Documents:

- *Beykoz University Communication Plan (GS.SPD.F.31)*
- *Beykoz University General Principles and Procedures for Meetings (GS.SPD.UE.03)*
- *Meeting Matrix*

7.5. Documented Information

In order to define and document the methods for the preparation, coding, approval, publication, distribution, updating, and/or withdrawal of all documents generated within the scope of the **Beykoz University Integrated Management System (BÜYÇ)**, the **Beykoz University Document Management Directive** has been established.

All documents used within the scope of BÜYÇ are listed in the **Beykoz University Document Tree (BÜDA)**, which is maintained in an Excel-based format. The BÜDA platform can be accessed via the website at **https://buda.beykoz.edu.tr**.

Within the framework of document management, in line with the **Quality and Governance Policy**, the University adopts the principle of *jointly developing system documentation that contributes to stakeholder satisfaction, provides guidance to users, is easy to understand, and whose currency is continuously maintained*.

Related Documents:

- *Beykoz University Document Management Directive (GS.SPD.YN.01)*

8. OPERATION

8.1. Operational Planning and Control

8.1.1. General

In order to deliver education and training services effectively and efficiently, Beykoz University carries out a detailed planning and preparation process in advance. This process includes multiple stages, starting from the identification of instructional facilities, determination of program quotas, preparation of the academic calendar, organization of student enrollment procedures, assignment of courses to academic staff, and preparation of examination schedules.

This planning process is conducted in accordance with the relevant legal regulations and the applicable regulations, directives, and implementation principles of Beykoz University. In addition, the necessary operational plans are established to ensure the execution of environmental and occupational health and safety activities.

The planning and delivery processes of education and training services are continuously reviewed and improved through both internal and external audit mechanisms. *(Beykoz University Education and Training Core Process Card)*

Related Documents:

- *Beykoz University Education and Training Core Process Card*
- *Beykoz University Directive on the Design, Review, and Update of Education and Training Programs*

8.1.2. Specific Operational Planning and Control of Education and Training Products and Services

All education and training programs at Beykoz University are structured in accordance with the **ECTS Users' Guide (2015)** prepared within the framework of the **Bologna Process of the European Commission**.

Internal Integrated Management System activities related to the implementation, review, and continuous improvement of education and training programs are carried out in line with this guide, as well as the **Beykoz University Directive on the Design, Review, and Updating of Education and Training Programs**.

The defined processes and related information are shared with stakeholders through the **Beykoz University ECTS Information Package / Course Catalogue**.

Related Documents:

- *Beykoz University ECTS Information Package:* https://akts.beykoz.edu.tr/
- *Beykoz University Associate Degree and Undergraduate Degree Education and Exam Regulations*
- *Beykoz University Directive on the Design, Review, and Update of Education and Training Programs*

8.2. Requirements for Education and Training Products and Services

8.2.1. Determination of Requirements for Education and Training Products and Services

The requirements related to the education and training services of Beykoz University are determined and implemented by taking into account the internal and external issues defined in Article 4 of this Handbook.

The characteristics of education and training programs, admission requirements, and student selection and placement procedures are determined and implemented by the Council of Higher

Education (YÖK) and the Student Selection and Placement Center (ÖSYM) in accordance with the relevant legislation.

Activities related to student registration procedures are carried out within the framework of applicable legislation and are defined in the BÜYÇ documentation.

8.2.2. Communication of Requirements for Education and Training Products and Services

All information related to the activities of Beykoz University is communicated to relevant parties through the University's official website and social media channels. In addition, necessary information is disseminated through posters, brochures, and advertisements.

Student requests, complaints, and suggestions are received via call centers, social media platforms, the University website, and the **Beykoz University Satisfaction Management System (B'MYS)**, and are forwarded to the relevant units to ensure that appropriate actions are taken.

8.2.3. Changes to Requirements for Education and Training Products and Services

The requirements determined by the Council of Higher Education (YÖK) are defined as service conditions in the ÖSYM Preference Guide, and the provisions set out in this guide are taken into consideration by the University prior to each preference period.

Beykoz University possesses the necessary resources to fulfill all defined requirements related to the services it provides. Compliance with these requirements can be transparently monitored through internal and external audit reports.

Before services are delivered, compliance of all requirements with the relevant laws and regulations is verified. In cases where deviations from the defined criteria are identified, corrective actions are taken to eliminate such deviations.

