HACETTEPE UNIVERSITY

INTEGRATED QUALITY ASSURANCE SYSTEM GUIDELINE

HACETTEPE ÜNİVERSİTESİ
INTEGRATED QUALITY ASSURANCE SYSTEM GUIDELINE

Ankara, 2022

To the Leading Edge...

Towards Being the Best...

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PRESENTATION

Adaptation of private sector management philosophy to the public sector can be traced back to the 1990's. Since then, in Türkiye and other countries, we observe some management techniques such as strategic planning, holistic quality management, performance budgeting and management, being adapted to the public sector. Undoubtfully, efficiency in activity and service providing is placed at the centre of this perspective. The focal point of "new public management", namely the mentality based on increasing the accountability of the institution and the satisfaction of service takers, is no doubt comprised of service takers. Considering this, the provided service being in-line with the service takers' needs and expectations, in other words, the service being up to the mark is of crucial essence.

As a result, we are witnessing a time where creating a process ensuring quality assurance at higher education level is being attempted by many countries including Türkiye. With the establishment of Turkish Higher Education Quality Council (THEQC), aiming to advance higher education quality endeavours, in the year 2017, the aforementioned efforts have gained a new dimension and importance.

Hacettepe University has a long history with quality culture. Quality efforts begun during the 90's within the body of hospitals on the purpose of ensuring the quality of the provided service. During the start of the 2000's the effects of the aforementioned endeavours echoed on institutional organisation and Hacettepe University was the pilot institution for the strategic planning efforts during the same years. In 2007, Hacettepe University was the first public university to be externally evaluated by the European University Association (EUA) and its hospitals were accredited by Joint Commission International (JCI). Our university hospitals are still the only public hospital to have such accreditation. Hacettepe University Türkiye Doping Control Centre was accredited by World Anti-Doping Agency (WADA) and is one of the 29 in the world. As of 2022, 43.5% of the undergraduate programmes of Hacettepe University has achieved either national or international accreditation. Also, every doctorate programme of Institute of Medical Sciences has the Orpheus Label.

Hacettepe University has proven its place as one of the pioneers in quality assurance and is in continuous search for improvement, this is due to our deep-rooted founding philosophy. Our motto of " To the leading edge… Towards being the best" creates the foundation of our service mentality and the resulting success.

We strive to make our quality mentality that we have held even more dearly since 2020 and moulded it into a holistic, systematic, transparent and inclusivist state, heave in sight.

I wholeheartedly believe that this guideline will ease realizing our on-going "Integrated Quality Assurance System" efforts, encourage more of our partners to participate and help create a common language. Herewith, I would like to thank everyone that has contributed towards this guideline, especially advisor to the rector Prof. Dr. Sibel Aksu YILDIRIM, quality commission coordinator Prof. Maviş Emel KULAK KAYIKCI, assistants to coordinator Prof. Dr. Özlem ÜLGER and Asst. Prof. Volkan SÖNMEZ, and last but not least, our university's Quality Comission members, Quality Management Office members, personnel and everyone that has contributed towards out quality journey.

Prof. Dr. Mehmet Cahit GÜRAN
Rector

1. FOREWORD

This guideline has been created in order to enlighten every partner about The Quality Assurance System developed by Hacettepe University, and also, about the method and tools used in the process.

Higher education institutions must have the management skills to respond to the ever changing partner expectations and needs. With this view, the quality assurance system created in that instruction must include the defined processes for establishing mutual trust between all partners and the institution, and also the holistic approaches observing every process and thus securing viable outcome. Quality assurance on its own is not enough for perfection. The adoption of the system by every partner and its extensive application is paramount.

With this view, this guideline, including main topics of

1. Mission, vision and quality policies
2. Quality assurance system and its sustainability
3. Proliferation and adoption of quality culture

is created with the intention of informing every partner about The Quality Assurance System developed by Hacettepe University, and also, about the method and tools used in the process.

2. ABOUT THIS GUIDELINE

2.1. Aim

Hacettepe University Quality Assurance System Guideline explains the application spanning the Quality Assurance System's structrure and its execution based on twin aims that are placed centrally in the quality processes and activities of The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

In order to rapidly adapt to the transformation required by the global world, national and international legislation on quality in higher education recommends that higher education institutions prepare quality assurance roadmaps and develop strategies, policies and processes to implement the Planning, Implementation, Check and Act (PDCA) cycle, with stakeholder ownership to support a common understanding of quality assurance in learning and teaching across borders and among all stakeholders.

Hacettepe University has adopted the Integrated Quality Management Model to carry out the quality assurance system. Integrated Quality Management Model aims to be carried out and guaranteed by strategies, policies, processes developed in accordance with the Hacettepe University 2023-2027 Strategic Plan and shared with the public.

2.2. Scope

In the preparation of the Quality Assurance System Guide based on the Integrated Quality Assurance System, the Turkish Higher Education Quality Council (THEQC), national legislation and international standards, institutional policies and institutional strategic plan were taken as basis.

Hacettepe University Integrated Quality Assurance System covers the processes of disseminating and internalising the quality culture and ensuring continuous improvement and sustainability by combining internal and external quality assurance mechanisms and covering the processes of "Leadership, Quality, Management", "Learning and Teaching", "Research and Development", "Service to Society" and "Internationalisation".

2.3. Basis

Hacettepe University Quality Assurance System Guideline is based on;

- Turkish Higher Education Quality Council (THEQC)

- European University Association (EUA)

- European Association for Quality Assurance in Higher Education (ENQA)

- The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

- European Foundation for Quality Management (EFQM) "Perfection Model" principles

2.4. Terminology

Integrated Quality Management Model: The model that constitutes as the basis of quality efforts carried out in Hacettepe University.

Quality Assurance System: Covers all the planning and implementation principles of internal and external quality assurance and accreditation processes of higher education institutions' learning-teaching, research-development, service to society and administrative services.

