



Bilkent University

Self-Evaluation Report

February 2010

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I. Introduction

1. Overview

Bilkent University was founded on October 20, 1984, by Professor İhsan Doğramacı, through the joint resolution of the İhsan Doğramacı Education Foundation, the İhsan Doğramacı Science and Research Foundation and the İhsan Doğramacı Health Foundation. The establishment of this, the first private, nonprofit university in Turkey, was later given legal status by an act of the Turkish Parliament.

Quality assurance activities at Bilkent are carried out in accordance with the requirements of the national quality assurance scheme stipulated by Turkey's Council of Higher Education. In this context, a standing Academic Assessment and Quality Improvement Committee (AAQIC) oversees quality assurance at the university level. It was, in large part, the work of this committee that caused the University Administration to decide to undertake the Institutional Evaluation Program (IEP) of the European University Association. The University administration strongly and consistently supports the idea of external evaluation of its programs. Thus, although self assessment by AAQIC serves a similar purpose, the fact that IEP is a mechanism of external evaluation reinforced the belief of the Bilkent University administration that this would be a worthwhile undertaking. A steering committee was formed from among the members of AAQIC to apply and subsequently oversee the IEP process.

The Bilkent University IEP steering committee is chaired by the Vice Rector in charge of administration and finance. The Committee has 10 members:

- The Dean of the Faculty of Engineering
- The Dean of the Faculty of Business Administration
- A former Vice Rector who is also the Director of Executive MBA Program
- The Director of the Vocational School
- Two faculty members
- The Director of the Bilkent Computer Center (BCC)
- A student representative
- The Quality and Accreditation Coordinator

The Steering Committee assumed the responsibility of deciding on the content and coverage of the self-evaluation process and also developed the outline of the self-evaluation report. Recognizing the need to enable full cooperation on the part of the academic and administrative units of the University, the Steering Committee identified the information requirements of the evaluation process. The Committee then presented its findings at a meeting of the University Senate on November 6, 2009, and obtained a mandate to go ahead with the proposed outline. In a special meeting of the Deans of the faculties and the Directors of the vocational schools later in the month, members of the committee discussed the self-evaluation process and set up points of contact with each faculty and vocational school. The University community was informed about the self-evaluation process via the University newspaper, Bilnews, and on the University's website. In addition, the newly elected student council was invited to a meeting with the Committee in January.

The Steering Committee meanwhile proceeded to set up its own organizational structure, creating three subcommittees based on the outline of the self-evaluation report. One subcommittee worked on research activities, while the second concentrated on teaching and service to society. The third subcommittee was responsible for putting together the report itself. The subcommittees were free to contact faculties, schools and administrative departments via their points of contact to request information.

The first draft of the self-evaluation report was ready by mid-December. After obtaining initial feedback from the Rector and the Provost, the report was revised and presented to the University Senate at a meeting on December 29, 2010. Faculties and schools received a copy following the Senate meeting. The Committee put the final touches on the report in early February 2010 and sent it to EUA.

II. Institutional Context

1. Historical Background

Bilkent University is a nonprofit research university in Ankara, Turkey. The university was founded on October 20, 1984, by İhsan Doğramacı by resolution of the foundations that he had previously created. The establishment of this private university was later approved by an act of Parliament. The aim was to create a center of excellence in higher education and research. The name “**Bilkent**” exemplifies this aim, since it is an acronym of “*bilim kenti*”, Turkish for “city of science and knowledge.”

It had long been an objective of the founder to establish a private university distinguished by its high level of quality in instruction and research. The founder, himself an academician by profession, had earlier contributed to the establishment of numerous public institutions of higher learning and served as rector of Ankara University, chairman of the Board of Trustees of Middle East Technical University and founder and first rector of Hacettepe University.

Preparations for Bilkent University had begun as early as 1967, with the purchase of a large tract of land to the west of Ankara. In the late 1970s and early 1980s the above-mentioned foundations undertook construction, on the university’s future site, of the buildings which now house administrative offices, the Faculty of Engineering and the library. Construction of residences for academic staff, cafeterias, student dormitories, the Student Union building and various academic buildings followed in rapid succession.

Bilkent University admitted its first students in the fall of 1986. That year, the combined number of undergraduate and graduate students totaled 386. Currently, Bilkent has over 12,000 students in nine faculties, two four-year professional schools, three two-year vocational schools and the School of English Language, plus eight graduate schools (called institutes). A listing of faculties, schools and institutes is provided in Appendix A.1.

2. Description of the Turkish Higher Education System

The structure of **the Turkish Education System** is outlined in the Basic Law on National Education. This system can be summarized as follows:

Pre-school education is geared toward enhancing the physical, mental and emotional development of young children and preparing them for primary education. It offers education for those below the compulsory school age, and is optional.

Primary education provides children in the 6-14 year age group with basic knowledge and focuses on their mental and moral development. Eight years of primary education is compulsory for all Turkish citizens and takes place in public schools and private schools under state supervision.

Secondary education comprises a minimum of 4 years of schooling in general, vocational and technical high schools. The aim of secondary education is to provide students with knowledge of general culture, to develop in them an awareness of individual and community problems, to enable them to contribute to the economic, social and cultural growth of the country and to prepare them for higher education. Vocational and technical high schools offer specialized instruction in order to equip students with skills and knowledge for the workplace.

Higher education provides students who have completed secondary education with high-level specialized education in various fields to meet the needs of the country. All universities and schools of higher education are affiliated with the Higher Education Council (YÖK).

A number of universities have been established by the state and by law as public institutions with autonomy in the areas of teaching and research. Institutions of higher education can also be established by private foundations, under the supervision and control of the state, provided that they are nonprofit in nature.

There is a tuition fee for higher education. However, students who lack the financial means to continue their education are provided with full support by the state as well as by private individuals and organizations.

There are three categories of higher education institutions in Turkey: universities; military and police colleges; and, vocational schools affiliated with government ministries.

The university, as the principal higher education institution, is responsible for carrying out high level educational activities, scientific research and publication. It is made up of faculties (units such as departments or schools of higher education may be affiliated with a faculty), graduate schools (which provide graduate study, scientific research and applied studies in more than one related subject area), schools of higher education (which offer instruction directed towards a specific vocation), conservatories (which provide training in the fields of music and performing arts), two-year vocational training schools (which provide vocational education to meet the practical needs of various fields) and centers for applied work and research.

The diagram below gives an outline of the Turkish national education system.

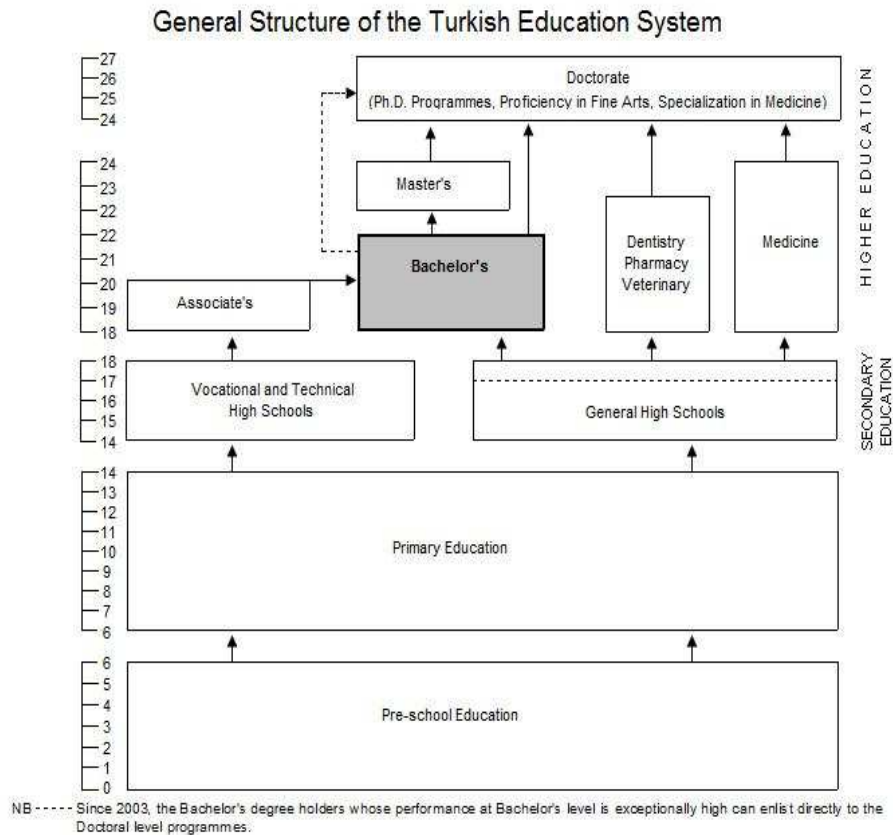


Figure 1. The Turkish National Education System

As of the end of 2009, Turkey had 139 universities. Out of this total, 94 were state universities, and 45 were private, nonprofit universities established by foundations. State universities are established by the state and receive their funding mainly from the government. They charge nominal tuition fees. The overall share of tuition fees in their budget is less than 5 percent.

Foundation universities are nonprofit institutions of higher education established by foundations through acts of the Parliament. According to the constitution, foundation universities are legal public entities subject to the same rules and conditions as state universities in the areas of academic affairs and the appointment and promotion of faculty members. Outside these areas, foundation universities enjoy administrative and financial autonomy, although they remain subject to academic, administrative and financial audits by the Council of Higher Education on an annual basis.

3. Governance of the Higher Education System

There are three governing bodies of the Turkish Higher Educational System. These are: **(i)** the Ministry of Education, **(ii)** the Council of Higher Education, and **(iii)** the Interuniversity Council.

The **Council of Higher Education** is an autonomous public governing body with the authority to administer the activities of all institutions of higher learning. The Council has 22 members, and is responsible for the planning, coordination and supervision of higher education within the provisions set forth in the Higher Education Law. Seven of its members are academics elected by the Interuniversity Council, seven are appointed directly by the President of the Republic, and eight are appointed by the government, mostly from among senior civil servants.

The **Interuniversity Council** is an academic advisory body, comprising the rectors of all universities and one member elected by the senate of each university.

The **Minister of National Education** represents higher education in the Parliament and can chair the meetings of the Council, but has no vote. Neither the decisions of the Council nor those of the universities are subject to ratification by the Ministry.

III. Norms, Values and Mission

Bilkent University was founded to provide an environment for learning and intellectual growth encompassing the sciences, technology, humanities and the arts, to serve human welfare and foster peace on earth. Education at Bilkent is not simply a means to obtain a vocation, a career. Instead, it endeavors to nurture students in the way of thinking and of learning to learn.

With its diverse educational programs, scientific and scholarly research endeavors, and artistic and cultural activities, Bilkent University aims to help students/individuals develop themselves as critical, analytical and independent thinkers and life-long learners, so that they may become the competent, creative, broad-minded, ethical and socially responsible leaders of tomorrow, who will contribute to the advancement of humanity.

The educational philosophy rests on the premise that those who produce new knowledge also have the best potential to impart it. Scholarly research at Bilkent extends across a wide spectrum. From nanoscience and nanotechnology to political science, from electronics to economics, from fine arts to management and industrial engineering, from philosophy to computer engineering, and in many other areas of science, letters and the performing arts, our academic staff and resources provide a uniquely integrated environment.

Bilkent University subscribes to a set of core values in accordance with which it carries out its research, teaching and service activities in line with its mission. These values are:

- Free and critical thinking

- Academic freedom
- Lifelong learning
- Satisfaction of stakeholders
- Respect for ethics
- Innovation
- Creativity
- Leadership
- Quality
- Efficiency and effectiveness
- Flexibility and adaptability
- Respect for differences
- Sensitivity to society, ecology and global problems
- Curiosity about intellectual and artistic life
- Awareness of diversity in cultures

The Bilkent University Senate has endorsed a statement on academic freedom prepared by a committee of the Global Colloquium of University Presidents.

Bilkent University's objective is to be known and held in regard as an institution serving its stakeholders, the community, the society and the international community. Bilkent University aims to continue its significant contribution to the quality of life at both the national and international levels.

IV. Governance and Activities

1. University Governance and Organization

Bilkent University is accredited by the Higher Educational Council of the Turkish Republic. It obtained its initial accreditation in 1986 and its most recent in the spring of 2009.

Bilkent University has nine faculties and two professional schools with four-year programs leading to the BFA, BA and BS degrees. There are eight institutes of graduate studies granting the MFA, MA, MS, MBA. and Ph.D. degrees. The university also has three vocational schools offering two-year programs. The administrative structure of Bilkent University is depicted in Figure 2; the components are described below.

Board of Trustees

The Board of Trustees is the highest decision-making body of the University. It is headed by the President and has 15 members appointed for renewable five-year terms by the General Board of the Foundation. The Rector is an ex officio member and cannot be elected President.

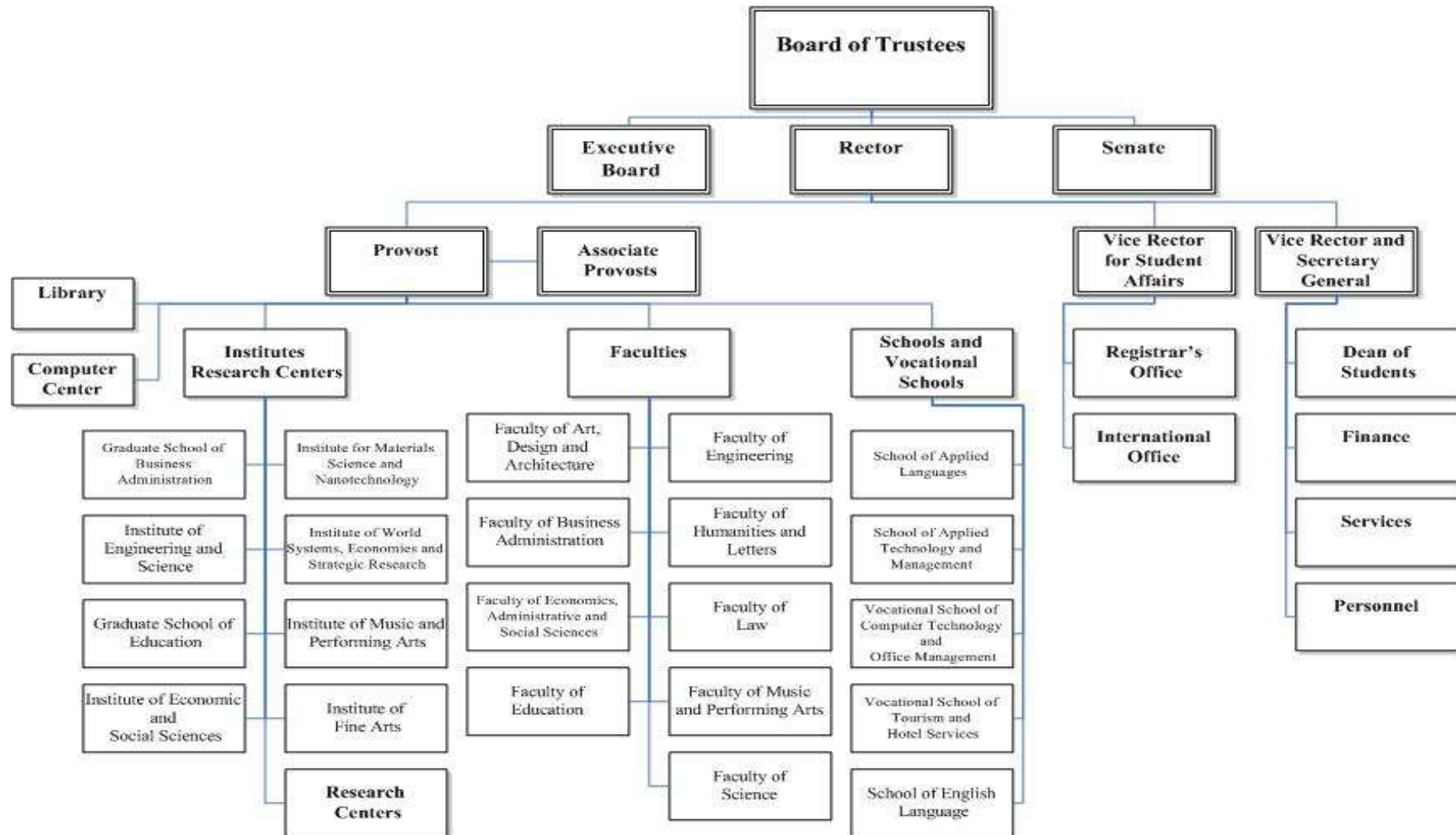


Figure 2. The Administrative Structure of Bilkent University

The Board of Trustees makes decisions relating to the establishment, abolishment and integration of preparatory schools, vocational schools, practice and research centers, technoparks and academic units which form faculties and professional schools; it submits proposals as to the establishment, abolishment and integration of faculties, institutes and schools to the Higher Education Council. Application and research centers with special financial and administrative status can be founded on the basis of the resolution of the Board of Trustees or the President. The Board of Trustees makes decisions relating to the administration of the academic units, which constitute the faculties, institutes and vocational schools.