8.3. Design and Development of Education and Training Products and Services

8.3.1. General

At Beykoz University, the opening of new programs and courses, making changes to existing ones, and determining program learning outcomes are not carried out solely under the authority

of the University. These activities are conducted in accordance with the legislation determined by the Council of Higher Education (YÖK) and the rules of the Bologna Process.

Therefore, during the determination and implementation of design and development processes, actions are taken in compliance with the relevant legislative provisions. Practices related to the opening of new programs and courses and making changes to existing ones are defined within the relevant workflow processes and are considered as part of process and service design and development activities.

Related Documents:

- *Directive on the Design, Review, and Updating of Education and Training Programs of Beykoz University*

8.3.2. Design and Development Planning

At Beykoz University, the stages and controls of design and development activities are carried out in accordance with the relevant documents defined below.

Related Documnets:

- *Education and Training Core Process Card (R.TSK.01)*
- *R&D and Innovation Core Process Card (R.TSK.02)*
- *Social Contribution Core Process Card (R.TSK.03)*

8.3.3. Design and Development Inputs

In the design of academic programs, the opinions of all stakeholders are taken into consideration as much as possible. The views of internal and external stakeholders, including sector representatives, are obtained through the University and Unit Advisory Boards in accordance with the *Directive on Advisory Boards of Beykoz University* and are reflected in program design processes.

In addition, course evaluation surveys conducted with students are used to assess the effectiveness of courses included in the curriculum and the achievement of learning outcomes. External stakeholders also include industry professionals with whom the University maintains close cooperation and from whom instructional support is received. The opinions of these industry professionals are periodically consulted within the scope of the courses they deliver at the University.

8.3.4. Design and Development Controls

8.3.4.1.Design and Development Controls for Education and Training Services

For programs planned to be opened, necessary preparations are carried out within the framework of the criteria defined by the Council of Higher Education (YÖK) through the Academic Unit Tree Management System (ABAYS). In line with the relevant directives, the program definition, educational objectives, and program learning outcomes are determined.

Program learning outcomes define the knowledge, skills, and competencies envisaged for the program in alignment with the Turkish Qualifications Framework (TQF/TYÇ) and the Higher Education Qualifications Framework of Turkey (TYYÇ). During program design, the University's strategic plan; its professional education approach; the five core educational approaches adopted by the University—namely *original education and training model*, *personalized education and support*, *experiential learning*, *advanced technology use*, and *internationalization*—as well as the University's institutional learning outcomes, which are considered to be a pioneering practice in Türkiye, together with the corresponding associate, undergraduate, and graduate level learning outcomes, are evaluated collectively.

8.3.4.2.Curriculum Design and Development Controls

At Beykoz University, the alignment between all courses offered (face-to-face, online, and blended) and their course learning outcomes with the relevant program learning outcomes is defined by the responsible academic staff and published in the University's ECTS Information Package / Course Catalogue.

The association of course learning outcomes with program learning outcomes and the level of contribution to the achievement of program outcomes have been determined for each program. The mode of delivery of courses, prerequisites or co-requisites, and the contribution level of each course to each program learning outcome are rated by the faculty member responsible for the course.

Within this scope, the analyses conducted are presented through the *Program Learning Outcomes–Course Matrix* and the *Course–Program Learning Outcomes Relationship Matrix*, and are transparently shared with all stakeholders via the ECTS Information Package.

8.3.4.3.Summary Evaluation of Design and Development Controls

At Beykoz University, the design and approval of academic programs are carried out in compliance with the Higher Education Qualifications Framework of Turkey (TYYÇ). In the design of programs, the opinions of internal and external stakeholders are taken into consideration.

Within this scope, the views of University and Unit Advisory Board members, students when deemed appropriate, and all academic staff are incorporated into program design processes. External stakeholders also include industry professionals with whom the University maintains close cooperation and from whom instructional support is received.

In addition, an analysis of the planned program is conducted by examining its status and applicability both nationally and internationally.

8.3.5. Design and Development Outputs

Program Learning Outcomes (PLOs) are prepared in a generic manner to define the knowledge, skills, and competencies that students are expected to possess upon successful completion and graduation from the program.

Each generic learning outcome is enriched with sub-learning outcomes (APLOs), and courses are determined based on these sub-outcomes. Within this process, course curricula are structured to ensure the achievement of program learning outcomes; course learning outcomes are aligned with program learning outcomes; and courses are assigned credits by taking into account learning–teaching and measurement–evaluation activities and their associated student workload.