Quality Culture: Encompasses efforts to learn the values related to quality while developing the capacity of the university to maintain its existence in the national and international arena and to carry out its internal affairs.

Stakeholder: For a higher education institution, stakeholder refers to internal and external persons, institutions and organisations that have a direct relationship with the institution.

Programme: The teaching (theoretical, practical courses, internships, etc.) activities implemented by academic units.

2.5. Abbreviations

A-BİKAK: Academic Unit Quality Commission

EHEA: European Higher Education Area

A-BİDR: Academic Unit Self-Evaluation Report

BİKAK: Unit Quality Commission

EFQM: European Foundation for Quality Management

E-KDET: Education Program Quality Assessment Teams

ENQA: European Association for Quality Assurance in Higher Education

ESG: The Standards and Guidelines for Quality Assurance in the European Higher Education Area

ESU: European Students' Union

EUA: European University Association

HUYS: Hacettepe University Management Systems

HÜKAK: Hacettepe University Quality Commission

HÜKAT: Hacettepe University Quality Research Community

HÜYGAM: Hacettepe University Research and Application Centers Coordination Board

İ-BİDR: Administrative Unit Self-Evaluation Report

İ-BİKAK: Administrative Unit Quality Commision

IAP: Institutional Accreditation Program

KAYO: Quality Management Office

ISER: Institutional Self-Evaluation Report

ÖTK: Student Representatives Council

PDCA: Planning, Implementation, Check and Act

THEQC: Turkish Higher Education Quality Council

3. MISSION, VISION, VALUES AND QUALITY POLICIES

3.1. Mission

The mission of Hacettepe University, as a research-oriented university, is to educate highly qualified, open to change and development, questioning individuals in the fields of science, technology and art with its education in the light of universal values; to provide the knowledge, services and technology it produces for the benefit of the community.

3.2. Vision

The vision of Hacettepe University is to be one of the leading research universities that direct the development of its country by prioritizing social problems, and who are proud to be a member.

3.3. Core Values

Merit: Since the establishment of our university, it has been essential to provide opportunities for the employees of the institution according to their work experience in both academic and administrative assignments.

Transparency: Performing all administrative activities open to the observation of the institution staff and accountability; internal communication and communication channels are constantly clear; It is essential to maintain a sense of trust between individuals and units.

Participation: Our university attaches great importance to the participation of its members in the management processes. It is essential to ensure the contribution of our members in the management process within the framework of our mutual ideals of individual differences and savings.

Aesthetic Sensitivity and Respect for the Environment our common value is organizing the physical spaces (and art) in which we create and offer our products and services with aesthetic sensitivity and striving for the protection of the environment entrusted to us by future generations.

Community Orientation: Our university carries out all its activities, taking into account the benefit of society, its products, and services. "Observing the public interest" in everything it does is a common value that our university can never give up.

Seeking Perfection: Our university, with all its staff, acts with the idea of continuously improving that its products and services with the understanding of "To the Leading Edge…

Toward Being the Best…". In this context, being open to change in the way of "seeking excellence" has been a shared value by our university members.

Being a Pioneer: Being a pioneer in the society with the education and services we offer as a university and directing the future with its research outputs is a value that should not be lost.

Respectful to Differences: As a university, respect for different thoughts, cultures, and beliefs is one of our values.

Freedom of Expression: Freedom of expression, a right declared by the United Nations in the Universal Declaration of Human Rights and accepted by many countries, is one of the values of our university as long as it does not involve violence.

3.4. Hacettepe University Policy Documents
3.4.1. Hacettepe University Quality Assurance Policy

Hacettepe University's quality assurance policy comprises the establishment, development and sustainability of the system that aims to;

- Manage the future plans in line with the mission, vision, goals and objectives of the institution, in accordance with the available resources and competencies,
- Carry out the processes in accordance with corporate values,
- Design and update learning and teaching processes in line with national and global needs in order to teach graduates with the competence to adapt to the changing world,
- Produce research and development outputs with a global level and high social contribution,
- Enhance the sense of satisfaction, belonging and loyalty of the stakeholders,
- Operate predefined quality cycles in the quality assurance system, education, research, service to society, internationalization and governance processes,
- Establish the organizational structure for the integrated quality assurance system covering all fields of activity,
- Increase the national and international competitiveness of the institution,
- Ensure the sustainability of internal-external evaluation and accreditation processes,
- Adopt a quality culture that focuses on continuous learning and improvement through measurement and monitoring throughout the institution and on the basis of processes,

with a leadership understanding that always prioritizes institutional success and ensures that the necessary work and operations are foreseen in a timely manner.

3.4.2. Hacettepe University Learning and Teaching Policy

As a research university, the learning-teaching policy of Hacettepe University covers the establishment, execution and sustainability of a system that ensures its development by;

- Training experts in the fields of medicine-health, science-engineering, social-humanities, culture and art, who discover, question, analyze and understand the problems of humanity, and solve them using their knowledge,
- Training individuals who adopt ethical values, care and respect people and the environment at a high level, use information and technology effectively, are self-confident and able to express themselves, and have project-based working and teamwork skills,
- Carrying out learning-oriented learning-teaching programs designed according to national and global needs with qualified instructors and training graduates with competency adapting to the changing world,
- Monitoring and evaluating learning-teaching processes with stakeholder participation, and improving continuously in line with the results,
- Ensuring student representation in decision-making processes related to learning-teaching,
- Supporting learning-teaching with scientific and technological developments by ensuring its integration with research-development, social contribution and internationalization processes,

with a specialized teaching approach in accordance with scientific approach, critical thinking and applied learning and based on different scientific disciplines.