The Board of Trustees determines the status of administrators, instructors and other personnel to be appointed in the University; finalizes their contracts; approves their appointment, promotion and dismissal; approves the University budget; monitors budget expenditures; and determines tuition and other student fees.

Rector

The Rector is appointed by the Board of Trustees to a five-year term and carries out academic and administrative duties as determined by the Board of Trustees.

Vice Rectors

The Vice Rectors are appointed by the President of the Board of Trustees upon the recommendation of the Rector. One Vice Rector (the provost) is responsible for academic affairs, one for administrative and financial affairs and one for student affairs.

University Senate

The Rector chairs the University Senate. Its members include the Vice Rectors, deans, school directors and representatives from each faculty and institute. It is the decision-making body for academic matters. The Senate also makes recommendations to the Board of Trustees on issues presented to it by the Board, including the granting of honorary academic degrees. The Senate's reporter is the Secretary General of the University.

Executive Board

The Rector chairs the Executive Board. Its members are the deans and three representatives of the faculty elected for four-year terms. The secretary of the Executive Board is the University's Secretary General. The Board makes recommendations and decisions on matters brought to it by the Rector and on appeals from faculty, institute and school executive boards.

Academic Units and Bodies

The University is organized into faculties, professional schools, vocational schools, institutes and research centers. Faculties are responsible for the research and undergraduate/ graduate teaching activities of specific academic or professional disciplines or groups of related disciplines. Institutes are graduate schools and thus administer the graduate programs of the University. Professional schools have four-year programs geared towards preparing students for a particular profession. These

schools focus on instruction and applied knowledge. Vocational schools have aims similar to those of the professional schools, but implement them within two-year programs. Research centers are responsible for basic and applied research in specific areas. While some centers concentrate on one discipline, others are interdisciplinary.

Each faculty is headed by a dean and each school by a director. Institutes and research centers are also headed by directors. Faculties are organized into departments, and schools into programs (each headed by a chairperson and in some cases assisted by one or more assistant chairpersons).

The department provides a central administrative and focal point for an academic discipline. It develops programs of instruction, scholarly work and professional activity, and is responsible for implementing those programs and setting the policies necessary to do so. The department is responsible for the content of the undergraduate curricula and programs in its disciplinary fields.

Faculty, Institute and School Boards and Executive Boards

Each faculty, institute and school has a board and an executive board. The faculty board is an academic unit which makes decisions regarding academic matters such as curricula or the establishment of new academic programs. The faculty executive board makes decisions regarding administrative activities within the faculty.

In order to offer graduate programs in a given discipline, a department works in cooperation with the institute (graduate school) in charge of the administrative side of those programs. Hence, the Institute promotes the programs, receives applications, sets up thesis committees and keeps student records, while the department provides faculty members and offers graduate courses. In case of interdisciplinary graduate programs and programs requiring courses from other departments, an Institute's coordinating role is particularly important.

External stakeholders have an indirect voice in the University's administration through various channels. First, the Board of Trustees has representation from various segments of society, such as the business and government sectors, other universities, and Bilkent alumni. Second, some faculties have formal advisory boards which include members drawn from professionals in their field and their alumni. Third, some ad hoc committees may include members who represent external stakeholders. For example, evaluation committees for the applied projects of students in the departments of Industrial Engineering and Management have members from the business community.

A full listing of faculties, schools and departments is provided in Appendix A.2.

2. Human Resources Policy

Academic Personnel:

Faculty planning is carried out at the departmental level. The department, taking into consideration its mission and objectives, the number of students to be admitted, and

its research priorities and service requirements, determines faculty needs and following the approval of the Dean, the plan is submitted to the Provost's Office. Faculty recruitment is done in the department, generally through faculty recruitment committees. The Recruiting Committee or the Department Chair advertises the position announcements in various outlets such as the department web site, publications or web sites of professional organizations, or direct mailing to other universities. Position announcements must be made internationally. The decision to offer a position to a candidate is made at the faculty level, subject to the final approval of the Provost's Office, which sends the official offer letter. When a candidate accepts an offer, the appointment is finalized, at the instructor or assistant professor level, by the Rector. An appointment at the rank of associate or full professor must go through an evaluation process that includes the University Promotions and Appointment Committee, the University Executive Board and the Board of Trustees.

Bilkent University has in place a non-discrimination policy whereby "[it] hires academic and administrative staff and admits students regardless of gender, race, color, national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to staff and students at the university. It does not discriminate on the basis of gender, race, color, national or ethnic origin in administration of its educational policies, admissions policies, or athletic and other university-administered programs."

Consistent with the pursuit of excellence, the University hires the qualified faculty members irrespective of their cultural background. Hence, Bilkent University strives to achieve diversity in: (i) the composition of its faculty and student body, and (ii) the value systems to which its students are exposed.

Diversity in faculty composition is assessed along the lines of (i) gender, and (ii) national origin (as a proxy for cultural background). As of June 2009:

- (i) 569 (54%) of the 1047 full-time faculty members were female,
- (ii) 250 (24%) of the 1047 full-time faculty members were non-Turkish nationals.

The distribution of the gender, age and national origin of the faculty is given in Appendix B, Tables I-III.

Administrative Personnel:

Parameters regarding the employment of administrative personnel are established by the office of the Vice Rector for administrative affairs. Each administrative unit develops a human resources plan, identifying the positions needed and the required qualifications for individuals filling those positions. A request to hire for a position or positions, including justification for the need, is submitted to the office of the Vice Rector. Once a request is approved by the Vice Rector, the selection of administrative personnel is done jointly by the individual unit and the Human Resources Department. The final approval for an appointment is given by the Rector.

Promotion of administrative personnel is done by the individual unit and the Human Resources Department, subject to the approval of the Vice Rector for financial and

administrative affairs. The appointment and promotion of unit heads are done jointly by the Vice Rectors, subject to final approval by the Rector.

Bilkent University has professional development programs for its administrative staff. One of these programs is the English classes provided to the staff at five different levels, from beginners to advanced conversation classes. Participation in English classes is voluntary and free of charge. Those who complete the first four levels are given a raise in salary. In the past five years, 450 staff members enrolled in English classes.

Another professional development program comprises the various on-the-job training activities organized for different groups of administrative personnel at the University. For example, in 2007 all members of the security staff were given a two-week long seminar in countering terrorism on campus. Another example is the workshop in communication for all the secretarial staff at the university, given throughout 2008 to groups of approximately 20 participants.

3. Admission of Students

3.1 Undergraduate Program

Admission to higher education is based on a nationwide student selection examination (ÖSS), which is administered by the National Student Selection and Placement Center (ÖSYM) and required of all Turkish applicants for undergraduate programs. Approximately 1,500,000 students take the examination each year. The Center places students according to their stated preferences regarding the programs in which they would wish to enroll. The final selection and placement of students in institutions of higher education depends upon candidates' composite scores and on quotas and prerequisites for the available programs. The centralized placement procedure is accomplished through an iterative and complex computing process.

Like all universities in Turkey, Bilkent University receives students on the basis of this examination and placement system. Those students who are not proficient in English are required to enroll in Bilkent's School of English Language before continuing in their selected program, as the language of instruction at the University is English.

The number of students admitted to the University's faculties and vocational schools in the last four years is given in Table V in Appendix B. Table V also contains information about the rankings of admitted students in the placement exam results. Depending on the year, between 7 and 10% of the students admitted to Bilkent had scores in the top 1000, and 34 to 47% of the admitted students ranked in the top 10% of all the candidates who took the examination. Although these percentages indicate that Bilkent is consistently chosen by many of the better students, the University continues with efforts to recruit yet more of the high scoring students to its programs.

The students who take the ÖSS can specify, in order of preference, up to 20 programs at different universities into which they would wish to be placed. In 2009, 60.5% of

the students who were admitted to Bilkent University had selected Bilkent among their first three choices. In many Turkish universities this percentage is much lower, with an overall average of 42%.

International students can be admitted to Bilkent, as to other Turkish universities, on the basis of the Examination for Foreign Students. There are also several alternatives to this examination, including the American SAT, the British GCSE, the International Baccalaureate diploma, the French Baccalaureate diploma, the German ABITUR and other national examinations administered in Lebanon, Jordan, Palestine and China. Applicants are required to provide proof of their proficiency in English by presenting their TOEFL scores or other internationally accepted proficiency examination scores (IELTS, FCE or CPE). The number of international students admitted to various faculties and vocational schools at Bilkent University in the last five years is given in Table VI in Appendix B. Although the medium of instruction at Bilkent is English, the number of international students admitted is in fact very low, and it thus seems that the University needs to increase its efforts to recruit such students.

It should be noted that the University has no autonomy regarding the composition of the incoming undergraduate student body. Nonetheless, we can assess the diversity in our undergraduate student composition along the lines of *(i)* gender, *(ii)* geographic origin (measured via location of the high school graduated from as a proxy for sub-national cultural/ethnic variety), *(iii)* scholarship status (as a proxy for possible socioeconomic differences). We can similarly assess the diversity in value systems to which our undergraduate students are exposed via *(i)* the fraction of Bilkent students who participate in international exchange programs (for instruction and/or internship), *(ii)* the fraction of exchange students who enroll in our programs; and *(iii)* the fraction of courses in our undergraduate curriculum taught by international faculty.

Currently, we have the following statistics:

5780 (47%) of our undergraduate students are female. 5574 (51%) students have graduated from a high school located in Ankara, while 5411 (48.6%) students have graduated from a high school outside of Ankara and 40 (0.4%) have graduated from a high school outside of Turkey. In our efforts to reach a wider demographic segment, we participate in various education fairs and hold information sessions about the educational opportunities at Bilkent University; in the 2008-09 academic year, we participated in 16 national education fairs held around the country, and approximately 13,000 students attended our information sessions.

3.2 Graduate Programs

Bilkent University's graduate programs offer admission to applicants who have the necessary qualifications. Graduate students are selected on the basis of their test scores, their undergraduate performance and an interview at the University. By looking at a series of quantitative measurements, including scores on standard achievement tests such as the GRE, the GMAT and the Academic Personnel and Postgraduate Entrance Exam (ALES), and language proficiency tests such as the TOEFL and the IELTS, as well as undergraduate cumulative GPAs, it is possible to monitor in statistical terms the quality of the incoming graduate students in the

various departments of the University. These statistics are reported in Appendix B, Table IX.

4. Academic and Research Activities

Bilkent University believes that education and research are interconnected processes that complement and build upon each other. The University's various programs of study have the primary goal of developing the skills required to confront the challenges of a changing world.

The programs emphasize analytical methods and problem-solving rather than mere description of existing practices. Active learning is promoted in numerous courses through case analyses, term projects, simulation and classroom discussions. Technology-assisted instruction is integrated into the programs to enhance both the quantitative and qualitative aspects of education. Graduates are equipped with the knowledge, skills and analytical thinking ability necessary for success in their future careers.

Instruction at Bilkent University is based on lectures combined with labs, teamwork, company-based projects and seminars, problem-solving sessions and case studies. Individual and team projects as well as presentations help students develop their writing and presentation skills. An emphasis on discussion sessions further enhances students' theoretical and practical understanding of the subject matter. Thus, a high level of interaction takes place between faculty and students as well as among students themselves.

Guest speakers from various academic or professional backgrounds are invited to lecture in some courses and seminars, enabling the students to meet and gain from the shared experience of individuals who can serve as role models.

4.1 Teaching

Bilkent University's faculties, schools and other academic units offer degree programs, enriched learning opportunities and the chance to study, not only in Ankara but in places across Turkey and in a number of other countries as well.

The student-to-academic staff ratio at Bilkent is 11:1 (12,274 students and 1094 academic staff), which creates an environment characterized by personal attention and instructor accessibility. However, this ratio varies significantly among the departments and vocational schools. Figure 3 gives the student and academic staff counts within the University's faculties and vocational schools (excluding the English Language Preparatory Program). Since the ratio is relatively large in the case of some departments and schools, the intention is to decrease these levels to the university average to create a more student-friendly environment. It should also be noted that the ratio for all Turkish universities is 35:1^{*}, which is well above the Bilkent figure.

Bilkent University aims to provide students with a state-of-the art education and training for a profession as well as a wide-ranging and solid academic foundation, so

^{*} Number of students and Teaching Staff According to Educational Institutions for the 2008-2009 Academic Year (ÖSYM Higher Education Statistics Book for the 2008-2009 Academic Year)

that its graduates are interested in lifelong learning. The goals that have been developed to achieve these objectives and recommended to academic units include skills goals, content goals and satisfaction goals.

Academic Advising

At Bilkent University each student is assigned to an academic advisor. The advisor offers the student counseling in academic matters, takes an interest in their selection of courses and academic progress, and eventually assists them toward satisfactory job placement.

Teaching Workshops

To help academic staff improve and enhance their teaching skills, the University organizes teaching workshops. These workshops aim to bring together groups of instructors from different disciplines within the University to explore issues related to better teaching and to provide a stimulating environment in which participants can exchange views. The workshops also feature guest speakers who discuss their approaches to the challenges of teaching.

Freshmen Orientation

All first-year students in the University must take a special general education course, GE 100 Orientation, which is intended to facilitate their adaptation to the university's academic and social environment. (Bilkent students come from many different regions in Turkey, and from different cultural and educational backgrounds.) It includes lectures by guest speakers, participation in workshops and tours of departments and university facilities, during which students receive information about their department and curriculum, and meet with university staff members.