During program design, the *Competency Development Program* and *On-the-Job Training / Workplace Practice Courses* are integrated into the program curriculum. The University's ECTS Information Package, which is known to serve as a model for many universities, is published on the University website and announced to all stakeholders and the public.

8.3.6. Design and Development Changes

At Beykoz University, courses are classified into the following categories: **Foundation Field**, **Professional Field**, **Specialization**, **Competency Development**, and **On-the-Job Training / Workplace Practice**.

Among these categories, **Competency Development Courses**, **General Education Courses**, and **On-the-Job Training and Internship Courses** may be considered distinctive practices specific to Beykoz University. In accordance with the University's **Practice-Oriented Professional Education Approach**, the average distribution of courses in curricula is as follows: Foundation Field Courses constitute approximately **25%**, Professional Field and Specialization Courses **46%**, Competency Development Courses **17%**, and On-the-Job Training (Internship) Courses **12%** of the total curriculum.

Foundation Field and Professional Field courses aim to provide students with fundamental and professional knowledge and skills in their respective disciplines and to support specialization.

Competency Development and General Education courses are structured independently of individual programs. Competency Development courses address **14 institution-wide competencies** determined by the University, while General Education courses consist of common elective courses offered at the University level that contribute to students' professional and social development in line with their interests.

In line with the professional education approach adopted by the University, the **On-the-Job Training (Internship) practice**, which enables students to relate theoretical knowledge to real-life applications, gain hands-on experience, and engage directly with professional environments during their education, is a **mandatory component of the curricula of all programs**.

The **7+1 model** for undergraduate programs (seven semesters at the University and one semester in the workplace) and the **3+1 model** for associate degree programs (three semesters at the University and one semester in the workplace) are implemented in accordance with the principles of the **Beykoz University Applied Education Directive**. In the curricula of the Faculty of Engineering and Architecture, on-the-job training is offered for two semesters, while in Psychology programs it is implemented either as **70 working days** or **20 working days combined with elective course options**.

These processes are effectively monitored through cooperation between the relevant Academic Units and the **Career Center Directorate**. Elective courses, excluding University-wide common Competency and General Education courses, are grouped as **departmental electives**, **faculty electives**, and **interfaculty electives**.

The principles, rules, and methods governing course distribution within programs are clearly defined. Specific ratios for course categories are established across all programs. In the allocation of courses, the expertise and workload of academic staff are taken into consideration. The number of courses and weekly course hours are arranged in a manner that allows students sufficient time for extracurricular and non-academic activities.

Within this framework, the relevance and functionality of course information packages are continuously monitored, and improvements are implemented when necessary.

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

8.4.1. General

8.4.2. Type and Extent of Control

8.4.3. Information for External Providers

In order to define the methods for the selection and performance evaluation of suppliers that affect product and service quality, and to minimize supplier-related risks, the **Beykoz University Supplier Evaluation Procedure** has been established for the units affiliated with the Rectorate of Beykoz University.

Within this framework, external suppliers providing processes, products, and services that have an impact on the quality of educational, administrative, and support services are evaluated based on defined criteria. The type and extent of control applied to external providers are determined according to the level of risk, the criticality of the supplied service, and its potential impact on service quality.

Within the scope of **Part-Time Lecturer (DSÜ) status**, academic staff include faculty members from other universities assigned under **Article 40/a or 40/d** of the relevant legislation, as well as individuals who have specialized in their fields through long-term professional experience and hold at least a **bachelor's degree**.

When appointing academic staff under DSÜ status, the **courses to be assigned** and the **field of expertise** of the instructor are considered as the primary criteria.

Related Documents:

- *Beykoz University Supplier Evaluation Procedure (GS.MID.P.03)*
- *Detailed Process Flow for the Recruitment of DSÜ Academic Staff*

8.5. Provision of Educational Products and Services

8.5.1. Control of the Provision of Educational Products and Services

8.5.1.1. General

Beykoz University ensures that educational products and services are delivered under controlled conditions in order to meet defined requirements and ensure service conformity. Controlled conditions include the availability of documented information, qualified academic and administrative staff, suitable infrastructure, and monitoring and evaluation mechanisms throughout the delivery process.

8.5.1.2. Admission and Enrollment of Learners

At Beykoz University, admission of students at the **associate degree and undergraduate levels** is carried out through the enrollment of students placed as a result of **ÖSYM examinations**. In addition, students may be admitted through **horizontal and vertical transfer** procedures.