3.4.3. Hacettepe University Research and Development Policy

Research and development policy of Hacettepe University, one of the leading higher education institutions of our country, covers the effective management of research and development processes with the principle of "To the Leading Edge… Towards Being the Best" with an approach that aims to ensure the sustainability of contribution to science in the national and global arena, to strengthen its research-oriented university identity, to spread entrepreneurship, to train qualified researchers, to develop cooperation among different disciplines and social responsibility understanding in line with the basic values such as merit, transparency, participation, society-oriented and seeking excellence, and with an understanding that;

- Supports original and competitive research activities in the fields of medicine-health sciences, science-engineering sciences, social-human sciences, culture and art,

- Announces research priorities, goals and objectives, monitors and evaluates research and development processes based on performance indicators, and takes necessary measures to reach the goals,

- Enables researchers to carry out their studies safely by promoting universal ethical values, academic freedom, and different approaches in line with institutional autonomy,

- Produces scientific outputs with the potential to turn into innovative and high value-added products by supporting researchers from different disciplines to work together with a transdisciplinary perspective, with its strong research infrastructure and competent staff,

- Encourages the use of national and international research funding resources and develops systems that facilitate international cooperation,

- Encourages the use of infrastructure, budget and manpower to support research and development activities for our country's local, regional, national development goals, scientific, social and cultural priorities,

- Determines and implements strategies to produce scientific outputs at the global level, with high social contribution and considers the contribution of the commercialization of scientific research into products and its role in the development of the country,

- Develops systems for cooperation and information-technology transfer for external stakeholders to benefit from research infrastructure and competencies,

- Uses research and development outputs and activities at all levels of education and training, and contributes to the training of high-quality researchers with undergraduate and graduate education programs,

Provides and spreads awareness about entrepreneurship and innovation processes.

3.4.4. Hacettepe University Service to Society Policy

Hacettepe University's service to society policy comprises the activities;

- Giving priority to participatory interdisciplinary studies at the national and international level aiming at meeting the needs of the world, our country and city, and solving their problems in line with the "United Nations Sustainable Development Goals",

- Aiming to offer the knowledge, service, and technology produced by highly qualified individuals in the field of science, technology, culture, art, and sports in the light of

universal values for the benefit of the society with the responsibility of being a research priority university,

● Prioritizing the use of qualified studies in the field of medicine-health sciences, physical-engineering sciences, social-human sciences, culture, and art, each of which is a pioneer in its field in our country, regarding the benefit of the society,

● Directly participating and influencing social service processes in a close relationship with policy-making and implementing institutions and organizations,

● Adapting to changes, environmentally friendly, sensitive to human and animal rights with the "influential and overarching university identity" that influences the society,

● Strongly continuing to transform the outputs of educational and scientific studies into social service as a tradition, using all kinds of scientific, artistic, sportive knowledge and production for the benefit of the society, and sharing its physical infrastructure and opportunities with the society,

● Providing leading national and international health services,

Aiming to contribute to the welfare of its country and humanity in a manner that respects universal and social values.

3.4.5. Hacettepe University Internationalization Policy

Hacettepe University's internationalization policy includes creating, developing and sustaning an effective system aimed at;

● Developing learning and teaching , research processes and social contribution activities on an international scale as well in cooperation with the stakeholders of,

● Adopting and internalizing the pioneering and innovative perspective undertaken in international processes throughout the university,

● Planning and implementing activities that improve the international recognition, visibility and position of the university,

● Facilitating and disseminating international events using information and communication technologies

with an approach that removes the borders in the world in the academic field, aims accessibility, universal inclusiveness and sustainability, and respects ethical values.

3.4.6. Hacettepe University Governance Policy

Hacettepe University's governance policy is designed to carry out learning-teaching, research, social contribution services and administrative activities in an effective, reliable and sustainable

manner in accordance with corporate ethical values and principles, by taking advantage of the opportunities provided by the digital world, in line with the mission and vision, strategic goals and objectives of the institution and covers these basic principles;

- Acting with an inclusive approach in all its activities and services, treating everyone equally and without prejudice, protecting the rights of individuals within the framework of legal and moral criteria and respecting their values,
- Aiming to establish human and environment-oriented, agile, innovative, transparent, accountable, resource efficient and result-oriented sustainable systems in the light of national and international legal norms,
- Observing the harmony between the strategic goals and objectives of the university and the future plans of the employees, keeping the work discipline, dedication and idealism of the employees active, providing training and working opportunities for them to develop their knowledge, skills and abilities in accordance with their job titles,
- Establishing a leadership and management model in which internal and external stakeholders are represented and actively involved in all activities and processes, with a participatory governance approach, in a way that will increase the level of belonging, motivation and satisfaction of all stakeholders,
- Providing a reliable and predictable teaching and working environment, free from physical or psychological violence against service recipients and employees,
- Aiming to be open to the innovations in the fields of science, art, culture and sports by considering the local, national and international conditions and needs and to direct change,
- Planning the participatory management philosophy and goals in a way that ensures universal visibility,

Planning governance activities within a holistic quality management system, and implementing, controlling, evaluating, improving these activities and aiming to guarantee sustainability of them.

4. HACETTEPE UNIVERSITY QUALITY ASSURANCE SYSTEM

Hacettepe University, in line with its mission, vision, goals, objectives and quality policies, adopts an internal quality assurance system that adopts the principle of internalization of quality culture, continuous improvement of education and training, research and development and

social contribution activities, assurance of the required quality standards, participation, satisfaction and sustainability of all stakeholders. The development of quality assurance is part of the university's strategy to ensure the highest quality learning, teaching, curriculum, research, academic activities and standards. The system, which covers all fields of activity of the university with a stakeholder-oriented, participatory, and inclusive approach, is designed to meet institutional internal/external evaluation and accreditation requirements, institutional and public trust.