BilWrite

BilWrite is an English language writing and reading improvement center for the Bilkent University community. Its aim is to guide students in identifying and overcoming their own difficulties in writing and reading, thus enabling them to become independent learners.

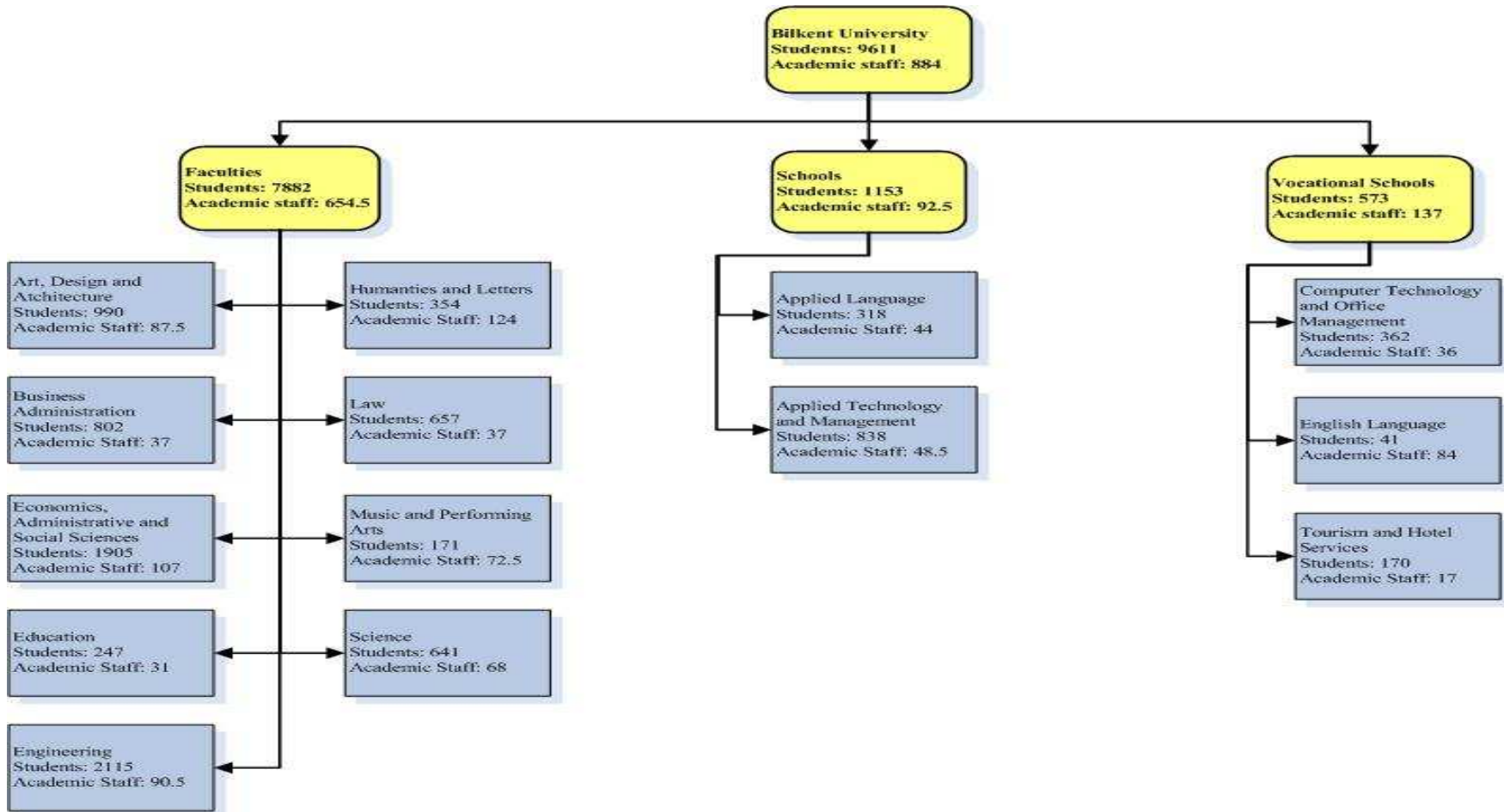


Figure 3. Student-Academic Staff Ratio[†] (excluding the English Language Preparatory School, which has 2663 students and 210 academic staff)

[†] Academic staff numbers are expressed in FTE (full-time equivalent) units.

Student Exchange Programs

Consistent with its values, the University strongly believes that students should have an internationally oriented experience to prepare them for a global environment. This is already achieved in part through the medium of education being English. Also, Bilkent strongly encourages its students to participate in exchange programs. The University has 184 exchange agreements with universities around the world: 145 in Europe, 27 in North America, and the remaining 12 in the other parts of world. The total slots available through these agreements is 420 per year. Outgoing exchange students study abroad for one or two semesters, and their course work is transferred in accordance with exchange program protocols. All of Bilkent's European exchange partners participate in the ECTS (European Credit Transfer System), with students' ECTS credits then converted into Bilkent credits.

The numbers of outgoing and incoming exchange students are provided in Appendix B, Tables XII and XIII respectively.

The percentage of Bilkent students spending a semester on exchange is approximately 4.8%; however, this figure varies significantly among departments. In view of the numerous benefits of these programs, an effort is made to increase both the number of outgoing Bilkent students and the number of universities with which exchange agreements are signed.

During the 2007-08 academic year, universities in EU countries hosted approximately 162,000 exchange students; only 6276 of them were Turkish. Calculated on the basis of the total number of Turkish university students, it appears that only 2.6% of Turkish students participated in exchange programs in EU countries.[‡] Although the Bilkent figure is much higher, we continue to encourage our students to spend a semester on exchange.

4.1.1 Graduate Programs

The University's graduate programs are administrated through its graduate schools and institutes. Each graduate school and institute coordinates the curricula for their respective departments.

In order to attract talented and motivated graduate students, the university provides generous scholarships that include a tuition waiver, monthly stipend and on-campus housing.

A listing of graduate programs, with the number of current students and past graduates of each, is given in Appendix B. Table XIV.

The total number of current graduate students is 1330, and the total cumulative number of graduates up to this point is 4108. These figures are relatively small compared to the total number of students and graduates of Bilkent University. The University aims to increase the figures significantly by recruiting more graduate

[‡] There are 839,000 undergraduate and 145,000 graduate students in Turkish universities. With a typical program of university study lasting 4 years, there would be an average of approximately 246,000 students in each class. Therefore, the percentage of Turkish students on exchange in EU countries would be calculated as $6276/246,000 = 2.6\%$.

students, since being a recognized research university in terms of scientific research and publications is one of the goals of the University.

The quality of the graduates of Bilkent's PhD programs is evidently appreciated by national and international academia, institutes and companies. A listing of PhD graduates, with their present positions, is given in Appendix B, Table XV.

4.2 Research

The research objective of Bilkent University is to generate both scholarly and application-oriented research that contributes to the national and the international scientific communities. The output from discipline-based research is measured primarily with reference to academic articles in Science Citation Index, Social Sciences Citation Index and Art and Humanities Citation Index journals and other refereed international journals, as well as chapters in international books. Learning and pedagogical research and contributions to practice constitute two important students and practitioners.

The TÜBİTAK award is the highest mark of recognition given by the Scientific and Technical Research Council of Turkey. For a number of years, Bilkent professors have been among the recipients of this prestigious award. For example in 2009, the prestigious science award was given to a Bilkent professor of chemistry, while four younger faculty received incentive awards. Our faculty members have received numerous other awards as well, and have been recognized by a wide range of organizations both inside and outside of Turkey for their many outstanding achievements.

The University measures academic performance by achievements in the international arena: ISI journals, books by international publishers, artistic performances/exhibitions. The University provides financial support for discipline-based intellectual contributions through its funding of research assistants, invitations to research collaborators for visits/sabbaticals/seminars, conference funding and library resources. The merit system also provides a strong motivating factor for publishing high-impact research on a continuous basis.

In order to bring together researchers affiliated with different departments to work on specific areas of scientific inquiry, various research centers have been set up. These centers are attached to the Office of the Rector and may have their own budgets, apply for research grants and employ their own technical staffs. A list of research centers is given in Appendix A.3.

4.2.1 Projects

Projects, which comprise activities including R&D, consultancy, educational services, art and design work and technical advising, are expected to contribute to the academic and professional development of the faculty as well as to community welfare and well-being. The administration encourages projects on both the domestic and international platforms.

The number of projects conducted by members of University departments during the last six years, as well as the total amounts of the associated grant funds, is shown in Table 1.

Year	Amount (TL)	Number of Projects	National	International
2004	9,336,966	35	18	17
2005	4,723,115	65	45	20
2006	13,645,118	105	80	25
2007	32,201,685	129	101	28
2008	39,392,565	159	118	41
2009	39,116,531	177	139	38
Total	138,415,980	670	501	169

Table 1. R&D Projects Grants

As it is evident from this table, research projects have grown both in number and in financial terms over the past several years, with an almost fivefold increase occurring between 2004 and 2009.

A technopark, known as the Cyberpark, located next to the University serves as another means of facilitating technology transfer between the University and industry. It was expected that faculty members and students would become involved in projects carried out by companies in the Cyberpark, thus increasing their applied research activities and at the same contributing to the development of innovative solutions to problems in industry. Some faculty members have indeed become involved in Cyberpark projects, and have founded six companies. Nonetheless, the number of faculty members involved in Cyberpark projects and companies is less than expected.

4.2.2 Publications

Bilkent faculty members' publications in the international arena include books, articles in refereed journals, chapters in books and book reviews. The individual weight of the publications or citations is determined by the impact factor and half-life of the journal as determined by the Institute of Scientific Information (ISI); the relative position of the journal in the journal rankings of that particular area(s); the ISI/non-ISI status of the journal; and the area normalization factor.

The figures in Table 3 (below) indicate the total number of ISI Index journal articles published by the Bilkent faculty in the years 2006-2008. Additional information about scholarly activities during the last four years is given in Table 2 and Table 3.

To compare the Bilkent-affiliated number of publications in SCI, SSCI, and AHCI-indexed journals with respect to other Turkish universities, we present Figure 4, which depicts the number of publications and the total number of faculty members of each university. The data point marked in red is Bilkent University. It can safely be argued that, given the size of its faculty, Bilkent ranks close to the top in terms of publications.

	Academic Years			
	2005-2006	2006-2007	2007-2008	2008-2009
National Conference Proceedings by Bilkent Faculty Members	194	253	304	366
International Conference Proceedings by Bilkent Faculty Members	291	412	421	438
National Conferences, Symposiums, Panels and Meetings Organized by the University	23	57	181	206
International Conferences, Symposiums, Panels and Meetings Organized by the University	31	32	55	50

Table 2. Conferences, Symposiums, Panels and Meetings

	Years							
	2006		2007		2008		2009	
	ISI Papers	Non-ISI Papers	ISI Papers	Non-ISI Papers	ISI Papers	Non-ISI Papers	ISI Papers	Non-ISI Papers
Papers	305	67	346	59	353	38		
Books	11		7		20		2	
Chapters in Edited Books	29		32		44		6	
Other Publications	14		30		26			

Table 3. Publications

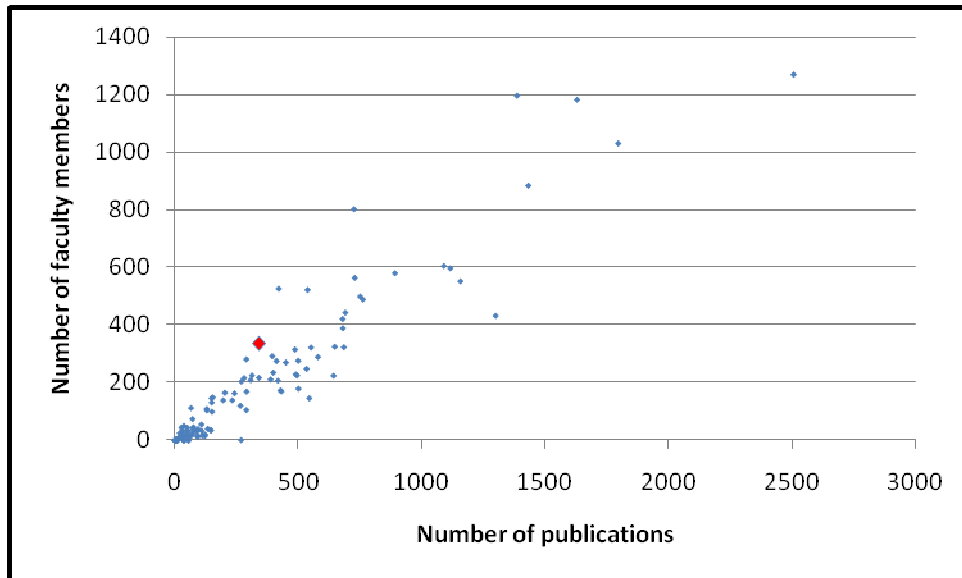


Figure 4. Number of publications in SCI, SSCI, and AHCI-indexed journals and total number of faculty members of Turkish universities in 2008.

4.3 Academic Support Services

The University provides various services to the student body and academic staff in accordance with the goals and objectives of the University. These include academic, technological, financial and social services.

4.3.1 Library

Bilkent University Library is a lending and research library where open stacks permit free access to the entire collection, except the rare book collections. The main library is housed in its own four-story building at the center of the Main Campus. The East Campus branch library is located on the top floor of the Catering Center. Statistical information about the library for the last five years is given in Appendix B, Table XVI.

The collection contains over 500,000 items. The book collection, of over 400,000 volumes, increases by approximately 20,000 volumes annually. The library subscribes to over 2000 print journals from Europe and the USA and provides electronic access to over 87,000. Over \$3 million is spent each year on databases, books, journals and other resources, including video and audio cassettes, DVDs and VCDs, maps, microforms, CD-ROMs, music scores and sound recordings. The library makes over 100 databases available online, which provide access to both citations and the full texts of journal articles, conference proceedings and papers and research material. Working papers and technical reports are received from leading research centers in Europe, the USA and Japan.

The Turkish Plastic Arts Archive makes available a file of over 50,000 newspaper clippings, magazine articles and exhibition materials (invitations, posters and catalogs). The collection has been catalogued and is accessible on the Internet.

The Bilkent University European Union Information Centre opened in 2001 with the status of a full EUI Centre, serving as a depository for European Commission publications and World Bank regional publications. Bilkent University Library has been designated by the Library of Congress to receive US government documents and makes them available in the combined Government Documents Room and EUI Centre.

Wireless network service is available in both the Main and East Campus Libraries. In order to make studying and research pleasant, there is a cafe at the entrance of Main Library.

4.3.2 Information Technology Services

The Bilkent Computer Center (BCC) provides a variety of computing resources and services to meet the administrative, educational and research computing requirements of the University community. These services include providing computational, networking and internetworking equipment, maintenance of that equipment's hardware and software, and maintenance of software resources such as compilers, utilities and application programs. Additionally, BCC develops in-house application software for the university itself, including the academic information system, student information system, library information system and other systems. Computer resources are detailed in Appendix B, Table XVII.

The IT services offered by BCC are:

1-PC Laboratories: There are many PC labs containing PCs and printers, with some labs open to students 24 /7 and others from 8:30-23:00, in various buildings around the campus.

2-Campus Network: The campus network is built on a Gigabit Ethernet backbone and is accessible from all campus buildings. In addition, wireless network access points are located around the campus, providing hot spots for mobile users.