The admission of **international students** is conducted in accordance with the *Directive on Application, Admission, and Enrollment of International Students to Beykoz University Associate and Undergraduate Programs*.

At the **graduate level**, the admission of national and international students is carried out in accordance with the relevant regulations and directives and within the principles approved by the Senate.

8.5.1.2.1. Pre-Admission Information

All detailed information regarding student admission processes is published on the University's official website. In addition, students are provided with direct access to information through the **B'MYS Platform** and various messaging applications.

8.5.1.2.2. Admission and Enrollment Conditions

Initial enrollment procedures for students placed at Beykoz University by **ÖSYM** are carried out by the **Directorate of Student Affairs** on the dates announced by the University in accordance with the timetable determined by ÖSYM.

Final enrollment is completed upon submission of the documents required by ÖSYM and, where applicable, additional documents requested by the University, either in original form or as University-approved copies.

The enrollment of students who are found not to meet the required conditions, who subsequently lose these conditions, or who are determined to have enrolled based on false or misleading declarations or documents shall be **cancelled**, even if the enrollment has already been completed.

All requirements related to student admission and enrollment are conducted in full compliance with the relevant legislation and are subject to **annual audits by the Council of Higher Education (YÖK)**.

Related Documents:

- *Beykoz University Associate Degree and Undergraduate Degree Education and Exam Regulation*

8.5.1.3. Provision of Educational Products and Services

At Beykoz University, responsibility for educational and instructional processes is assigned at multiple organizational levels. At the **Rectorate level**, a **Vice Rector** is responsible for overseeing education and training processes. At the **academic unit level**, responsibility is shared by the **Dean/Director** of the relevant unit and a **Vice Dean/Vice Director**. At the **department/program/discipline level**, the **Heads of Departments, Programs, and Academic Divisions** are responsible for the effective implementation of educational activities.

In the management of education and training processes, the participation of **internal and external stakeholders** is considered essential. In this context, the opinions of internal stakeholders—including members of the **Quality Commission**, **Quality Focus Groups**, **Academic Unit Quality Commissions**, and **student representatives**—as well as external stakeholders such as **representatives of the business sector** and **alumni**, are systematically collected through **Advisory Boards** established at both the university and academic unit levels. Through this approach, the aforementioned stakeholders are actively involved in the management of education and training-related processes.

The **Education and Training Core Process** is defined in terms of its detailed subprocesses within the framework of the **Plan–Do–Check–Act (PDCA)** approach, and the responsible owners of these subprocesses have been clearly identified. In order to monitor the success of the education and training process, **Key Performance Indicators (KPIs)** have been determined based on recommendations of the **Social Security Institution (SGK)** and the consensus of the **Quality Commission**. Information sources, responsibilities, and targets related to the measurement and evaluation of these indicators are documented within the relevant **process cards**.

The **Vice Rector responsible for Education and Training** is defined as the **process owner**, while **Academic Unit Administrators**, **Academic Staff**, the **Directorate of Student Affairs**, **Faculty/Institute/Vocational School Secretaries**, the **Directorate of Education and Training Planning**, and the **Directorate of Distance Education (UZEM)** are defined as **process implementers**.

In addition, in order to ensure the more effective execution of administrative and support services related to education and training processes, the organizational structure of the University includes a **Deputy Secretary General** at the General Secretariat level and a **Vice Dean/Vice Director** at the academic unit level.

At the level of educational programs, the **Academic Calendar** is determined annually by the Rectorate and published on the University's official website. The academic calendar also includes schedules related to **assessment and evaluation processes**.
https://www.beykoz.edu.tr/content/1432-academic-calendar

Related Documents:

- *Management Structure Based on the Strategic Plan*

- *Organizational Chart of the Quality Commission and Working Groups*

8.5.1.4.Summary Evaluation

The assessment and evaluation methods implemented at Beykoz University are designed in a manner that ensures the achievement of the intended **course learning outcomes**. In addition to proctored examinations, student achievement is evaluated through a variety of **alternative and differentiated assessment methods**, including assignments, projects, research activities, presentations, quizzes, online activities, and discussion-based activities, taking into account students' individual characteristics and learning levels.

A total of **twelve (12) assessment and evaluation methods** have been defined within the University. For the determination of a course's final grade, **at least four (4) assessment activities** are conducted. During the semester, **three (3) assessment activities**, including at least one midterm examination, are carried out, and **one (1) final examination** is administered at the end of the semester.