4.1. Integrated Quality Assurance Management

Quality activities at Hacettepe University are managed through an integrated quality assurance management model. The components of the management system consist of strategic management, process management, performance management, document management, risk management and feedback (information request, request, suggestion, complaint, satisfaction) system (Figure 4.1).
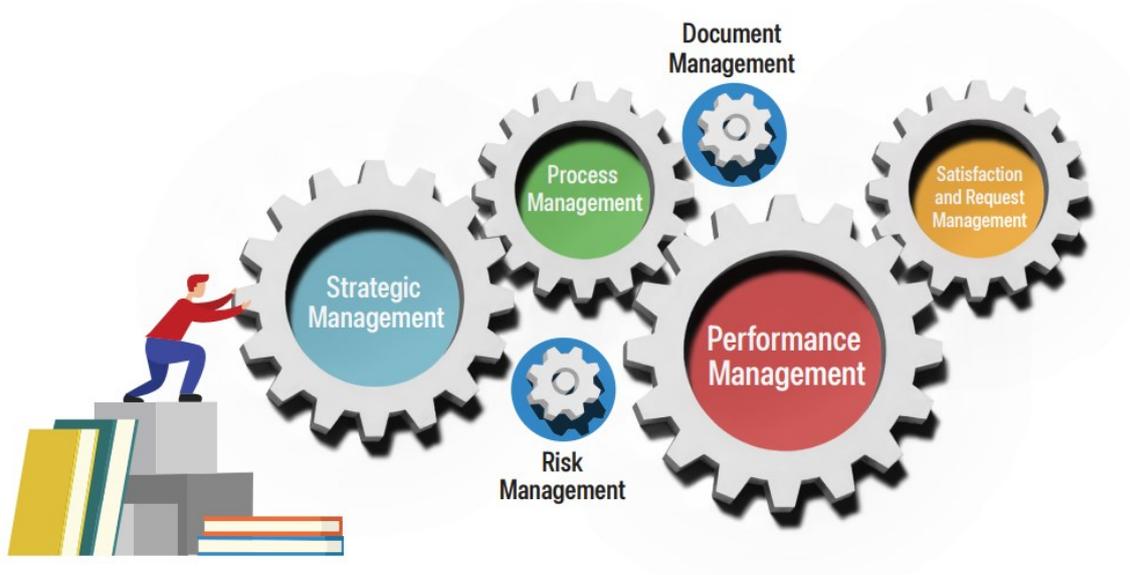
Figure 4.1. Hacettepe University Integrated Quality Assurance Management Model

4.2. Integrated Quality Assurance Management Organisational Structure
4.2.1. Coordination Board

It is the upper board that monitors and evaluates the results of strategic management, process management, performance management, document management, risk management and feedback (information request, request, suggestion, complaint, satisfaction) management with a holistic approach within the scope of integrated quality assurance system management and determines the measures to be taken. The Coordination Board is chaired by the Rector and

consists of the Vice Rectors, Quality Commission Coordinator, Secretary General, and the Head of Strategy Development Department.

4.2.2. Strategic Plan Monitoring and Evaluation Board

Under the chairmanship of the Rector, it is the board that evaluates the realizations in the plan and determines the measures to be taken after the strategic plan of the University is published and put into practice (http://sgdb.hacettepe.edu.tr/spizkurul.shtml , http://sgdb.hacettepe.edu.tr/).

4.2.3. Hacettepe University Quality Commission (HÜKAK)

Quality Commission; within the framework of the procedures and principles determined by the Turkish Higher Education Quality Council (THEQC), it is the commission responsible for evaluating the services provided, establishing the internal and external quality assurance system, determining institution-specific performance indicators or key performance indicators, submitting the studies within this scope to the Senate for approval and sharing them with the public in line with the strategic plan and goals of the University. It is the highest and authorized board within the university regarding the quality assurance system (http://www.kalitekomisyonu.hacettepe.edu.tr/kalitekomisyonuye_210122.shtml).

The Quality Commission is chaired by the Rector and consists of the vice rector responsible for quality, coordinator, assisstants to coordinators, general secretary, head of strategy development department, academic staff selected from faculties, institutes, colleges, vocational schools and research centers across the university, and student representatives. As of January 2022, the number of Quality Commission members of our university is 36

(http://www.kalitekomisyonu.hacettepe.edu.tr/kalitekomisyonuye_210122.shtml).

The formation, working procedures and principles of the Quality Commission are defined in section 3 of the "Directive on the Establishment, Duties and Working Procedures and Principles of Hacettepe University Quality Assurance System and Quality Commission" dated 23.09.2021 and numbered 2021-329.

Click here for the directive:

(http://www.kalitekomisyonu.hacettepe.edu.tr/Kalite_Komisyonu_Yonerge_23092021.pdf)

4.2.4. Quality Management Office (KAYO)

The Quality Management Office, is a unit established to carry out administrative and technical support services for quality assurance activities and to support HÜKAK, and is staffed by

academic, administrative, and technical personnel with relevant competencies. Four units, namely Quality Management Design and Organization Unit, Data and Document Management Unit, Monitoring and Reporting Unit and Corporate Communication Unit, operate in KAYO. New units can be established, existing units can be merged or closed with the decision of the University Executive Board in accordance with the needs. The formation, working procedures and principles of KAYO are defined in section 6 of the "Directive on the Establishment, Duties and Working Procedures and Principles of Hacettepe University Quality Assurance System and Quality Commission" dated 23.09.2021 and numbered 2021-329.

Click here for the directive:

(http://www.kalitekomisyonu.hacettepe.edu.tr/Kalite_Komisyonu_Yonerge_23092021.pdf)

4.2.5. Unit Quality Commission (BİKAK)

BİKAK is structured as Academic Unit Quality Commission (A-BİKAK) in academic units and Administrative Unit Quality Commission (İ-BİKAK) in administrative units in order to evaluate, monitor, develop and internalize the quality assurance system in line with the strategic plans and goals of the units.

The working procedures and principles of A-BİKAK and İ-BİKAK are defined in section 4 of the "Directive on the Establishment, Duties and Working Procedures and Principles of Hacettepe University Quality Assurance System and Quality Commission" dated 23.09.2021 and numbered 2021-329.