3- Software Resources: BCC provides and maintains a wide variety of scientific tools at the users' disposal. These include statistical, mathematical, simulation libraries and packages.

Some software tools developed in-house are also available to faculty, students and staff. The most widely used one is BLISS (Bilkent Library Information Services System), which enables readers to browse the Bilkent Library catalogs on terminals or WEB pages on the Internet. AIRS (Academic Information Review System), SRS (Student Review System), and DAIS (Department Academic Information System) are also valuable tools, used by faculty members and students to help in planning their coursework.

4-Video Conferencing: BCC operates the University's video conferencing equipment. Two VC rooms are located on the ground floor of the Humanities Building. These VC units are the center of the University's "New York on Air" service and are mostly used to deliver courses to/from the VC facility in New York, located in the Bilkent liaison office there. The VC systems are equipped with ISDN and TCP/IP interfaces and can establish interactive connections with remote sites equipped with either of those interfaces. As of the fall 2009 semester, a total of 11 courses were being taught via this system, mostly from New York.

4.4 Student Support Services

Career Center

The Bilkent University Career Center helps undergraduates, graduate students and alumni take steps toward achieving their career goals and provides guidance for their career development.

Psychological Counseling and Development Center

The goals of the Psychological Counseling and Development Center (PCDC) are to provide a range of services related to the challenges of student life as well as to personal transition and growth. PCDC offers counseling, consultation and referral services free of charge to students enrolled at Bilkent University.

Scholarships

Approximately one-fourth of Bilkent University students are recipients of various types of scholarships granted by the University. None of these scholarships entail any future obligations on the part of the recipients.

There are four types of scholarships available; the first three types of scholarship are offered to students according to their performance on the University Placement Examination and during their tenure at Bilkent. The fourth type of scholarship (the

talent-based scholarship) is available only to students in the Faculty of Music and Performing Arts and students in some departments of the Faculty of Art, Design and Architecture. All scholarships are merit based. Currently 3250 students out of a total student body of 12,100 are on full scholarships. These students do not pay any tuition. In addition, many of them receive a stipend to partially cover their living expenses. Free housing in student dormitories is also provided to those students on full scholarships whose primary residence is not in Ankara. Partial scholarships in the form of a 50% reduction in tuition fees are also available to qualified undergraduate students. Around 900 undergraduate students make use of this merit-based scholarship. The number of students receiving scholarships is given in Appendix B, Table XVIII and Table XIX.

Dormitories

The University can accommodate approximately 4000 students in its dormitory facilities, which consist of 25 buildings with various designs and features. Given the fact that nearly half of Bilkent students are Ankara residents, dormitory capacity is sufficient to meet the demand for on-campus housing. Off-campus housing is also available nearby for those who want more space and greater independence in their living arrangements. It should be noted that off-campus housing is neither owned nor operated by the University.

Health Center

The Health Centers, located on the Main and East Campuses, provide health services to students and faculty members. Basic health services are provided free of charge to all Bilkent undergraduate and graduate students.

Student Union

The Student Union was established to help students advance extracurricular and academic activities, interact in a free and democratic union, contribute to the development of the university as a modern institution of advanced learning, communicate their needs to the university administration, maintain a voting representative at the University Senate, and, especially, to organize social, cultural and sports activities. The Student Union operates pursuant to the provisions of the Student Union Charter of Bilkent University. The Student Union represents the students of Bilkent University both within the university and at the national and international levels. All registered, full-time students at the university are members of the Student Union. A list of student clubs and societies is given in Appendix B, Table XX. The Student Union officers are elected annually by the student body. The rules and regulations of the election process are documented in detail.

Physical Education and Sports Center

The sports programs, activities and facilities of the University are expanding constantly to keep pace with the growing needs of the large student body. The facilities include gymnasiums, outdoor and indoor tennis courts, outdoor volleyball and basketball courts, mini-football fields, aerobic/step studios, fitness/conditioning rooms and multi-purpose rooms, plus a regulation-size grass football field on the Main Campus and a grass football field on the East Campus. There is also a seven thousand-square-meter multi-purpose sports complex.

5. Funding

As a nonprofit, private university, Bilkent University depends on three major sources of income to finance its activities. These are: (i) tuition income, (ii) income from the university endowment, and (iii) income from sponsored projects.

Bilkent University charges tuition fees, with the annual tuition fee for Turkish students in 2009 set at 16,900 TL (7650 Euros). The university also has a comprehensive scholarship program in order to attract excellent students to its undergraduate and graduate programs.

The University has a large endowment, in the form of wholly owned companies operating in a diverse range of industries. The University currently owns 40 companies of varying size and scope. The profits of these professionally managed firms constitute another of the three primary sources of funding for Bilkent.

Sponsored research is the third major income source. Most of the funding for research projects comes from one of the following: (i) TUBITAK, the Scientific and Technical Research Council of Turkey, (ii) the State Planning Organization, and (iii) the European Union. Private businesses and some NGOs also support research projects; however, their contributions are not substantial.

Bilkent University's income and expenditures for the year 2009 are given in the tables below.

INCOME for 2009 (in TL)		
Tuition Fees	127,659,000	42.5%
Dormitory and Housing Fees	10,006,000	3.3%
Endowment and Interest Income	87,474,000	29.2%
Research Projects and Grants	39,116,000	13.0%
Other Income	22,011,000	7.3%
Erzurum Campus Funds	14,160,000	4.7%
TOTAL INCOME	300,426,000	

Table 4. Income for 2008 (in TL)

EXPENDITURES for 2009 (in TL)		
Payroll Expenses	112,863,000	37.6%
Research Project Expenditures*	42,825,000	14.3%
Seminars and Conferences	3,403,000	1.1%
Scholarships	9,083,000	3.0%
Library Expenses	3,452,000	1.2%
Capital Exp. and Investments	66,536,000	22.2%
Other Expenses	41,737,000	13.8%
Exp. for Erzurum Campus	20,527,000	6.8%
TOTAL EXPENDITURES	300,426,000	
*Direct expenditures only; does not include overhead expenses and increase in project assets		

Table 5. Income and Expenditures for 2009 (in TL)

Tuition fees and endowment income accounted for 71.7% of total income in 2009. On the expenditure side, payroll expenses and capital expenses and investments were the

two major expenditure items, followed by general expenses. These three items constituted almost 59.8% of total expenditures in 2009.

Endowment income has been quite volatile, reflecting the dependence of company profits on the performance of the national economy. Capital expenditures and investments include the increase in assets.

Apart from endowment income and capital expenditures, there are three important items in the financial statement that should be watched closely. They are: tuition income, payroll expenses and income from projects and grants. As the major revenue and expense items of the financials, the share of payroll expense as a percentage of tuition income is a useful indicator to follow. The ratio of payroll expenses to tuition fees is presented in the table below. This ratio has been increasing over the years as a result of declining real tuition over the last seven years. The ratio is expected to recede to 80%-85% range in the next two years as a result of a tuition increase in 2009, along with more controls on payroll during the economic downturn of 2008-2009.

	2003	2004	2005	2006	2007	2008	2009
Payroll/Tuition	72%	74%	83%	81%	85%	94%	88%

Another major trend in funding is the consistent increase in project income. As was shown in Table 1 in the previous section, project income went up eight fold, from a mere 4,723,000 TL (€2,820,000) in 2005, to 39,116,000 TL (€19,550,000) in 2009. The university expects the income from projects to continue to constitute the third pillar of its finances, in addition to tuition fees and endowment income.

Procedure for the Use of Financial Resources

Bilkent University implements a budget system to control the use of its financial resources. Each academic department and administrative unit determines its resource requirements to fulfill its mission and objectives. These requirements are then translated into annual budgets, which are structured according to a uniform chart of accounts for the University.

The Budget Request and Approval Process for Academic Departments

During November of each year, the Provost's Office asks academic units to prepare a request for a budget to cover their possible expenditures during the following year. Certain guidelines with respect to key assumptions of the budget, such as expected inflation and exchange rates, are specified. Requests for large expenditure items and new academic staff must be justified. An academic department's budget request is sent to the faculty Dean, who will include it (after modification in some cases) in the faculty budget request. The faculty budget is then forwarded to the Provost's Office.

The Provost's Office will finalize the faculty budget, after discussing it with the Dean as necessary. The review with the Dean usually leads to some modification of the proposed budget. Once the faculty budget is finalized, the Dean in turn allocates the available funds among the departments and the faculty. The funds that are approved in the budget are released for use on a monthly basis. Academic units are divided into

budget units, which have independent budgets. In most cases, the budget unit is the faculty. A Dean may decide to subdivide the funds allocated to the faculty, and request that the individual departments be defined as budget units. Budget units are expected to stay within their budgetary limits, as defined by the amount of funds in the particular budget items. The head of the budget unit (the Dean or department chair) can authorize the spending of its budget without being required to obtain further approval. Funds that are not spent by the end of the month are carried over to the next month, and eventually into the following year.

The Budget Request and Approval Process for Administrative Units

Each administrative unit prepares its budget for the coming year according to the guidelines sent by the Office of Vice Rector in charge of Administration and Finance (VR-FA). The guidelines include key assumptions on inflation and exchange rates that are common to each unit, and specific items for individual units, such as total number of students, planned construction of a building, etc. The VR-FA meets with every unit head to discuss and finalize the proposed budget. The expenditure of certain funds, even though within the budget limit, is subject to the approval by the VR-FA.

The actual spending may be carried out by the Procurement Unit or by any one of the administrative units, depending on the type of expenditure. All procurement takes place according to a set of internal procurement regulations. The Accounting Office is responsible for reimbursements and maintains all documentation pertaining to expenditures. The University's Budget Office keeps track of all spending activity of the budget units. The budget units have the option of monitoring their budgets through the University computer network.

6. Service to Society

Bilkent University places a special emphasis on service to society at large.

Bilkent Laboratory and International Schools (BLIS)

In view of the important role of K-12 education in social development, Bilkent University began establishing elementary and secondary schools on its campus in the mid-1990s. These schools would not only serve the children of the Bilkent community, but would also provide an alternative to parents who were looking for high quality education for their children in Ankara. Such parents included expatriates residing in the capital, whose only choice previously was the handful of embassy schools in the city.

More recently, as a separate legal entity, BLIS has become the laboratory school for the Bilkent University Graduate School of Education. This graduate program was established in order to fill the great need for teachers qualified to teach advanced material in English. Faculty members from the graduate school spend time in the classroom at BLIS, and students do internships there, gaining valuable experience to prepare them for their future careers.

The Eastern Schools Project

Historically, the eastern part of Turkey has been deprived in both economic and social terms. One important indicator of social development is the level of elementary and secondary (pre-university) education in a province. Bilkent University identified the eastern provinces that could benefit most by improving the level of such education and proceeded to formulate the Eastern Schools initiative, which was backed by the government through an act of Parliament. The initiative calls for the establishment of schools providing K-12 education in four provinces in the east. These private schools are affiliated with Graduate School of Education of Bilkent University in that province, as laboratory schools. At least 70% of the students are on full tuition scholarship. The medium of instruction in several of the courses offered in the laboratory schools is English. Students are required to complete the Cambridge IGCSE program in grades 9 and 10, and the International Baccalaureate program in grades 11 and 12. As part of this initiative, the first school was opened in Erzurum in 2006. Currently, there are 240 students in Erzurum Laboratory School, 90% of whom do not pay any tuition.

Library Services Open to the Public

Bilkent University Library, as discussed above, offers a vast body of informational resources to its users. The users are not limited to the Bilkent community only; the library is open to the public, so that anyone who wants to use the library can visit and work on the premises. It has also established protocols with other universities in Ankara, which give teaching staff reciprocal borrowing rights. As a result of this public service, a total of 57,000 users from outside Bilkent University visited the library in 2008.

Social Responsibility Center

The Social Responsibility Center within the Office of Dean of Students coordinates social awareness projects and charity campaigns. Some examples of the projects carried out by student groups under the aegis of the Center include teaching computer literacy to disadvantaged high school students, creating recreation centers for children in nearby villages, and preparing audio disks for the visually impaired.

Bilkent Symphony Orchestra

The Bilkent Symphony Orchestra was founded in 1993 as the first private international academic musical ensemble in Turkey. Developed within the University's Faculty of Music and Performing Arts, the orchestra is composed of over 90 proficient artists and faculty members from Turkey and 12 other countries. With Turkish and international guest conductors, soloists and choirs, the ensemble offers a season of over 80 concerts per year, and reaches an even wider audience through television and radio broadcasts of its performances.

V. Quality Assessment Practices

In this section of the report, institutional, university-wide quality assurance and evaluation practices will be described. A discussion of curriculum evaluation, evaluation of faculty members and course evaluations will follow. Next, quality assurance at the national level will be presented, followed by the annual audit procedure of the Higher Educational Council. Finally, an overview of quality assessment and accreditation at the departmental level will be given.

1. Quality Assessment at the University Level

A quality assurance framework was introduced at Bilkent University shortly after the University admitted its first students in 1986. At that time the quality assurance process was confined to certain of the administrative units of the university, with academic departments being outside the domain of quality assurance activities. For them, a system of evaluation for their research and teaching activities was developed and put into action. Evaluation of faculty members and courses will be discussed in more detail below.

1.1 Curriculum Evaluation

The effectiveness of Bilkent's programs is monitored at two different levels: the University, and the department.

Monitoring by the University

The University monitors undergraduate programs through the University Curriculum Committee (UCC). This committee consists of two representatives from the University administration and six appointed faculty members. The UCC deals with matters of educational policy and strategy, advises the Deans/Directors/Chairs regarding the departments' undergraduate and graduate curricula, and reviews and suggests improvements in curricula.

Monitoring by the Department

The individual departments monitor their programs through the Departmental Curriculum Committees (DCCs). A DCC consists of at least three faculty members appointed by the Chair (to whom it reports) and is responsible for designing, developing, implementing, and evaluating the program and any changes to it on an ongoing basis.

1.2 Evaluation of Faculty Members

1.2.1 Annual Review of Faculty Members

Bilkent University endeavors to apply the highest standards with respect to academic achievement in research/scholarship/creative work and teaching. The annual review of faculty members involves appraisals of the performance of the academic staff. This regular review seeks to maintain the high quality of the faculty and to enhance excellence in research/creative work and in teaching, thereby maintaining and enhancing the reputation of the university as well. All full-time members of faculty

fill out the Annual Faculty Survey Form at the end of the calendar year and report the following:

- Scholarly publications – books, journal articles, book chapters, conference proceedings, conference presentations, etc.
- Contributions in teaching
 - Courses taught, new methods used
 - Project supervision
 - New course material
- Contributions to service

The Annual Faculty Survey form is provided in Appendix C.1.

The department chair and the Dean review the faculty member's Annual Faculty Survey form, course evaluations and teaching portfolio and fill out the Annual Faculty Evaluation form. On this form they each comment briefly on the faculty member's research, teaching and service performance. The form is returned to the faculty member to solicit feedback. The Annual Faculty Evaluation form is provided in Appendix C.2.