At the beginning of each academic term, the course instructors determine the **percentage weights and grading scales** of examinations and other assessment components through the University's **Student Information System (OİS)**. Students are able to monitor their academic performance transparently through the system.

8.5.1.5. Recognition of Assessed Learning

The principles and procedures regarding the **recognition and credit transfer of prior learning** at Beykoz University are defined in the relevant regulations and directives. Within the scope of recognition of prior learning, courses previously completed at other higher education institutions may be evaluated for course exemption upon student application.

In addition, courses completed during secondary education by students who have graduated from institutions implementing the **International Baccalaureate (IB) Diploma** Programme and who are admitted to the University may be recognized. Certificates obtained from institutions such as **KOSGEB** (e.g., entrepreneurship certificates) may also be considered for recognition.

For the acceptance of such certificates, students are required to successfully pass an **assessment examination designed to measure the relevant course learning outcomes.**

8.5.1.6. Additional Requirements for Special Education and Training

At Beykoz University, under the leadership of a **Vice Rector**, the **Disabled Students Coordination Unit**, the **Disabled Students Advisory Board**, and the **Disabled Students Executive Board** have been established. These boards convene **at least once in each academic semester** to carry out their activities.

In order to facilitate the daily lives of students with disabilities and to support their educational processes, the University has implemented the necessary **physical and spatial arrangements** to ensure accessibility and inclusiveness.

Related Documents:

- *Beykoz University Directive on the Office For Disabled Student Counselling and Coordination*

8.5.2. Identification and Traceability

The **Alumni Relations Unit**, established within the **Career Center Directorate**, is responsible for managing the processes of collecting and updating graduate information within the scope of the University's **Alumni Information System**, as well as conducting activities aimed at supporting the employability of graduates.

Through a dedicated module developed within the **Student Information System**, the current status of graduates can be monitored. Upon graduation, students are registered in this system, and information such as those who are employed, seeking employment, or have changed their previous jobs is systematically tracked by the Alumni Relations Unit. Accordingly, graduates' records are regularly updated.

In addition, the system functions as an effective **communication platform** with alumni, enabling the sharing of relevant announcements, events, and job opportunities.

Another important communication channel with alumni is the **Alumni Association**. Joint activities are organized in collaboration with the Association during **Career Week**, and graduates are invited to various events held at the University. Furthermore, alumni are represented on the **University and Academic Unit Advisory Boards**, and their opinions are taken into consideration in institutional decision-making processes.

The University also conducts a **Graduate Satisfaction Survey on a biennial basis**. Feedback obtained from this survey is systematically evaluated and utilized in **program review, updating, and continuous improvement activities**.

Related Documents:

- *Alumni Information System Access Information*
- *Graduate Satisfaction Survey*

8.5.3. <u>Property Belonging to Interested Parties</u>

At Beykoz University, diploma issuance and certification processes are carried out in accordance with defined procedures and are systematically monitored. Graduation requirements and graduation decision-making processes are clearly, comprehensively, and consistently defined and publicly disclosed.

The existence of **double major and minor programs** across all associate and undergraduate programs (undergraduate–undergraduate, undergraduate–associate, associate–associate), as well as the opportunity for students to obtain a diploma or a minor certificate in disciplines other than their registered programs, was identified as a **strength** in the **2023 Monitoring Team Report**.

Within the scope of the tuition fees paid during the normal period of study, students are enabled to obtain diplomas or minor certificates in both fields without additional cost. As of the **2022–2023 academic year**, students are provided, free of charge, with a **Diploma**, **Diploma Supplement**, and a **Competency Development Program Certificate**, which indicates their level of achievement in the competency courses completed during their studies. These certificates are issued in both **Turkish and English**.

In addition, students are encouraged and supported to obtain **certificate qualifications** within the University in fields related to their registered academic programs.

GS.SPD.EK.01

Related Documents:

- [*Beykoz University Regulation on Double Major and Minor Programs*](#)

- *Competency Development Program Certificate*

8.5.4. Preservation

Within the scope of its Information Security Policies, the University protects and controls its data, servers, and all other devices through the use of firewalls and integrated security systems, in order to prevent any security vulnerabilities and to ensure the confidentiality, integrity, and availability of information.

8.5.5. Protection and Transparency of Learner Data

At Beykoz University, the **Information Security Policy** (https://www.beykoz.edu.tr/icerik/4570-information-security-policy) covers information assets related to university activities, as well as the information security and business processes implemented to protect these assets.