Click here for the directive:

(http://www.kalitekomisyonu.hacettepe.edu.tr/Kalite_Komisyonu_Yonerge_23092021.pdf)

4.2.6. Education Program Quality Assessment Teams (E-KDET)

These teams are formed for the evaluation of associate, undergraduate, graduate and doctoral education programs. The team prepares a report on the areas of improvement and areas open to improvement for the relevant education program, the measures to be taken, and the role of program managers and senior management in implementing the measures to be taken.

The working procedures and principles of E-KDET are defined in section 5 of the "Directive on the Establishment, Duties and Working Procedures and Principles of Hacettepe University Quality Assurance System and Quality Commission" dated 23.09.2021 and numbered 2021-329.

Click here for the directive:

4.2.7. Hacettepe University Research and Application Centers Coordination Board (HÜYGAM)

It is the board that participates in the quality assurance studies of research and development processes on behalf of the University's Application and Research Centers, and is responsible for the coordination of the studies, evaluation of the results and taking the necessary measures.

4.2.8. Advisory Board

In order to increase the quality of Hacettepe University's leadership, management and quality, education-training, research-development and social contribution activities and to contribute to the development of our University, the Advisory Boards of our University have been established to ensure cooperation with stakeholders and the sustainability of this cooperation. In this context, the participation of stakeholders in the internal quality assurance system is ensured.

The organizational structure of the Integrated Quality Management Model is summarized in Figure 4.2.
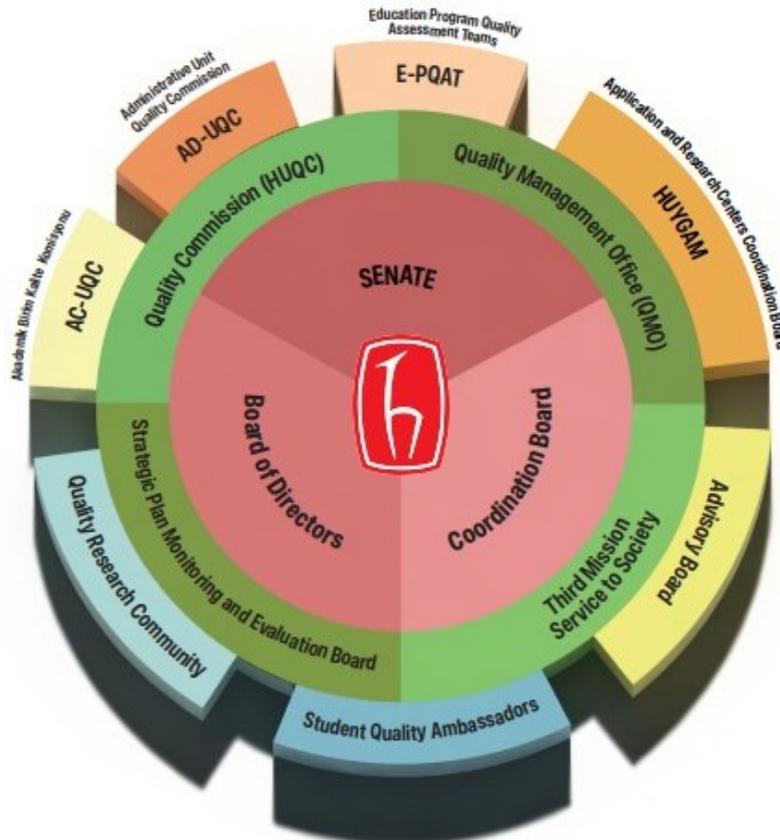

Figure 4.2. Organizational Structure of Hacettepe University Integrated Quality Assurance Management Model

4.2.9. Student Quality Ambassadors

Within the scope of ensuring student participation in quality assurance processes at Hacettepe University and disseminating the quality culture, they are student representatives who are eligible to be included in quality studies on a voluntary basis. They are involved in the studies in coordination with the "Quality Research Society" and "Hacettepe University Student Representatives Council-ÖTK" established by the students at the university.

4.2.10. Quality Research Community

Hacettepe University Quality Research Community (HÜKAT) is a student organization that provides information and development activities to enable students to contribute directly to quality management systems, which is the primary priority of quality processes. Hacettepe University Quality Research Community continues to work hand in hand with THEQC, HÜKAK and European Students' Union (ESU).

4.3.   Constituents of Integrated Quality Assurance System

4.3.1. Strategic Management

Hacettepe University manages the strategies it has developed based on its mission, vision and core values by reflecting them on the implementation of the strategies starting with strategic planning and improvement decisions by evaluating the implementation results. The strategic management model of the University, which prepared its first Strategic Plan between 2005-2008 with the mission and vision of "Journey to Excellence" can be accessed via (https://www.hacettepe.edu.tr/hakkinda/stratejik_plan) link.

4.3.2. Process Management

Process management is one of the most important components of integrated quality assurance management at Hacettepe University, which is implemented to identify and eliminate activities that do not create added value, to encourage stakeholder orientation, to ensure effective use of resources, to identify opportunities for improvement and to clearly define responsibilities. In this context, the main and sub-processes in the institution have been identified, and the purpose, responsible persons, performance indicators, service recipients, inputs and outputs, and activities of the process have been defined. Work on process management is carried out on the basis of closing the PDCA cycle.

4.3.3. Performance Management

Performance management, which is applied in order to implement and control the determined strategies and plans, and to evaluate the impact of the institution's behaviors on the vision and performance of the institution, is carried out by controlling the action plans, implementation results, realization status of the targets, budget implementation results and reflecting them to the decisions. Hacettepe University's performance program is available at https://sgdb.hacettepe.edu.tr/raporlar_performans_programi.shtml.