The academic/scholarly/creative performance of the University's faculty members is appraised by the Academic Evaluation Committee, composed of the Provost, the Associate Provosts and the Dean. This committee reviews the Annual Faculty Survey forms filled out by the faculty members as well as the evaluations of the Department Chair and the Dean/Director summarized in the Annual Faculty Evaluation form. The committee then recommends salary and course load adjustments for each faculty member. The result of this appraisal is communicated to faculty members in the form of a written letter sent from the Office of the Provost to each individual faculty member.

Bilkent University has a merit system to encourage high-level academic/scholarly/artistic performance. The merit-based bonus to be given to each faculty member is determined once every year using the following factors:

- Evidence of recent work: research and scholarly publications or artistic work
- Acknowledgment/recognition/use of the work by others
- Grants received by the faculty member

Unlike the base salary, the bonus based on merit is not permanent. It may increase or decrease, depending on performance.

1.2.2 Promotion of Faculty Members

This section describes the process of promotion from the rank of assistant to associate professor and from associate to full professor. The minimum standards for promotion are set forth in the Law of Higher Education and the Bilkent University Core Regulations.

Promotion and Appointments Committee

The critical decision authority in the promotion process at the university level is the Promotion and Appointments Committee. The Promotion and Appointment Group is composed of eight professors appointed to three-year terms by a committee formed by

the joint proposal of the Rector and the Provost, and the approval of the President of the Board of Trustees. Four members of this group are chosen at random to serve on the Promotion and Appointment Committee for a candidate coming up for promotion or appointment. This committee is headed by the Provost, and the names of its members are kept confidential.

Application for Promotion

A candidate applying for promotion submits the following to the department chair with a cover letter:

- A detailed CV in a standard format
- Copies of all publications other than theses
- Referee Information Form: Names, addresses, and research areas of three referees who can evaluate the academic work of the applicant, along with a list of work the applicant wants the referees to evaluate

Processing the Application

Upon receiving the application material, the department chair sets up a pre-evaluation committee composed of at least three faculty members. The pre-evaluation committee first confirms that the candidate fulfills the minimum requirements for promotion. The candidate is then evaluated on the basis of their (1) research, (2) teaching experience and performance and (3) academic, administrative and professional services. The pre-evaluation committee prepares a report and makes a recommendation either for or against promotion.

The chair prepares a separate report on the candidate's research, teaching and service performance and identifies three referees. The chair then forwards the following to the Dean:

- Candidate's application material
- Report of the pre-evaluation committee
- Report of the chairperson
- Referee information form containing information on the three referees suggested by the chair

The Dean requests evaluations of the candidate from all referees (as selected by the chair on the basis of those suggested by the applicant, plus, if considered necessary by the Dean, three additional referees chosen by the latter), sending them the applicant's detailed CV and work to be evaluated. Within three months, the Dean completes the relevant form, adds the following material to the applicant's file and forwards the file to the Office of the Provost:

- Copies of the letters sent to the referees
- Referees' evaluations
- The Dean's own report

The Provost then convenes the Promotion and Appointment Committee. The Committee evaluates the application file that has been forwarded by the Dean, hears the opinion of the Dean, and presents its decision to the Rector.

To give final approval to the decision of the Committee, the University Executive Board selects five professors, at least three of whom must be from other universities in Turkey, to evaluate any applicants who have received an affirmative decision for promotion or appointment as an associate or full professor as a result of the procedure described above. These professors write separate reports for each applicant. The Rector hears the opinion of the University Executive Board, and presents the case to the President of the Board of Trustees. The forms and letters used in this process are presented in Appendix C.

1.2.3 Course and Instructor Evaluation

Insofar as teaching is seen as an essential ingredient of delivering high quality academic programs at all levels, it is considered important to obtain information on teaching performance. Evaluation by students is one such input in this process. Students fill out a Course and Instructor Evaluation Forms for each course at the end of the semester. The questions on the form request the student's opinion on the instructor as well as the course, since the form is designed to measure the effectiveness of both. Instructors may use the information to improve their teaching methods, course content and evaluation methods. The evaluation results are posted on the University website. Some deans may also request faculty members to submit a teaching portfolio that contains course syllabi, exams, projects and other material that the faculty member thinks relevant. The Course and Instructor Evaluation Form appears in Appendix C.3.

2. Quality Assurance within the National Academic Assessment and Quality Improvement Framework

A formal, overall quality assurance system was installed in 2005 as a part of the national quality assurance framework with the establishment of the Academic Evaluation and Quality Enhancement Commission at the national level. As stipulated by the national initiative, a Committee for Academic Assessment and Quality Improvement (AAQIC) was formed at Bilkent University.

AAQIC has developed its continual improvement process on the basis of the quality assurance indicators and evaluation procedures of EUA. Performance criteria and measures were adopted from the national quality improvement and academic assessment scheme, and in 2006 they became the basis for organizational assessment. Performance criteria adopted by AAQIC are given in Appendix D.

The continual improvement process, as outlined in Figure 5 below, implements the institutional evaluation program within four categories. These are (i) teaching, (ii) research, (iii) resources, and (iv) service to society. AAQIC has designated four subcommittees, one for each of these functions. The subcommittees prepare evaluation reports using the relevant performance criteria. These reports constitute the building blocks of the AAQIC self-evaluation process, which concludes with SWOT analysis. The self-evaluation report is submitted to the University Senate and then to the Council of Higher Education every year. The report and SWOT analysis become the critical input for the revision of the strategic plan of the university.

3. Annual Audit by the Council of Higher Education

As a separate activity of quality control, distinct from the national academic assessment and quality improvement framework, the Council of Higher Education, as the governing body of Turkish higher education, periodically reviews and audits all foundation universities. This detailed process of revision and audit is known as the annual review. The annual review starts with a self-evaluation report (different from the AAQIC report mentioned above) that specifically addresses issues defined by the Council, in the following areas: administrative structure, academic staff, administrative staff, students, physical infrastructure and financing. Each section of the report is devoted to one of the areas, and information addressing specific questions is provided mostly in tabular or numerical form. Each section ends with a self-assessment of the area covered in that section. The final section contains an overall assessment of the university and a discussion of remedial measures, if necessary. The self-evaluation report is sent to the Council of Higher Education, which assigns two examiners from the Council to go over the report.

The team of examiners subsequently visits the university over a period of three days and conducts interviews with the university administration, administrative staff members and students. Occasionally, they visit faculties and classrooms and are given a tour of the campus. Following their visit, the examiners prepare a short written report containing their observations and suggestions. The university is obliged to provide a written reply explaining its position on issues raised in the report and describing actions taken based on the suggestions of the examiners.

Hence, we can safely argue that Bilkent University goes through a comprehensive self-evaluation process in order to meet the requirements of the national quality and annual review schemes. While the annual review conducted by the Council of Higher Education focuses on the inputs of the university, the AAQIC self-evaluation attempts to extend its scrutiny to the output measures of the university to a certain extent as well. Some of the performance criteria are in fact tailored toward measuring the outputs.



4. Quality Assessment at the Departmental Level

The University encourages individual departments to seek accreditation from highly respected international agencies in their fields, such as the Accreditation Board for Engineering and Technology (ABET) and the Association to Advance Collegiate Schools of Business (AACSB). In the first instance, the Department of Industrial Engineering went through the ABET evaluation process and obtained “substantial equivalence” for its undergraduate program in 1994. The Departments of Electrical and Electronics Engineering and Computer Engineering received “substantial equivalence” for their programs in 1996 and 2005 respectively.

The Department of Industrial Engineering later on sought full accreditation from ABET and became the first engineering program in Turkey to be fully accredited by ABET in 2008. These three departments of the Faculty of Engineering will be up for accreditation review in 2011. The Faculty of Business Administration applied for initial accreditation by AACSB in 2004 and received accreditation for its graduate and undergraduate programs in 2006. The faculty has thus become the first and so far the only AACSB-accredited institution not only in Turkey but in Eastern Europe and the Caucasus as well. The Faculty of Business Administration will be up for maintenance review in 2011.

VI. Strategic Management

The Academic Assessment and Quality Improvement Committee looks at various performance criteria to assess the University in terms of teaching, research, physical and human resources and community service. The University mission and objectives are the guiding principles in this assessment process. In its most recent assessment in 2009, AAQIC has identified the major areas in which the university has strengths and weaknesses. The findings of this SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis are presented below.

Strengths

- Autonomy with respect to administrative and financial affairs as a result of being a nonprofit, private university
- English as the medium of instruction – enables the University to use the most up-to-date educational resources and hire international faculty, and facilitates student and faculty mobility
- Presence of student exchange programs – partially offsets the low number of international students
- The ability to hire international faculty
- Clear and high standards for the promotion and appointment of faculty members
- Annual evaluation of faculty members
- Publication record of the faculty
- Diversity in terms of the gender, age and national origin of the faculty
- Accreditation of individual faculties and departments by international professional accrediting agencies

- Provision of scholarships to both graduate and undergraduate students
- Evaluation of courses and instructors by the students
- Presence of a highly active Student Council
- Work-study programs on campus
- The convenience of having an extensive, fully equipped campus
- Sufficient library resources
- Sufficient on-campus housing for undergraduate students
- Sufficient IT infrastructure

Weaknesses

- Insufficient involvement and support on the part of alumni
- Insufficient level of public relations
- Lack of lecture halls with sufficient capacity to host large-scale conferences on campus
- Lack of a multi-function student union building
- Insufficient graduate student housing (especially for married students)
- Low number of international students

Opportunities

- High demand for quality higher education in Turkey
- Availability of grants and supports for research projects from national research agencies and the EU
- Presence of a technopark to facilitate cooperation with industry
- Increased demand for PhDs from newly established universities

Threats

- Lack of economic stability in the nation as a whole
- Frequent changes in centrally mandated university admission rules and examinations
- Newly established state universities and private universities

VII. Conclusion

Bilkent University is constantly reviewing its strategies and activities as it strives for excellence in research and teaching in today's rapidly changing environment. The SWOT analysis outlined above demonstrates the challenges the University will face during the new decade. Changing demographics, competition and internationalization are just a few of the causes that underlie these challenges. The programs, procedures and decision-making processes in place at the University must take into account the various obstacles and opportunities both inside the institution and in the wider environment. The ability to be proactive, rather than to simply react to changing conditions, will make the difference between success and failure for educational institutions. Quality assurance mechanisms are vital to meeting new demands with a dynamic response. As detailed in this report, quality management practices at Bilkent University are carried out at various levels, ranging from the evaluation of individual

faculty members to the overall evaluation of the University. Some quality practices are accomplished internally while others are implemented by external groups or institutions. The University administration firmly believes that, in the final analysis, it is the viewpoint of the outside world that will make the final judgment regarding the quality and reputation of the University. Hence, the administration fully supports external evaluation of the University by EUA.

Appendix A – List of Faculties, Schools, Vocational Schools, Institutes and Research Centers

1. Faculties, Schools and Institutes

Faculties

- Faculty of Art, Design and Architecture
- Faculty of Business Administration
- Faculty of Economics, Administrative and Social Sciences
- Faculty of Education
- Faculty of Engineering
- Faculty of Humanities and Letters
- Faculty of Law
- Faculty of Music and Performing Arts
- Faculty of Science

Four year professional schools

- School of Applied Languages
- School of Applied Technology and Management

Two year vocational schools

- Vocational School of Computer Technology and Office Management
- Vocational School of Tourism and Hotel Services
- School of English Language

Institutes

- Graduate School of Business Administration
- Institute of Engineering and Science
- Graduate School of Education
- Institute of Economic and Social Sciences
- Institute for Material Science and Nanotechnology
- Institute of World Systems , Economies and Strategic Research
- Institute of Music and Performing Arts
- Institute of Fine Arts

2. Faculties and Schools and Their Departments and Programs

Faculty of Art, Design and Architecture

- Communication and Design
- Fine Arts
- Graphic Design
- Interior Architecture and Environmental Design

- Landscape Architecture and Urban Design

Faculty of Business Administration

- Management

Faculty of Economics, Administrative and Social Sciences

- Economics
- Global and International Affairs Program
- International Relations
- Political Science
- Psychology

Faculty of Education

- Computer and Instructional Technology Teacher Education

Faculty of Engineering

- Computer Engineering
- Electrical and Electronics Engineering
- Industrial Engineering
- Mechanical Engineering

Faculty of Humanities and Letters

- American Culture and Literature
- Archaeology
- English Language and Literature
- Philosophy
- Turkish Literature

Faculty of Law

- Law

Faculty of Music and Performing Arts

- Music
- Performing Arts

Faculty of Science

- Chemistry
- Mathematics
- Molecular Biology and Genetics
- Physics

School of Applied Languages

- Accounting Information Systems
- Banking and Finance
- French Preparatory Program
- Translation and Interpretation

School of Applied Technology and Management

- Business Information Management

- Computer Technology and Information Systems
- Tourism and Hotel Management

School of English Language

- Vocational Program in Translation
- English Language Preparatory Program
- Faculty Academic English Program

Vocational School of Computer Technology and Office Management

- Accounting and Taxation
- Bureau Management and Executive Assistantship
- Commerce and Administration
- Computer Technology and Programming

Vocational School of Tourism and Hotel Services

- Hospitality Services

3. Research Centers

- Ahmed Adnan Saygun Center for Music Research and Education
- Bilkent Center for Advanced Studies (BICAS)
- Bilkent Center for Bioinformatics (BCBI)
- Center for Environmental Sciences
- Center for International Economics
- Center for Research in Transitional Societies (CRTS)
- Center for Russian Studies
- Center for Studies in Society and Politics
- Center for Turkish Literature
- Center for Turkish Politics and History
- Communications and Spectrum Management Research Center (ISYAM)
- Computational Electromagnetic Research Center (BILCEM)
- Genetics and Biotechnology Research and Development Center (BILGEN)
- Institute of World Systems, Economies and Strategic Research
- Institute of Materials Science and Nanotechnology (UNAM)
- Nanotechnology Research Center
- Space Technology Research Center (BİL-UZAY)