Practices aimed at ensuring information security are systematically monitored in coordination with the **Information and Communication Technologies Authority (BTK)** and the **Computer Security Incident Response Team (SOME)**. Monitoring results are jointly evaluated, and necessary preventive and corrective measures are taken accordingly.

Within the scope of information security activities, the University conducts **annual audits** in accordance with the **Information and Communication Security Guide**, in compliance with the **Presidential Circular No. 2019/12 on Information and Communication Security Measures**.

8.5.6. Control of Changes in Education and Training Products and Services

At Beykoz University, the **monitoring and updating of academic programs** are evaluated every **spring semester** by the relevant unit boards, with the participation of **Unit Advisory Board members** and **student representatives**. In preparation for the following academic year, the proposed updates are submitted to the **University Senate no later than June**.

In these update processes, **internal and external stakeholder feedback** is considered essential. In addition, changing conditions such as **technological developments** and **global trends** are taken into account, and a **student-centered approach** is adopted.

Similarly, the monitoring of whether **program learning outcomes** are achieved is carried out by considering:

- The results of regularly conducted **Course and Workload Evaluation Surveys**,

- Recommendations of the relevant **academic boards** and **advisory boards**,
- Results of the **Employer Satisfaction Survey** and **Graduate Satisfaction Survey**, and
- The **assessment and evaluation results** of courses included in the program curriculum.

Related Documents:

- *Regulation on Double Major and Minor Programs*
- *Beykoz University Directive on The Design, Review and Update of Education and Training Programs*

8.6. Initial Provision of Education and Training Products and Services

In the design of academic programs at Beykoz University, in addition to whether the program is delivered through **face-to-face or distance education**, the **strategic objectives defined in the University's Strategic Plan** are also taken into consideration.

In face-to-face programs, some theoretical courses (up to **30%**) may be designed and delivered **online**, within the upper limits permitted by the **Council of Higher Education (CoHE) Distance Education Regulation**. In determining these courses, the **learning outcomes of the course** are taken into account, and courses that are suitable for online delivery are preferred.

In addition, certain courses may be designed using a **blended learning approach**, whereby some course hours are delivered online and others are conducted face-to-face. Within this approach, course hours are planned in a manner that ensures the **intended learning outcomes** are achieved, by allocating appropriate portions of instruction to online and in-person delivery.

In the design of programs, Beykoz University takes into account five fundamental education and training approaches specific to the institution:

- **Original education and training model**,
- **Personalized education and support**,
- **Experiential learning**,
- **Advanced technology utilization**, and
- **Internationalization**.

In line with these approaches, the University has defined **institutional learning outcomes**. Correspondingly, learning outcomes at the **associate, undergraduate, and graduate levels** have also been determined and shared with stakeholders through the **institutional website**.

The design of all newly established programs and the updating of existing programs are carried out in accordance with the **"Education and Training Approach"** developed specifically for Beykoz University.

Within this process:

- Course curricula are developed to ensure alignment with **program learning outcomes**,
- **Course learning outcomes** are mapped to **program learning outcomes**, and

- Courses are assigned credits by considering the **workload of teaching-learning and assessment activities**, in line with the **ECTS framework**.

At Beykoz University, courses are classified under the following categories:

- **Basic Field Courses**,
- **Professional Field Specialization Courses**,
- **Competency Courses**, and
- **Professional Practice in the Workplace Courses**.

Associate, undergraduate, and graduate programs are designed using a **common institutional approach**, and the **ECTS credit weightings** of courses within each category are defined according to established standards.

Related Documents:

- *Beykoz University Distance Education Implementation Directive*
- *Beykoz University ECTS Information Package/Course Catalogue*
- *Curriculum Design Suitable for Professional Education and Training at Beykoz University*
- *Relationship between Course Learning Outcomes and Program Learning Outcomes*

8.7.Control of Nonconforming Education and Training Outputs

At Beykoz University, nonconformities that may arise in the services provided, as well as in the products and infrastructure used in the delivery of these services, and the activities aimed at eliminating such nonconformities are defined and implemented in accordance with the relevant **Beykoz University Quality System (BUQS) documentation**.

Nonconformities related to education and training services that occur during service delivery or at final control stages are addressed through **corrective actions**, based on the **cause and nature of the nonconformity**, with the aim of identifying appropriate solutions and/or ensuring that nonconforming services are kept under control.

The **effectiveness and verification** of corrective actions are systematically monitored, and the outcomes are evaluated by the **Quality Commission** and during **Management Review Meetings**.