Strategic performance monitoring mechanisms at Hacettepe University also include process performance monitoring and management mechanisms and performance monitoring can be carried out at institutional, faculty, department and individual levels (Figure 4.3).
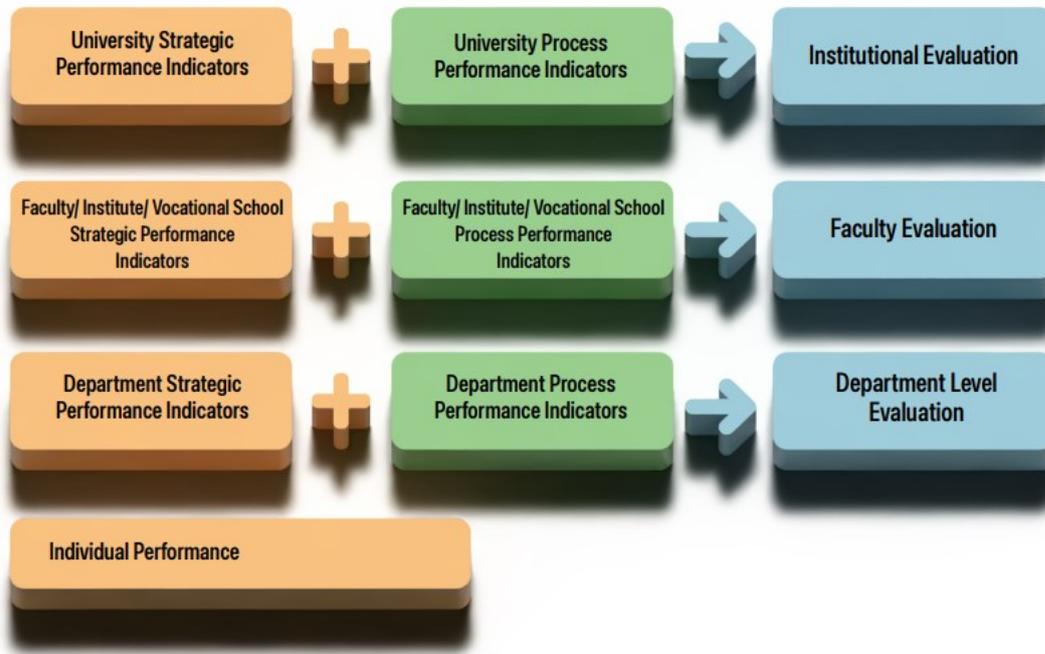

Figure 4.3. Hacettepe University Performance Monitoring Model

4.3.4. Risk Management

It is the evaluation of the effectiveness and adequacy of the system established by the administration in order to identify, analyze, classify the risks that may prevent the university from achieving its goals, determine the measures to be taken, evaluate the implementation and monitoring capacity and make recommendations. Activities are carried out within the internal control system in accordance with the relevant legislation (https://sgdb.hacettepe.edu.tr/riskdegerlendirmestandartlari.shtml).

4.3.5. Information Request, Satisfaction, Complaint and Request Management

It is a mechanism created to increase stakeholder participation in the Quality Assurance system. The e-mail address onerikalite@hacettepe.edu.tr is used to manage feedback on the quality assurance system studies carried out at our university.

4.4. Integrated Quality Assurance Management Information System

Integrated Quality Assurance Management Information System is carried out through Hacettepe University Management Systems (HUYS).

5. QUALITY ASSURANCE STANDARDS

Hacettepe University, in line with its mission, vision, goals, objectives and quality policies, adopts the Integrated Quality Assurance Management Model, which adopts the principle of internalization of quality culture, continuous improvement of governance, education and training, research and development, social contribution and internationalization activities, securing the necessary quality standards, participation, satisfaction and sustainability of all stakeholders. This model is designed on the basis of relevant legislation, particularly the ESG and THEQC External Evaluation and Accreditation Standards (Table 5.1).

At our university, continuous review and internal evaluation processes at institutional, unit and program levels are given importance and support.

Every year, in accordance with the Regulation on Higher Education Quality Assurance and Higher Education Quality Council published in the Official Gazette dated 23 November 2018, all Higher Education Institutions in our country monitor the annual internal evaluation processes of the institution and prepare the Institutional Self-Evaluation Report (ISER) to be taken as a basis in the Institutional External Evaluation, Accreditation Program and Monitoring Program processes. In order to increase the contribution of the report preparation process to the institution, Hacettepe University pays attention to ensure inclusiveness and participation in the work carried out mainly by HÜKAK and to support the process with trainings.

Internal evaluation activities are also carried out at the unit level to support the dissemination and internalization of quality assurance culture. In the practice where THEQC institutional external evaluation and accreditation criteria are adapted to the unit level, data and information flow to ISER is created through "Academic Unit Internal Evaluation Reports (A-BİDR) and Administrative Unit Internal Evaluation Reports (İ-BİDR)" prepared by A-BİDR and İ-BİDR after the internal evaluation carried out by the units. A-BİDR and I-BİDR are entered into Hacettepe University Management System (HUYS). In addition, improvement suggestions are sent to the units, and areas that are generally open to improvement are evaluated by the Coordination Board. Unit self-evaluation processes are carried out through information and training meetings, continuous guidance is provided by KAYO and data management is carried out through HUYS.