Appendix B – Tabular Data for The University

Table I – Academic Staff Age Distribution

Faculty / School / Vocational School	2006				2007				2008				2009			
	Age< 40	Age 40-50	Age 50-60	Age > 60	Age 0-40	Age 40-50	Age 50-60	Age > 60	Age < 40	Age 40-50	Age 50-60	Age > 60	Age < 40	Age 40-50	Age 50-60	Age > 60
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Faculty of Art, Design and Architecture	37.5	31.3	16.5	14.8	37.6	29.2	17.4	15.7	41.1	25.9	18.4	14.6	41.1	26.9	19.4	12.6
Faculty of Business Administration	29.7	39.2	14.9	16.2	37.5	37.5	14.1	10.9	43.0	36.6	11.8	8.6	41.9	36.5	9.5	12.2
Faculty of Economics, Administrative and Social Sciences	22.6	34.6	20.3	22.1	28.6	31.3	19.8	20.3	28.9	29.4	20.9	20.9	28.5	30.4	23.4	17.8
Faculty of Education	26.7	28.9	13.3	31.1	30.6	33.3	8.3	27.8	28.6	28.6	18.4	24.5	40.3	25.8	16.1	17.7
Faculty of Engineering	28.9	30.8	30.2	10.1	31.8	30.0	30.0	8.2	35.2	27.8	26.7	10.2	37.6	28.2	24.3	9.9
Faculty of Humanities and Letters	19.2	29.2	24.2	27.5	23.5	26.7	24.7	25.1	28.6	24.1	25.3	22.0	31.5	25.8	23.4	19.4
Faculty of Law	21.0	29.0	9.7	40.3	18.6	28.8	10.2	42.4	13.6	28.8	8.5	49.2	25.7	28.4	4.1	41.9
Faculty of Music and Performing Arts	20.4	26.5	23.8	29.3	21.6	29.0	22.2	27.3	18.9	26.8	26.2	28.0	27.6	25.5	17.2	29.7
Faculty of Science	20.8	32.3	31.5	15.4	22.6	33.1	29.3	15.0	28.4	30.4	29.1	12.2	29.4	32.4	26.5	11.8
School of Applied Languages	11.4	28.6	14.3	45.7	19.5	29.9	10.4	40.3	21.4	26.2	15.5	36.9	23.9	23.9	14.8	37.5
School of Applied Technology and Management	38.9	32.4	10.2	18.5	43.6	30.8	8.5	17.1	42.5	31.9	7.1	18.6	39.2	36.1	8.2	16.5
School of English Language	22.5	45.0	22.5	10.0	28.0	40.2	22.0	9.8	28.1	38.2	22.5	11.2	31.0	38.1	19.0	11.9
Vocational School of Computer Technology and Office Management	32.1	28.6	30.4	8.9	36.5	32.7	30.8		45.7	28.6	22.9	2.9	50.0	27.8	19.4	2.8
Vocational School of Tourism and Hotel Services	9.4	40.6	31.3	18.8	12.5	37.5		18.8	16.7	33.3	33.3	16.7	17.6	35.3	29.4	17.6

Table II – Academic Staff Gender Distribution

Faculty / School / Vocational School	2006		2007		2008		2009	
	% of Female	% of Male	% of Female	% of Male	% of Female	% of Male	% of Female	% of Male
Faculty of Art, Design and Architecture	57.4	42.6	56.2	43.8	53.5	46.5	53.7	46.3
Faculty of Business Administration	47.3	52.7	48.4	51.6	52.7	47.3	52.7	47.3
Faculty of Economics, Administrative and Social Sciences	34.1	65.9	41.9	58.1	39.1	60.9	37.9	62.1
Faculty of Education	42.2	57.8	47.2	52.8	36.7	63.3	38.7	61.3
Faculty of Engineering	18.9	81.1	17.6	82.4	18.2	81.8	18.8	81.2
Faculty of Humanities and Letters	48.3	51.7	49.0	51.0	54.7	45.3	55.6	44.4
Faculty of Law	27.4	72.6	25.4	74.6	15.3	84.7	18.9	81.1
Faculty of Music and Performing Arts	44.2	55.8	45.5	54.5	42.7	57.3	40.0	60.0
Faculty of Science	23.1	76.9	24.8	75.2	23.0	77.0	25.0	75.0
School of Applied Languages	40.0	60.0	45.5	54.5	46.4	53.6	43.2	56.8
School of Applied Technology and Management	46.3	53.7	47.0	53.0	47.8	52.2	46.4	53.6
School of English Language	61.3	38.8	65.9	34.1	64.0	36.0	61.9	38.1
Vocational School of Computer Technology and Office Management	67.9	32.1	69.2	30.8	68.6	31.4	70.8	29.2
Vocational School of Tourism and Hotel Services	43.8	56.3	43.8	56.3	50.0	50.0	52.9	47.1

Table III – Academic Staff Title Distribution

Faculty	2006				2007				2008				2009			
	% Prof	% Assoc Prof	% Assist Prof	% Inst.	% Prof	% Assoc Prof	% Assist Prof	% Inst.	% Prof	% Assoc Prof	% Assist Prof	% Inst.	% Prof	% Assoc Prof	% Assist Prof	% Inst.
Faculty of Art, Design and Architecture	1.1	2.3	21.6	75.0	1.1	2.2	20.2	76.4	1.1	2.2	19.5	77.3	1.7	2.3	17.1	78.9
Faculty of Business Administration	13.5	13.5	24.3	48.6	9.4	9.4	31.3	50.0		10.8	28.0	48.4	13.5	13.5	21.6	51.4
Faculty of Economics, Administrative and Social Sciences	9.2	10.1	36.9	43.8	7.0	9.7	35.2	48.0	6.0	11.9	35.7	46.4	6.5	13.1	37.4	43.0
Faculty of Education			13.3	86.7			16.7	83.3			12.2	87.8			9.7	90.3
Faculty of Engineering	40.3	12.6	20.1	27.0		11.8	22.4	28.2		11.4	23.9	30.7	33.1	12.2	24.3	30.4
Faculty of Humanities and Letters	0.8	3.3	14.2	81.7	0.8	3.2	14.6	81.4	1.2	3.3	14.7	80.8	0.8	3.2	13.7	82.3
Faculty of Law	8.1		22.6	69.4	8.5		23.7	67.8	6.8		20.3	72.9	5.4		20.3	74.3
Faculty of Music and Performing Arts	1.1		2.2	96.7	1.1		2.3	96.6	1.2		2.4	96.3	1.4	1.4	2.8	94.5
Faculty of Science	26.2	27.7	15.4	30.8		27.1	16.5	30.8		21.6	18.9	37.2	26.5	23.5	23.5	26.5
School of Applied Languages	11.4		11.4	77.1			15.6	74.0	9.5		14.3	76.2	9.1		11.4	79.5
School of Applied Technology and Management		1.9	3.7	94.4		1.7	6.8	91.5		1.8	7.1	91.2		2.1	8.2	89.7
School of English Language			1.3	98.8			1.2	98.8			1.1	98.9			1.2	98.8
Vocational School of Computer Technology and Office Management			7.1	92.9			3.8	96.2			5.7	94.3			2.8	97.2
Vocational School of Tourism and Hotel Services			18.8	81.3			18.8	81.3				83.3			17.6	

Table IV – Administrative Staff Education Level and Gender

Education Level	Number	Percentile
Ph.D	5	0.6
Master	40	4.9
BS	195	23.7
Associate Degree	86	10.45
High School	338	41.1
Secondary School	76	9.2
Primary School	83	10.05
Total	823	

Gender	Number	Percentile
Female	345	41.90
Male	478	58.10
Total	823	

Table V - New Undergraduate Students and Success Rates

Faculty	2006						2007						2008						2009					
	# of Student	ÖSS*	Other	ÖSS Score First 10%	ÖSS Score First 25%	Top 1000 in ÖSS	# of Student	ÖSS*	Other	ÖSS Score First 10%	ÖSS Score First 25%	Top 1000 in ÖSS	# of Student	ÖSS*	Other	ÖSS Score First 10%	ÖSS Score First 25%	Top 1000 in ÖSS	# of Student	ÖSS*	Other	ÖSS Score First 10%	ÖSS Score First 25%	Top 1000 in ÖSS
Faculty of Art, Design and Architecture	235	97	138	11	17	0	282	159	123	16	31	1	248	174	74	21	58	0	214	163	51	22	58	0
Faculty of Business Administration	186	169	17	35	72	20	183	168	15	41	108	20	198	183	15	71	162	20	210	190	20	73	146	20
Faculty of Economics, Administrative and Social Sciences	363	315	48	80	99	44	507	478	29	96	142	47	584	537	47	171	257	39	540	506	34	183	260	26
Faculty of Education	21	21	0	9	11	9	25	20	5	7	11	3	24	24	0	9	19	5	26	25	1	5	16	1
Faculty of Engineering	466	447	19	206	435	93	462	448	14	403	440	99	498	478	20	475	475	76	568	553	15	491	543	71
Faculty of Humanities and Letters	98	91	7	37	45	18	75	72	3	42	43	17	104	96	8	41	50	17	93	89	4	31	50	15
Faculty of Law	155	141	14	87	141	20	149	140	9	140	140	22	151	139	12	139	139	21	164	158	6	158	158	37
Faculty of Music and Performing Arts	58	0	58			0	36	0	36			0	14	0	14			0	33	0	33			0
Faculty of Science	131	128	3	56	77	10	132	131	1	90	109	12	152	150	2	104	119	3	178	176	2	99	134	6
School of Applied Languages	152	152	0	18	26	12	109	109	0	15	18	5	91	88	3	21	31	5	111	93	18	22	38	11
School of Applied Technology and Management	244	182	62	13	53	5	208	179	29	13	45	1	291	250	41	32	97	2	264	217	47	35	82	1
School of English Language	57	51	6	3	7	0	28	25	3			0	28	25	3	3	5	0	31	25	6	1	11	0
Vocational School of Computer Technology and Office Management	475	453	22	1	32	0	217	209	8	1	3	0	127	116	11	1	6	0	60	38	22			0
Vocational School of Tourism and Hotel Services	151	147	4			0	58	51	7			0	53	39	14			0	21	15	6			0
Total	2792	2394	398	556	1015	231	2471	2189	282	864	1090	227	2563	2299	264	1088	1418	188	2513	2248	265	1120	1496	188

* ÖSS is the Placement examination for higher education administered by the National Student Selection and Placement Center (ÖSYM)

Table VI. International Students

Faculty/School/ Vocational School	2005	2006	2007	2008	2009
Faculty of Art, Design and Architecture	10	12	10	11	14
Faculty of Business Administration	17	16	18	23	25
Faculty of Economics, Administrative and Social Sciences	63	55	46	54	67
Faculty of Education	1	2	7	11	14
Faculty of Engineering	3	6	10	7	9
Faculty of Humanities and Letters	8	7	3	4	5
Faculty of Law	1	2	4	6	5
Faculty of Music and Performing Arts	7	7	9	9	9
Faculty of Science	12	11	6	7	9
School of Applied Languages	7	6	5	4	4
School of Applied Technology and Management	10	11	11	11	13
Vocational School of Computer Technology and Office Management	1	3	3	1	1
Vocational School of Tourism and Hotel Services	1	1	1	1	1
Total	141	139	133	149	176

Table VII. Geographical Distribution of Students

Year of Admission									
2005		2006		2007		2008		2009	
City	# of Students	City	# of Students	City	# of Students	City	# of Students	City	# of Students
Ankara	1295	Ankara	1136	Ankara	1124	Ankara	1137	Ankara	1320
İstanbul	215	İstanbul	201	İstanbul	175	İstanbul	192	İstanbul	169
İzmir	163	İzmir	138	İzmir	135	İzmir	139	İzmir	115
Antalya	85	Antalya	69	Antalya	57	Antalya	81	Bursa	46
Bursa	61	Konya	69	İçel	47	Bursa	59	Antalya	42
Adana	56	Bursa	60	Konya	46	İçel	45	Konya	36
Konya	48	Adana	52	Bursa	44	Konya	40	Adana	35
İçel	47	İçel	52	Adana	43	Adana	32	İçel	34
Eskişehir	44	Eskişehir	38	Kayseri	37	Eskişehir	30	Eskişehir	31
Denizli	30	Aydın	33	Eskişehir	36	Samsun	29	Muğla	25
Samsun	28	Denizli	30	Kocaeli	26	Balıkesir	27	Aydın	24
Kocaeli	27	Hatay	29	Denizli	25	Aydın	26	Manisa	23
Hatay	23	Muğla	28	Aydın	25	Sakarya	25	Kayseri	21
Zonguldak	23	Kocaeli	28	Muğla	24	Muğla	24		
Aydın	21	Kayseri	28	Gaziantep	20	Kocaeli	23		
Gaziantep	20	Manisa	25			Hatay	22		
Kayseri	20	Samsun	24			Manisa	22		
Muğla	20	Gaziantep	24						
Other	342	Other	330	Other	326	Other	346	Other	327
Total	2568	Total	2394	Total	2190	Total	2299	Total	2248

Table VIII – Gender Distribution of Students

Faculty / School / Vocational School	2006					2007					2008					2009				
	# of Students	Female	%	Male	%	# of Students	Female	%	Male	%	# of Students	Female	%	Male	%	# of Students	Female	%	Male	%
Faculty of Art, Design and Architecture	907	570	0.6	337	0.4	916	591	0.6	325	0.4	964	621	0.6	343	0.4	990	646	0.7	344	0.3
Faculty of Business Administration	721	337	0.5	385	0.5	725	328	0.5	397	0.5	716	312	0.4	404	0.6	802	343	0.4	460	0.6
Faculty of Economics, Administrative and Social Sciences	2054	963	0.5	1092	0.5	2013	986	0.5	1027	0.5	1964	973	0.5	991	0.5	1905	952	0.5	953	0.5
Faculty of Education	213	167	0.8	46	0.2	213	158	0.7	55	0.3	233	169	0.7	65	0.3	247	188	0.8	59	0.2
Faculty of Engineering	1960	439	0.2	1522	0.8	2074	514	0.2	1560	0.8	2136	554	0.3	1583	0.7	2115	572	0.3	1543	0.7
Faculty of Humanities and Letters	312	215	0.7	98	0.3	326	221	0.7	105	0.3	330	224	0.7	106	0.3	354	254	0.7	101	0.3
Faculty of Law	467	310	0.7	158	0.3	565	382	0.7	183	0.3	633	415	0.7	218	0.3	657	415	0.6	242	0.4
Faculty of Music and Performing Arts	237	130	0.5	107	0.5	227	135	0.6	92	0.4	205	118	0.6	87	0.4	171	94	0.5	77	0.5
Faculty of Science	540	213	0.4	327	0.6	552	237	0.4	315	0.6	636	284	0.4	353	0.6	641	297	0.5	344	0.5
School of Applied Languages	374	215	0.6	159	0.4	301	176	0.6	125	0.4	295	191	0.6	105	0.4	318	203	0.6	115	0.4
School of Applied Technology and Management	854	274	0.3	580	0.7	882	280	0.3	602	0.7	856	280	0.3	576	0.7	838	273	0.3	565	0.7
School of English Language	42	36	0.9	6	0.1	44	37	0.8	7	0.2	46	39	0.8	7	0.2	41	37	0.9	4	0.1
Vocational School of Computer Technology and Office Management	199	81	0.4	118	0.6	254	96	0.4	159	0.6	315	124	0.4	191	0.6	362	153	0.4	209	0.6
Vocational School of Tourism and Hotel Services	120	49	0.4	71	0.6	142	54	0.4	88	0.6	164	67	0.4	97	0.6	170	70	0.4	100	0.6