Responsibility for the control of nonconforming services lies with **all academic, administrative, and support unit managers**, as well as **senior management**. In order to maintain control and implement appropriate solutions at every stage, corrective actions are carried out within the relevant units for:

- Nonconforming services that directly affect the **quality of education and training**, and
- Nonconformities occurring at input and process stages that indirectly affect service quality.

These practices and responsibilities are comprehensively defined under the **Nonconformity Management, Corrective and Preventive Actions Procedure**.

Related Documents:

- *Corrective and Preventive Actions Procedure (GS.SPD.P.03)*
- *Beykoz University Quality Commission Meeting Minutes*
- *Academic Unit Quality Board Meeting Minutes*
- *Beykoz University Associate Degree and Undergrasuate Degree Education and Exam Regulations*
- *Beykoz University Directive on The Design, Review and Update of Education and Training Programs*
- *Beykoz University Academic Advising Regulation*

9. PERFORMANCE EVALUATION

9.1. Monitoring, Measurement, Analysis and Evaluation

9.1.1. General

Beykoz University has defined the necessary methods and prepared relevant documentation in order to monitor, measure, analyze, and evaluate the conformity of the services it provides and the effectiveness of the **BÜYÇ.**

The principles regarding the establishment, duties, operating procedures, and activities to be carried out within the scope of supporting senior management by the **Continuous Improvement Committee (CIC)**—which was established to enhance and continuously improve management and education quality at Beykoz University—are defined in the **Sustainable Development Committee (SGK)Terms of Reference**.

All academic and administrative unit managers are responsible for the performance and effective implementation of the BUIMF. The performance of the system is evaluated and reviewed in various platforms such as **unit quality working groups**, **academic and administrative coordination meetings**, **Quality Commission meetings**, and **Management Review Meetings**. In the event that any nonconformity is identified, the necessary actions are initiated in accordance with the **Corrective and Preventive Actions Procedure**, and the results are documented and retained.

Performance evaluation activities are carried out at every level of the process hierarchy defined in the **University Process Management Procedure**.

In the **BÜYÇ–PDCA (PÜKO) Relationship Document**, all managerial activities conducted across the University are expressed within the framework of the **Plan–Do–Check–Act (PDCA)** approach, and the types of evidence/outputs obtained as a result of these activities are specified.

Related Documents:

- *Beykoz University Continuous Improvement Committee Terms of Reference (GS.SPD.UE.05)*
- *Corrective and Preventive Actions Procedure (GS.SPD.P.03)*
- *Process Management Procedure (GS.SPD.P.10)*
- *BÜYÇ–PÜKO Relationship Document*

9.1.2. Satisfaction of Learners, Other Beneficiaries and Staff

Beykoz University monitors the satisfaction of learners, other beneficiaries, and staff, as well as their perceptions regarding the extent to which their needs and expectations are met, through various methods and tools. The methods for obtaining, monitoring, and reviewing stakeholder perceptions are defined in the Beykoz University Stakeholder Identification and Feedback Guide and the Stakeholder Satisfaction Survey Implementation Principles.

In addition, through the Beykoz University 7/24 Communication Platform, stakeholders are enabled to submit their requests, suggestions, and complaints related to the fulfillment of their expectations to the relevant units and individuals at any time. It is a fundamental principle that applications submitted via the Beykoz University 7/24 Communication Platform are forwarded to the authorized academic and administrative unit representatives and that feedback is provided as promptly as possible.

Related Documents:

- *Beykoz University Stakeholder Identification and Feedback Guide (GS.SPD.RE.04)*
- *Stakeholder Satisfaction Survey Implementation Principles (GS.SPD.UE.06)*

9.1.3. Analysis and Evaluation

At Beykoz University, stakeholder satisfaction analyses—including the evaluation of satisfaction surveys, the review and reporting of requests, suggestions, and complaints, and the performance trends of academic and administrative units—are assessed through a shared decision-making approach within **Unit Quality Commissions**, the **SGK**, and the **University Quality Commission**.

Based on these evaluations, necessary **corrective and preventive actions** are jointly determined and appropriate actions are implemented accordingly.

9.2. Internal Audit

Beykoz University conducts internal audits at planned intervals within the scope of the **Internal Audit Directive** in order to determine whether the **BÜYÇ.**

a. Conforms to the relevant standards, legislation, and the requirements of the established BÜYÇ,
b. Is effectively implemented and maintained on a continual basis.