Table 5.1. THEQC/ESG Standards

THEQC Institutional External Evaluation and Accreditation Criteria		ESG Standards
Governance	A.1. Leadership and Quality A.2. Mission and Strategic Objectives A.3. Governance Systems A.4. Stakeholder Involvement	1.1. Policy for Quality Assurance 1.7. Information Management 1.8. Public Information 1.9. On-Going Monitoring and Periodic Review of Programmes
Internalization	A.5. Internationalization	1.6. Learning Resources and Student Support 2.4. Peer Review Experts 3.1. Activities, Policy and Process for Quality Assurance 3.4. Thematic Analysis
Teaching and Learning	B.1. Program Design, Evaluation and Update B.2. Implementation of Programs (Student-Centered Learning, Teaching and Evaluation) B.3. Learning Resources and Academic Support Services B.4. Teaching Staff	1.2. Design and Approval of Programmes 1.3. Student-Centered Learning, Teaching and Assessment 1.4. Student Admission, Progression, Recognition and Certification 1.5. Teaching Staff 1.6. Learning Resources and Student Support 1.9. Sürekli izleme ve programların periyodik gözden geçirilmesi
Research and Development	C.1. Management of Research Processes and the Research Resources C.2. Research Competence,Collaborations and Supports C.3. Research Performance	1.1. Policy for Quallity Assurance 1.5. Teaching Staff
Service to Society	D.1.Management of Service to Society Processes and the Service to Society Resources D.2 Service to Society Performence	

At Hacettepe University, monitoring and evaluation of curricula is carried out through program self- and peer evaluation processes. In order to coordinate program evaluation studies, the Self Evaluation Report, Evaluation Monitoring Sub-Commission was renamed as Education

Program Evaluation Teams (E-KDET) after the first pilot application with the improvements made in the organizational structure and process.

The working procedures and principles of E-KDET are defined in section 5 of the "Directive on the Establishment, Duties and Working Procedures and Principles of Hacettepe University Quality Assurance System and Quality Commission" dated 23.09.2021 and numbered 2021-329.

Click   here   for   the   directive: (http://www.kalitekomisyonu.hacettepe.edu.tr/Kalite_Komisyonu_Yonerge_23092021.pdf)

5.1. Measurement, Analysis and Evaluation

Hacettepe University has defined mechanisms to measure, analyze and evaluate its activities related to the Integrated Quality Assurance Management Model within the scope of institutional learning and manages data through HUYS.

Basic and key performance indicators defined within the scope of strategic and process management are monitored to include individual performance. The results of self-/peer evaluation and external evaluation activities are analyzed, and stakeholder opinions, requests and individual suggestions are evaluated at institutional and unit levels. The measurement and evaluation model applied at Hacettepe University is summarized in Figure 5.1.
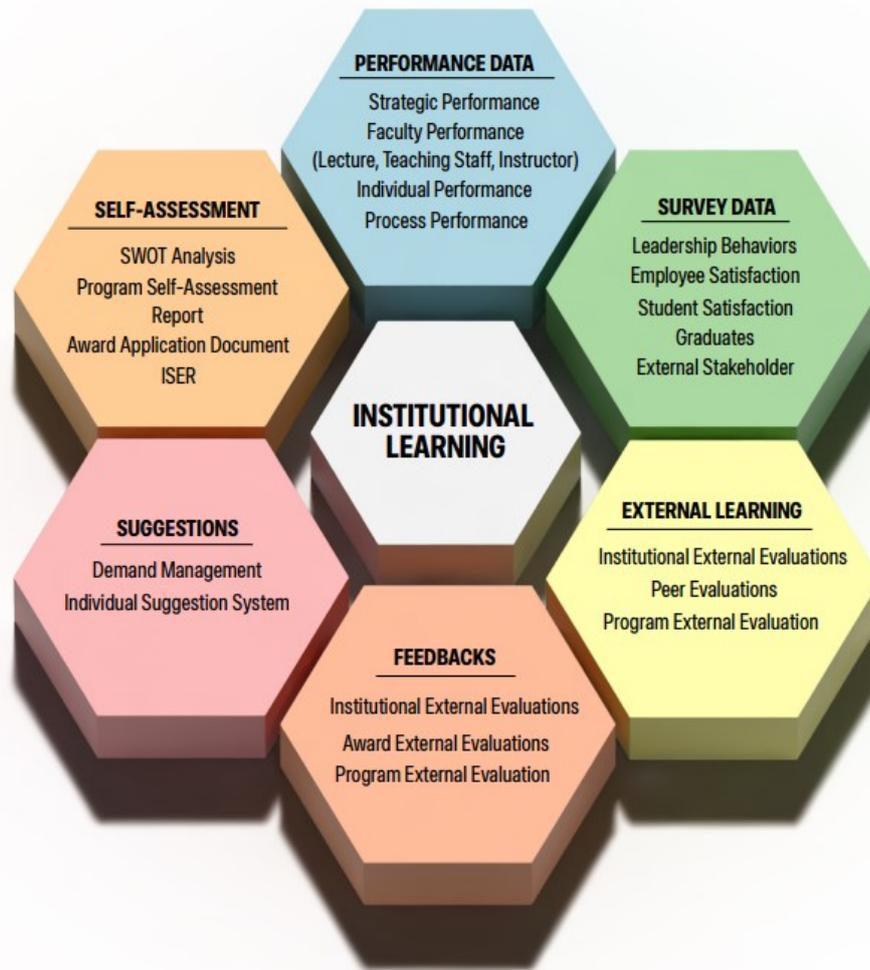
Figure 5.1. Assessment and evaluation model applied at Hacettepe University

6. DISSEMINATION AND INTERNALIZATION OF QUALITY CULTURE

The EUA defines quality culture as an organizational culture that aims to permanently improve quality and is characterized by two distinct elements. In this definition, quality culture is considered as "cultural/psychological and structural/managerial elements" with shared values, beliefs, expectations, commitments, and defined processes that aim to improve quality and coordinate individual efforts.

The THEQC defines quality assurance culture in higher education as an institutional culture that aims to permanently improve quality in universities and ensures that quality efforts are coordinated in line with the values and expectations of the institution while achieving this goal.

Quality culture includes cultural and psychological elements as well as structural and managerial processes.

To establish an effective quality culture:

- The university should have a quality policy that will cover all academic and administrative processes,

- Human resources management should be fair and successful staff should be rewarded,

- Institutional ownership must be established and maintained,

- Within an effective leadership approach, quality processes should be owned by the leader and responsibilities should be shared,

- Ensure effective communication with key stakeholders and act in consensus,

- An effective communication network should be established between academic and administrative units and management,

- Quality assurance processes should be supported by information management systems.