Table IX – Graduate Students Admission

Graduate School/ Institute (2009)	Department	Program	BS Major CGPA (Average)	TOEFL (Average)	ALES Quantitative (Average)	ALES Verbal (Average)	ALES Total (Average)	GRE Subject (Average)	GRE Verbal (Average)	GRE Quantitative (Average)	GRE Analytical Writing (Average)	GMAT (Average)	KPDS/ÜDS (Average)
Institute of Engineering and Science	Computer Engineering	M.S.	3.39	97.50	92.89	87.57	90.57		370.00	790.00	3.88		
		PhD	3.31		97.23	94.27	95.90						
	Electrical and Electronics Engineering	M.S.	3.45	96.07	94.16	91.07	92.94		330.00	800.00	4.00		
		PhD	3.59	102.50	86.27	81.76	84.29						
	Industrial Engineering	M.S.	3.35	91.64	92.71	89.87	91.55						
		PhD	3.81	102.00	78.32	59.15	69.82						
	Physics	M.S.	3.07	86.00	90.60	83.15	87.41						
		PhD	3.27		86.09	82.92	84.91						
	Chemistry	M.S.	2.96	83.00	85.81	75.26	81.43						
	Mathematics	M.S.	3.12	97.00	85.87	86.74	90.13						
	Molecular Biology and Genetics	M.S.	3.72	104.25	96.12	95.99	96.19		375.00	795.00	4.00		
		PhD	3.57	108.00	88.57	89.28	89.29						
	Materials Science and Nanotechnology	M.S.	3.27	96.50	92.02	91.32	91.92						
		PhD	3.12	93.67	80.58	68.29	75.14						
Institute of Fine Arts	Interior Architecture and Environmental Design	M.F.A	3.05	97	69.51	75.58	73.01						
		PhD	2.9	104.5	78.82	84.86	81.58						
	Graphic Design	M.F.A	3.24	84.5	64.95	73.6	70						
		PhD	3.05	101	79.86	84.58	82.69						
	Communication and Design	M.A	3.12	98.83	68.31	76.38	72.55						
Institute of Economics and Social Sciences	Archaeology	M.A.	3.58		59.44	72.00	66.43		480.00	610.00	4.00		
	Business Administration	M.S.	3.42	98.29	88.63	89.32	89.36		350.00	786.67	3.20	620.00	86.00
		PhD	3.40	103.00	76.27	80.90	79.01		415.00	785.00	4.30	685.00	97.00
		MBA	2.72	98.50	78.22	77.22	78.18					605.67	92.00
		EMBA	2.61		72.08	72.64	73.01						
		M.A.	3.38	98.13	93.29	91.77	92.80		330.00	800.00	3.50		87.58
		PhD	3.52	103.80	87.79	86.03	87.18		435.00	760.00	4.00		
	History	M.A.	3.25	94.00	63.52	77.51	71.15		515.00	550.00	5.30		90.95
		PhD	3.87	106.00	61.59	76.42	69.64		760.00	680.00	4.50		94.25
	International Relations	M.A.	3.48	101.75	75.74	83.37	80.04		470.00	690.00	4.00		91.50

Graduate School/ Institute (2009)	Department	Program	BS Major CGPA (Average)	TOEFL (Average)	ALES Quantitative (Average)	ALES Verbal (Average)	ALES Total (Average)	GRE Subject (Average)	GRE Verbal (Average)	GRE Quantitative (Average)	GRE Analytical Writing (Average)	GMAT (Average)	KPDS/ÜDS (Average)
		PhD	3.77	98.00	85.48	81.11	83.92						89.00
	Law & Economics	M.A.	2.96		75.69	79.91	78.41						93.00
	Conference Interpreting	M.A.	3.46										
	International Affairs and Public Policy (MIAPP)	M.A.	2.81		70.91	75.19	73.75						
	Political Science	PhD	3.37	106.38	78.19	85.35	82.16		473.33	650.00	4.80		92.33
	Turkish Literature	M.A.	3.07		62.36	74.02	68.88		290.00	690.00	3.50		60.50
		PhD	3.60	103.00	63.68	76.24	70.39		650.00	510.00	5.00		82.60
Graduate School of Education	Teacher Education	M.A	3,03	69,25	78,30	81,70	80,40						
	Teaching English as a Foreign Language	M.A	3,02		58,70	71,90	67,70		400	570	4,00		
	Education Management	M.A	3.37			71.95							
	Curriculum and Instruction	M.A											
Graduate School/ Institute (2008)	Department	Program	BS Major CGPA (Average)	TOEFL (Average)	ALES Quantitative (Average)	ALES Verbal (Average)	ALES Total (Average)	GRE Subject (Average)	GRE Verbal (Average)	GRE Quantitative (Average)	GRE Analytical Writing (Average)	GMAT (Average)	KPDS/ÜDS (Average)
Institute of Engineering and Science	Computer Engineering	M.S.	3.40	100.87	86.95	83.65	85.50		550.00	800.00	4.00		
		PhD	3.57		78.19	77.40	78.33						
	Electrical and Electronics Engineering	M.S.	3.40	97.83	89.02	84.85	87.12		550.00	800.00	4.00		
		PhD	3.62		90.76	87.79	89.55						
	Industrial Engineering	M.S.	3.34	91.20	85.13	82.24	83.88		355.00	795.00	4.00		
		PhD											
	Physics	M.S.	3.16	97.00	86.20	83.05	84.82		320.00	770.00	4.00		
	Chemistry	M.S.	3.07		76.16	73.05	74.80						
	Mathematics	M.S.	3.49		92.61	84.60	88.79						
	Molecular Biology and Genetics	M.S.	3.62	100.60	89.05	88.34	88.80		385.00	795.00	4.00		
		PhD	3.59		84.79	82.71	83.87						
	Materials Science and Nanotechnology	M.S.	3.22	94.60	85.67	81.03	83.57		420.00	800.00	4.00		
		PhD	3.15	89.50	82.12	76.86	80.01						

Graduate School/ Institute (2008)	Department	Program	BS Major CGPA (Average)	TOEFL (Average)	ALES Quantitative (Average)	ALES Verbal (Average)	ALES Total (Average)	GRE Subject (Average)	GRE Verbal (Average)	GRE Quantitative (Average)	GRE Analytical Writing (Average)	GMAT (Average)	KPDS/ÜDS (Average)
Art, Design and Architecture	Interior Architecture and Environmental Design	M.F.A	3.05	87.00	68.47	71.08	70.35						
		PhD	3.16	95.00	72.03	82.17	77.23						
	Graphic Design	M.F.A	3.47		72.05	77.88	74.98						
		PhD	3.19	106	66.21	77	72.23						
	Communication and Design	M.A	3.28	98.25	51.09	59.20	55.48						
Economics and Social Sciences	Archaeology	M.A.	3.10		52.99	60.53	57.14						
	Business Administration	M.S.	3.01	102.33	87.66	88.31	88.16					685.00	88.50
		PhD	3.54	108.50	90.06	90.76	90.54					675.00	94.00
		MBA	2.88	99.55	83.53	82.58	83.24					602.11	81.80
		EMBA	2.68		71.62	72.82	72.75					570.00	
	Economics	M.A.	3.43	97.60	86.86	84.38	85.81		390.00	786.67	4.00		92.50
		PhD	3.47	98.75	89.08	88.59	89.08		320.00	760.00	3.80		83.00
	History	M.A.	3.27	100.50	67.62	75.75	71.98		360.00	740.00	3.50		90.13
		PhD	3.59	87.00	70.18	77.44	73.59		440.00	740.00	4.30		93.00
	International Relations	M.A.	3.57	102.42	80.04	84.00	82.18		390.00	750.00	4.00		87.19
		PhD	3.59	117.00	75.32	85.60	79.75		470.00	710.00	5.50		83.50
	Law & Economics	M.A.	2.98	102.40	77.54	81.48	79.74					600.00	87.81
	Conference Interpreting	M.A.	3.37	108.33									
	International Affairs and Public Policy (MIAPP)	M.A.	2.86	80.00	68.09	74.99	71.90					570.00	
	Political Science	PhD	3.68	99.00	70.02	77.16	73.92		496.67	766.67	4.70		88.75
	Turkish Literature	M.A.	3.13		64.28	74.87	69.77						
		PhD	3.81		63.93	75.04	69.59						90.00
Graduate School of Education	Teacher Education	M.A	3,17	68,19	74,50	76,20	75,70						
	Teaching English as a Foreign Language	M.A	3,09		59,90	71,10	65,09						
	Education Management	M.A			56,09								
	Curriculum and Instruction	M.A	2,87	84,00	66,80	72,80	70,25		640	670	4,50		

Graduate School/ Institute (2007)	Department	Program	BS Major CGPA (Average)	TOEFL (Average)	ALES Quantitative (Average)	ALES Verbal (Average)	ALES Total (Average)	GRE Subject (Average)	GRE Verbal (Average)	GRE Quantitative (Average)	GRE Analytical Writing (Average)	GMAT (Average)	KPDS/ÜDS (Average)
Institute of Engineering and Science	Computer Engineering	M.S.	3.22	88.83	74.45	73.85	74.15		315.00	765.00	4.00		
		PhD	3.43	88.00	86.30	82.27	84.51						
	Electrical and Electronics Engineering	M.S.	3.44	99.38	68.40	66.70	67.56		320.00	760.00	4.00		
		PhD	3.49	99.67	70.98	69.38	70.19		406.67	800.00	4.00		
	Industrial Engineering	M.S.	3.51	101.80	74.29	71.56	72.92		510.00	780.00	4.00		
		PhD	3.22		61.44	62.93	62.18		570.00	800.00	4.00		
	Physics	M.S.	2.90		66.68	62.78	64.73						
		PhD	3.08	96.00	65.23	62.99	64.11						
	Chemistry	M.S.	2.83		87.72	85.79	87.03						
	Mathematics	M.S.	3.41	87.00	76.63	73.89	75.39						
		PhD	3.10	85.00	69.74	66.69	68.46						
	Molecular Biology and Genetics	M.S.	3.03	102.00	79.88	79.85	79.91						
		PhD	3.38	110.00	61.84	61.97	60.24		320.00	780.00			
	Materials Science and Nanotechnology	M.S.	3.20	110.50	67.78	64.58	66.06						
		PhD	3.10	94.00	71.53	70.92	71.21		330.00	780.00	4.00		
Art, Design and Architecture	Interior Architecture and Environmental Design	M.F. A	3.09	93.00	76.88	77.05	77.13						
		PhD	2.82	81.00	57.74	59.56	58.94						
	Graphic Design	M.F. A	2.72	114	63.73	76.01	69.66						
		PhD	3	80	61.73	75	67.5						
	Communication and Design	M.A	3.34	92.2	52.27	62.24	59.71						
Economics and Social Sciences	Archaeology	M.A.	2.76		63.64	72.97	68.19						
	Business Administration	M.S.	3.52	104.00	82.88	85.40	84.05					622.50	80.00
		PhD	3.29	110.00	91.62	92.33	91.98					642.00	87.00
		MBA	2.78	101.71	88.83	87.81	88.47					615.93	91.33

Graduate School/ Institute (2007)	Department	Program	BS Major CGPA (Average)	TOEFL (Average)	ALES Quantitative (Average)	ALES Verbal (Average)	ALES Total (Average)	GRE Subject (Average)	GRE Verbal (Average)	GRE Quantitative (Average)	GRE Analytical Writing (Average)	GMAT (Average)	KPDS/ÜDS (Average)
	Economics	M.A.	3.29	101.25	90.22	88.12	89.32		396.67	766.67	3.80		88.33
		PhD	3.71	91.50	92.43	92.12	92.33		380.00	795.00	3.80		
	History	M.A.	2.97	95.00	66.14	74.78	70.02		270.00	720.00	3.50		94.00
		PhD	3.76	112.00	64.42	74.43	69.03						84.33
	International Relations	M.A.	3.58	104.80	82.09	85.07	83.52		460.00	720.00	4.00		92.10
		PhD	3.62	115.00	78.48	85.67	81.66		490.00	640.00	4.50		93.67
	Conference Interpreting	M.A.	2.96	108.00									
	International Affairs and Public Policy (MIAPP)	M.A.	2.99	82.00	61.46	66.39	64.05		380.00	580.00	3.30		84.31
	Political Science	PhD	3.57	105.82	74.66	81.02	77.59						85.00
	Turkish Literature	M.A.	3.20		69.95	76.52	73.15						
		PhD	3.73		64.91	75.40	69.75						
Graduate School of Education	Teacher Education	M.A	3.12	71.57	65.06	66.30	65.30						
	Teaching English as a Foreign Language	M.A	2.95		54.00	61.50	57.50						
	Education Management	M.A				85.00							
	Curriculum and Instruction	M.A	3.06	85	52.70	52.71	50.33		520	540	4.00		

Table X – Student/Staff Ratio

Faculty / School / Vocational School	2006			2007			2008			2009			Min. Std. Staff Ratio	Max. Std. Staff Ratio	Mean Std. Staff Ratio
	# of Student	# of Staff *	Std / Staff Ratio	# of Student	# of Staff *	Std / Staff Ratio	# of Student	# of Staff *	Std / Staff Ratio	# of Student	# of Staff *	Std / Staff Ratio			
Faculty of Art, Design and Architecture	907	88	10.31	916	89	10.29	964	92.5	10.42	990	87.5	11.31	10.29	11.31	10.58
Faculty of Business Administration	721	37	19.49	725	32	22.66	716	46.5	15.40	802	37	21.68	15.40	22.66	19.81
Faculty of Economics, Administrative and Social Sciences	2054	108.5	18.93	2013	113.5	17.74	1964	117.5	16.71	1905	107	17.80	16.71	18.93	17.80
Faculty of Education	213	22.5	9.47	213	18	11.83	233	24.5	9.51	247	31	7.97	7.97	11.83	9.70
Faculty of Engineering	1960	79.5	24.65	2074	85	24.40	2136	88	24.27	2115	90.5	23.37	23.37	24.65	24.17
Faculty of Humanities and Letters	312	120	2.60	326	123.5	2.64	330	122.5	2.69	354	124	2.85	2.60	2.85	2.70
Faculty of Law	467	31	15.06	565	29.5	19.15	633	29.5	21.46	657	37	17.76	15.06	21.46	18.36
Faculty of Music and Performing Arts	237	90.5	2.62	227	88	2.58	205	82	2.50	171	72.5	2.36	2.36	2.62	2.52
Faculty of Science	540	65	8.31	552	66.5	8.30	636	74	8.59	641	68	9.43	8.30	9.43	8.66
School of Applied Languages	374	35	10.69	301	38.5	7.82	295	42	7.02	318	44	7.23	7.02	10.69	8.19
School of Applied Technology and Management	854	54	15.81	882	58.5	15.08	856	56.5	15.15	838	48.5	17.28	15.08	17.28	15.83
School of English Language	42	80	0.53	44	82	0.54	46	89	0.52	41	84	0.49	0.49	0.54	0.52
Vocational School of Computer Technology and Office Management	199	28	7.11	254	26	9.77	315	35	9.00	362	36	10.06	7.11	10.06	8.99
Vocational School of Tourism and Hotel Services	120	16	7.50	142	16	8.88	164	18	9.11	170	17	10.00	7.50	10.00	8.87
Total	9000	855	10.93	9234	866	11.55	9493	917.5	10.88	9611	884	11.40			
Preparatory School	2814	181	15.54	3054	196	15.60	3157	252	12.50	2663	210	12.70			
Total	11814	1036	11.40	12288	1062	11.57	12650	1169	10.82	12274	1094	11.22			

* Part-time staff number included

Table XI - Time Until Graduation (Undergrad Students)

Faculty / School / Vocational School	2006	2007	2008	2009
	Semester to Graduation	Semester to Graduation	Semester to Graduation	Semester to Graduation
Faculty of Art, Design and Architecture	9.14	8.95	8.79	9.11
Faculty of Business Administration	8.18	8.25	8.29	8.58
Faculty of Economics, Administrative and Social Sciences	8.32	8.46	8.33	8.39
Faculty of Education	-	8	8.2	8.03
Faculty of Engineering	8.84	8.68	8.95	8.96
Faculty of Humanities and Letters	9.29	9.44	8.57	8.7
Faculty of Law	8	8.55	8.89	9.33
Faculty of Music and Performing Arts	7.91	8.35	8.19	8.53
Faculty of Science	8.92	8.94	8.96	8.92
School of Applied Languages	8.47	8.6	8.07	8.25
School of Applied Technology and Management	7.89	8.1	8.11	8.3
School of English Language	6.4	5.56	4.5	4.79
Vocational School of Computer Technology and Office Management	5.5	4.52	4.37	4.74
Vocational School of Tourism and Hotel Services	6.47	5.33	4.89	5.05