The planning and execution of the audit program, the reporting of audit results, and the retention of audit records are carried out by the **Internal Audit Coordination Office**.

Within the scope of the internal audit program, an **Annual Internal Audit Plan** is prepared and submitted for approval. Subsequently, an **Internal Audit Scope** is defined for the audits to be conducted on a unit-by-unit basis. In the final stage, an **Internal Audit Working Program** is prepared for each audited unit, and consensus meetings are held accordingly.

In order to enhance the reliability and value of internal audits, to conduct audit activities proactively, and to evaluate the University's governance, risk management, and control processes through a systematic, disciplined, and risk-based approach—while contributing to their improvement—**Internal Audit Scopes** are established in three main areas in line with the annual internal audit plan:

- **Governance and Risk Management Processes**,
- **Operational Monitoring and Control**,
- **Evaluations within the Scope of the Council of Higher Education (YÖK) Regular General Audits**, where applicable to the relevant unit.

Related Documents:

- *Beykoz University Internal Audit Directive (GS.SPD.YN.02)*

9.3. Management Review

9.3.1. General

The senior management of Beykoz University conducts **Management Review Meetings** through the **Management Review Procedure** in order to ensure the continued **suitability, adequacy, effectiveness**, and **alignment of the BÜYÇ** with the University's strategic direction.

Related Documents:

Management Review Procedure (GS.SPD.P.04)

9.3.2. Management Review Inputs

Management Review Meetings at Beykoz University are planned and conducted by taking the following inputs into consideration:

a. The status of decisions and actions taken in previous meetings,
b. Changes in internal and external issues related to the integrated management system,

c. Information on the performance and effectiveness of the integrated management system, including trends related to the following:

- Stakeholder feedback,
- Degree of achievement of quality objectives,
- Conformity to defined processes,
- Nonconformities and corrective actions,
- Performance monitoring and measurement results,
- Internal audit results,
- Performance of external providers,
- Survey analysis reports,
- Adequacy of resources,
- Process-based identified risks and opportunities.

9.3.3. Management Review Outputs

The outputs of management reviews by senior management include decisions and actions related to improvement opportunities, any need for changes, and resource requirements, with the aim of ensuring the effectiveness and continuity of the Quality Management System and maintaining stakeholder satisfaction at the highest level.

Management review outputs are documented and retained as evidence in the form of meeting minutes.

Related Documents:

Management Review Meeting Report

10. IMPROVEMENT

10.1. General

At Beykoz University, opportunities for improvement are systematically identified, student needs and expectations are addressed, and necessary actions are implemented in order to sustain and enhance student satisfaction.

In order to support the more **efficient, effective, and systematic planning, implementation, monitoring, and improvement** of all academic and administrative processes across the University, and to submit improvement recommendations to the University Quality Commission, the **Continuous Improvement Committee** has been established in accordance with the **SGK Working Principles**.

Furthermore, in order to meet the expectations of all relevant stakeholders and to increase overall satisfaction, Beykoz University has established the **Risk Management Directive**, which includes the **Beykoz University Risk Assessment Model (BURDEM)**. Through this framework, opportunities and risks arising within the entire institutional ecosystem are monitored, and necessary actions are taken in a timely manner.

Related Documents:

- *Beykoz University Continuous Improvement Committee Working Principles (GS.SPD.UE.05)*
- *Beykoz University Risk Management Directive (GS.SPD.YN.05)*

10.2.   Nonconformity and Corrective Action

Within the scope of the **Beykoz University Corrective and Preventive Action Procedure**, Beykoz University establishes and implements the necessary conditions in order to eliminate the causes of nonconformities and prevent their recurrence, including:

    a. Reviewing nonconformities,
    b. Determining the causes of nonconformities,
    c. Evaluating the need for action to ensure that nonconformities do not recur,
    d. Determining and implementing the necessary corrective actions,
    e. Maintaining records of the results of the actions taken,
    f. Reviewing the effectiveness of the corrective actions initiated.

Related Documents:

- *Corrective and Preventive Action Procedure (GS.SPD.P.03)*

10.3.   Continual Improvement

At Beykoz University, it is essential to continually improve the Integrated Quality Management System, referred to as BÜYÇ, in order to enhance stakeholder satisfaction.

Beykoz University continuously improves the effectiveness of the BÜYÇ System by utilizing governance policies, strategic plan data, audit results, corrective and preventive actions, system performance reports, and management review records..