The quality culture, which is created within the understanding of continuous improvement, should ensure a continuous interaction between the top-down structural and managerial processes and the bottom-up cultural and psychological elements. Structural and managerial elements that positively influence the development of a quality culture include the establishment of a strategy for the continuous development of the university, well-functioning and useful quality management and quality assurance systems, and the inclusion of students and academic staff in decision-making processes. Considering the ever-changing needs, expectations or decisions of students in the management process is also an important part of the quality culture.

These structural and managerial processes are complemented by cultural/psychological elements, such as recognizing shared values or creating empowering academic environments that support the coexistence of various quality subcultures.

Approaches that strengthen the development of a quality culture are the involvement of students in decision-making processes and the empowerment of academic staff in process management. In addition to considering the growing needs of students, academic staff and administrators, the availability and utilization of adequate financial and human resources are also important in building a culture of quality.

Leadership and communication are the two most important tools for ensuring the interaction between structural and managerial elements and cultural and psychological elements in creating a culture of quality. The characteristics of leaders such as sharing authority, trust in administrative and academic staff, and acting on merit are very important in the formation of a quality culture in the institution. In addition, the ownership of quality processes by leaders increases the level of quality culture in the institution.

Sharing good practices among academic and administrative units and easy access of external stakeholders to quality studies at the university also ensure the transformation of the quality culture into a permanent structure. Effective and accurate communication involves mutual compromise as well as information exchange. For this reason, it is aimed to ensure consensus with the main stakeholders in the activities related to quality processes and to disseminate the quality culture by ensuring effective communication within the institution.

Hacettepe University's Quality Assurance Policy; Managing future plans in line with the mission, vision, goals and objectives of the institution in line with its resources and competencies, carrying out processes in line with corporate values, designing and updating education and training processes in accordance with national and global needs, producing research and development outputs at global level and with high social contribution, and ensuring stakeholder satisfaction, It includes the development of a sense of belonging and commitment, the creation of an organizational structure for an integrated quality assurance system covering all areas of activity, the establishment, development and sustainability of a system that aims to adopt a quality culture that focuses on continuous learning and improvement through measurement and monitoring throughout the institution and on the basis of processes.

The following principles are taken into consideration in the development of quality assurance and the formation of a quality culture at Hacettepe University.

- Quality assurance is developmental and is part of the university's strategy to ensure the highest quality learning, teaching, curriculum, research and academic activities and standards.

- A collaborative approach (involving all stakeholders) is followed in the development of quality assurance. It involves and strengthens all areas of the University and all stakeholders who contribute to it.

- Quality assurance is designed to meet the requirements for internal and external approval, accreditation, and recognition.

- The development of the quality assurance system is ongoing and is part of the University's continuous improvement and excellence strategies.

- Quality assurance documents, monitors, reviews and evaluates quality improvement practices in all areas of the university.

- Quality assurance focuses on inputs, processes, outcomes and impacts.

- Quality assurance is designed to promote institutional and public confidence in the academic standards of the university.

- Quality assurance is transparent, systematic and fair.

- Quality assurance is a supported and facilitated process at the university.

7. CONTINUOUS IMPROVEMENT AND SUSTAINABILITY

Hacettepe University examines the results of monitoring activities within the scope of strategic and process management with a holistic approach in quality management, prepares reports containing recommendations and realizes continuous improvements. The participation of stakeholders in decision-making mechanisms and improvement processes is emphasized and supported. The continuous improvement and sustainability approach is based on the PDCA cycle. Education and training, research and development, social contribution, internationalization and administrative processes are associated with PDCA cycles and are monitored and improved in a systematic and continuous manner.

The main reports that contribute to the improvement activities at the university are discussed in the executive boards and provide input to the improvement and decision-making mechanisms are:

- Administrative Action Report

- Unit Action Reports

- Strategic Plan Monitoring and Evaluation Report

- Process Performance Evaluation Report

- Internal Control System Evaluation Report

- Learning-Teaching and Research Reports of Faculty Members

- A-BİDR

- I-BİDR

- ISER

- Institutional Feedback/Accreditation and Follow-up Reports

- Stakeholder Feedback Reports

- Program Self/Peer Assessment Status Report

- Unit Self-Evaluation Status Reports

- Research Performance Monitoring and Evaluation Report

- Service to Society Activities Monitoring and Evaluation Report

8. INSTITUTIONAL EXTERNAL EVALUATION

Hacettepe University, in line with its mission, goals and quality policies, ensures that the necessary quality standards are assured through institutional external evaluation institutions and programs in order to internalize the quality culture, to continuously improve education and training, research and development, social contribution, and internationalization activities.

The effectiveness of the quality assurance system is ensured through applications to the international and national Institutional Assessment Program. Since 2002, Hacettepe University has been involved in a series of evaluation studies and in 2006, it joined the EUA institutional evaluation program and internationalized its quality studies. In 2007, according to the results of self-assessment, Hacettepe University's areas of strength and areas open to improvement were identified and improvement processes continued.

Accreditation and external evaluations at the institutional level are carried out through programs carried out by the Higher Education Quality Council:

1. Institutional Accreditation Program (IAP)

2. Institutional External Evaluation Program

3. Monitoring Program

Hacettepe University was included in the Institutional External Evaluation Program in 2017, the Institutional Monitoring Program in 2020 and the Institutional Accreditation Program in 2022.

Within the scope of peer evaluation of academic units, the self-assessment reports prepared by the units are evaluated on a criterion-based basis by the evaluation / visit teams that will carry out academic unit visits.

External evaluation of academic and field-specific standards and quality assurance of education and training programs is provided through applications to accreditation bodies authorized and recognized by the Turkish Higher Education Quality Council.

Hacettepe University
Quality Management Office