Table XII - Exchange Students (Outgoing)

Faculty	2005-2006		2006-2007		2007-2008		2008-2009*		Total
	Erasmus	Non-Erasmus	Erasmus	Non-Erasmus	Erasmus	Non-Erasmus	Erasmus	Non-Erasmus	
Faculty of Education	5	1	11		2		1		20
Faculty of Science	1	2	2	1	3	1	2	2	14
Faculty of Art, Design And Architecture	1		8		3		2	2	16
Faculty of Law	5		4		4		7		20
Faculty of Humanities and Letters			7		4	2	3		16
Faculty of Business Administration	35	4	44	2	49	2	7	1	144
Faculty of Economics, Administrative and Social Sciences	26	7	24	1	25	5	11	5	104
Faculty of Engineering	13	6	17	8	15	8	14	11	92
Schools of Applied Technology and Management	16		14	3	10		8		51
School of Applied Languages	11		16		10	1	7		45
Faculty of Music and Performing Arts					1				1
Total	113	20	147	15	126	19	62	21	523

* Only the Fall semester is included

Table XIII. Exchange Students (Incoming)

Faculty	2005-2006		2006-2007		2007-2008		2008-2009*		Total
	Erasmus	Non-Erasmus	Erasmus	Non-Erasmus	Erasmus	Non-Erasmus	Erasmus	Non-Erasmus	
Faculty of Education					2		1		3
Faculty of Science	2	3	1	1	2	2	4	2	17
Faculty of Art, Design And Architecture			1	1		4		4	10
Faculty of Law					8		8		16
Faculty of Humanities and Letters	4	12	4	9	4	3	4	8	48
Faculty of Business Administration	25	11	27	6	30	4	21	2	126
Faculty of Economics, Administrative and Social Sciences	8	16	11	22	16	30	14	32	149
Faculty of Engineering	3		3			1		1	8
Schools of Applied Technology and Management					1		4	1	6
School of Applied Languages	2		2		5		3		12
Faculty of Music and Performing Arts									0
Total	44	42	49	39	68	44	59	50	395

* Only the Fall semester is included

Table XIV. Graduate Students

Graduate School / Institute	Department/Program	Graduates		Students	
		MA/MS	PhD	MA/MS	PhD
Economics and Social Sciences	Archeology and History of Art	38	-	19	-
	Business Administration	15	14	16	13
	Business Administration (MBA and Exe MBA)	765	-	150	-
	Conference Interpreting	6	-	3	-
	Economics	207	18	33	24
	English Language & Literature	14	5	-	-
	History	123	17	32	49
	International Relations	247	24	47	31
	International Affairs & Public Policy	84	-	17	-
	Law	15	-	14	-
	Political Science	119	37	-	81
	English Language and Literature	14	5	-	-
	Turkish Literature	93	15	29	26
Engineering and Science	Computer Engineering	266	27	86	37
	Electrical and Electronics Engineering	285	45	80	63
	Industrial Engineering	194	24	39	14
	Physics	88	39	11	18
	Chemistry	43	3	16	6
	Mathematics	67	26	12	11
	Molecular Biology and Genetics	71	20	11	32
	Material Science and Nanotechnology	14	-	20	25
	Mechanical Engineering	-	-	3	-
Education	Teaching English as a Foreign Language	326	-	22	-
	Teaching Education	199	-	43	-
	Computer and Instructional Technology Teacher Education	-	-	16	-
	English Teacher Education	48	-	18	-
	Education Management	48	-	51	-
	Curriculum and Instruction	-	-	7	-
Art, Design and Architecture	Interior Architecture and Environmental Design	93	22	7	11
	Communication and Design	15	-	19	-
	Fine Arts	5	-	-	-
	Graphic Design	84	15	9	13
Music and Performing Arts	Music	105	46	13	33
	Theater	15	-	-	-

Table XV. Current Position of Recent Ph.D. Graduates

NAME	CURRENT INSTITUTION OF EMPLOYMENT	POSITION
Enika Abazi	Univ. Aleksander Moisiu Durres, Faculty of Economy and Admin.	Dean
Burak Acar	Boğaziçi Univ., Dept. of Electrical and Electronics Eng.	Associate Professor
Yasemin Afacan	Queen's Univ., Dept. of Architecture	Lecturer
Nail Akar	Bilkent Univ., Dept. of Electrical and Electronics Eng.	Associate Professor
Murat Akgül	TÜBİTAK-UEKAE, Ankara	Researcher
Rizwan Akram	Bilkent University, Dept. of Physics	Postdoctoral Researcher
H. Cemal Akyel	Microsoft	Director
A. Aydın Alatan	METU, Dept. of Electrical and Electronics Eng.	Associate Professor
Reda Al-Hajj	Univ. of Calgary, Computer Eng.	Professor
Hani Al-Otaibi	Bilkent University, Dept. of Molecular Biology and Genetics	Postdoctoral Researcher
Burçak Altay	Bilkent Univ. Dept. of Interior Architecture and Environmental Design	Instructor
Ayşegül Altın	TOBB ETU, Department of Industrial Eng.	Assistant Professor
Muhammed Altun	TOBB ETU, Department of Mathematics	Instructor
Murat Altunbulak	Atılım University, Dept. of Mathematics	Instructor
Eylem Altunya	Ministry of Foreign Affairs	Counselor
Orhan Anafarta	Bilkent University, Department of Graphic Design	Instructor
Bülent Arı	TOBB ETU., Dept. of History	Associate Professor
Yakup Eser Arısoy	IESEG School of Management, Finance	Assistant Professor
Yalçın Armağan	İstanbul Bilgi Univ., Turkish Language Unit	Instructor
Ahmet Arslan	Selçuk Univ., Computer Eng.	Professor
Bora Arslan	Peppers&Rogers	Dir. of Analytical Services
Sefa Feza Arslan	METU, Mathematics	Assistant Professor
Erhan Polatkan Ata	Univ. of California at San Diego, Dept. of ECE, USA	Postdoctoral Researcher
C. Akça Ataç	Hacettepe University, Department of International Relations	Instructor
Ergin Atalar	Bilkent Univ., Dept. of Electrical and Electronics Eng.	Professor
Arzu Atalay	Ankara University, Biotechnology Center	Postdoctoral Researcher
Ertan Aydın	Çankaya Univ., Dept. of Political Science and Int. Rel.	Assistant Professor
Tolga Aydın	Cybersoft	Researcher
Yasemin Bal	IMF	Economist
Müjdat Balantekin	Georgia Institute of Technology, USA	Postdoctoral Researcher
Savaş Barkçin	State Planning Organization	Senior Planning Expert
Erdem Başçı	Central Bank of the Republic of Turkey	Vice Governor
Sıdıka Başçı	Statistical, Economic and Social Research and Training Center for Islamic Countries, Ankara	Analyst
Filiz Başkan	İzmir Economy Univ., Dept. of International Relations	Associate Professor, Chair
Aslı Bayar	Bahçeşehir University, Dept. of Management	Assistant Professor
Mehmet Bayındır	Bilkent Univ., Dept. of Physics	Assistant Professor
Bahar Bayraktar	Hacettepe Univ., Dept. of Economics	Assistant Professor
Fatih Bayram	IRCICA	Researcher
Tolga Bektaş	Univ. of Southampton, School of Management, UK	Lecturer
Özgür Birer	Koç University, Dept. of Chemistry	Assistant Professor
Hüseyin Boyacı	Centre for Neural Science, New York Univ., USA	Postdoctoral Researcher
Cemaliye Akyerli Boylu	Acıbadem University	Assistant Professor
Ali Bozbey	TOBB ETU, Dept. of Electrical Engineering	Assistant Professor
Gözde Bozdağı	METU, Dept. of Electrical and Electronics Eng.	Professor
Ayhan Bozkurt	Sabancı Univ.	Associate Professor
Alper Buldum	Univ. of Akron, Physics, USA	Assistant Professor
Necmi Bıyıklı	Cornell Univ., USA	Research Associate
Muhammet Ali Can	Lawrence Livermore Laboratory California, USA	Postdoctoral Researcher
Fırat Caner	Girne American Univ. Dept. of Turkish Language and Literature	Assistant Professor
Nazlı İkizler-Cinbiş	Boston University, Dept. of Computer Science	Postdoctoral Researcher
Simten Coşar	Başkent Univ., Political Science and Int. Relations	Associate Professor

NAME	CURRENT INSTITUTION OF EMPLOYMENT	POSITION
Olca Coşkun	Boğaziçi University, Dept. of Mathematics	Assistant Professor
Selim Coşkun	Mersin Univ., Dept. of Public Administration	Instructor
Tolga Çağatay	Southwestern Univ., USA	Postdoctoral Researcher
Ömer Çaha	Fatih Univ., Dept. of Public Administration	Professor
Ali Özkan Çakırlar	Başkent Univ., Dept. of American Culture and Literature	Instructor
Berkant Barla Cambazoglu	YAHOO! Research Barcelona, Spain	Research Specialist
Ümit Çatalyürek	Ohio State Univ. Biomedical Informatics, USA	Associate Professor
Özlem Çaykent	East Mediterranean Univ., Dept. of History, Cyprus	Assistant Professor
Mustafa Çelik	Extreme DA Corp. USA	Chief Executive Officer
Mitat Çelikpala	TOBB ETU, Dept. of Int. Relations	Associate Professor
Murat Çemrek	Selçuk Univ., Dept. of Int. Relations	Associate Professor
Yusuf Turan Çetiner	Ministry of Foreign Affairs, Germany	Vice Consul
Menderes Çınar	Başkent Univ., Political Science and Int. Relations	Associate Professor
Yılmaz Çolak	Eastern Mediterranean Univ., Dept. of Political Science	Associate Professor
Emek Demir	Memorial Sloan Kettering Cancer Center, USA	Research Associate
M. Hakan Demir	TEBA	Quality Control Director
Tuba Demir	Univ. of Toronto, Canada	Postdoctoral Researcher
Osman Demirbaş	Bilkent Univ., Dept. of Interior Arch. and Env. Design	Instructor
Ufuk Demirbaş	Çankaya Univ., Dept. of Interior Architecture	Assistant Professor
Oya Demirelek	Univ. of New South Wales, Industrial Design Dept. Australia	Senior Lecturer. Head
Tanel Demirel	Çankaya Univ., Dept. of Political Science and Int. Rel.	Associate Professor
Neslihan Demirtaş	İzmir Ekonomi University, Media and Communication	Assistant Professor
Erhan Dikel	National Research Council, Canada	Research Officer
Ali Nihat Dilek	Tekim - Technological Collaboration Center, Ankara	Assistant General Manager
N. Nergiz Dinçer	State Planning Organization	Planning Expert
Jale Özata Dirlikyapan	European Univ. of Lefke, Dept. of Turkish Language and Lit.	Assistant Professor
Murat Devrim Dirlikyapan	European Univ. of Lefke, Dept. of Turkish Language and Lit.	Assistant Professor
M. Emin Dönderler	Siebel Systems Inc., USA	Senior Researcher
Lütfiye Durak	Yıldız Technical Univ.	Assistant Professor
Burhanettin Duran	Sakarya Univ., Dept. of Int. Relations	Associate Professor, Chair
Leyla Ö. Durlu	Sabancı Univ., Faculty of Art and Social Science	Instructor
Tuba Işın İsen Durmuş	Başkent Univ., Department of Turkish Language and Literature	Assistant Professor
Sıtkı Egeli	Delta Consulting	General Coordinator
Dritan Egro	Tirana Univ., Dept. of History, Albania	Assistant Professor
Özge Ejder	Yeditepe Univ. Dept. of Philosophy	Assistant Professor
Ahmet Suat Ekinci	Synplicity, Bilkent	Member of Technical Staff
Mohammed El-Badry	Ministry of Foreign Affairs, Egypt	Diplomat
Tuba Erdemir	Univ. of Toronto, Canada	Postdoctoral Researcher
Mehmet Fatih Erden	Seagate Co., USA	Research Engineer
Güneş Erdoğan	Universite de Montreal	Postdoctoral Researcher
Arif Sanlı Ergün	TOBB ETU, Dept. of Electrical Engineering	Assistant Professor
Fulya Ertem	İzmir Univ. of Economics, Communication Design Dept.	Assistant Professor
Rifat Hakan Ertep	İzmir Univ. of Economics, Communication Design Dept.	Chairman
Engin Erzin	Koç Univ., Dept. of Electrical and Electronics Eng.	Assistant Professor
Güita Farıvarsadri	Eastern Mediterranean Univ., Architecture Dept.	Assistant Professor
Z. Gürkan Figen	TÜBİTAK, UEKAE, Ankara	Researcher
M. Zafer Gedik	Sabancı Univ., Faculty of Eng. and Natural Sciences	Assistant Professor
Ömer N. Gerek	Anadolu Univ., Dept. of Electrical Eng.	Associate Professor
Seçil Gergün	Çankaya Univ., Dept. of Mathematics	Assistant Professor
Mustafa Sinan Gönül	Glasgow Caledonian Univ., Decision Making and Risk Analysis	Post Doctoral Study

NAME	CURRENT INSTITUTION OF EMPLOYMENT	POSITION
Oleg Gusak	Univ. of Missouri, School of Computing and Eng., USA	Res. Assistant Professor
Uğur Gündükbay	Bilkent Univ., Computer Eng.	Associate Professor
Güldal Güleriyüz	Hacettepe Univ., Dept. of Physics	Instructor
Oğuz Gülseren	Bilkent Univ., Dept. of Physics	Associate Professor
Hakan Gültekin	TOBB ETU, Dept. of Industrial Eng.	Assistant Professor
Hasan Gümrall	Feza Gürsey Institute, İstanbul	Researcher
T. Tolga Gümüş	Mersin University, Dept. of History	Assistant Professor
Yasemin B. Gündüz	IMF, USA	Economist
Aylin Güney	Bilkent Univ., Dept. of Political Science	Assistant Professor
Uğur Güngör	Op. and Training Dep. in Turkish Army Exer. and Training Cent.	Director
Metin Nafi Gürcan	Ohio State Univ., Dept. of Biomedical Informatics, USA	Assistant Professor
Sinan Gürel	The University of Warwick, Business School	Research Fellow
Tuğrul Burak Gürel	Boğaziçi Univ., Dept. of Mathematics	Assistant Professor
Bahar GÜRSEL	Univ. of Torino, Italy	Lecturer
Güner Gürsoy	Turkish Armed Forces	Associate Professor
Kaan Güven	Koç University, Dept. of Physics	Assistant Professor
Gülbanu Güvenç	Carnegie Mellon University, Social and Decision Sciences	Post Doctoral Fellow
Enver Hasani	Prishtina University, Albania	Rector
Deniz Hasırcı	İzmir University of Economics	Assistant Professor
Öncü Hazır	Pierre & Marie Curie Univ., Operations Management	Post-Doctoral Study
Burcu İrmak	Fatih Univ., Faculty of Science	Assistant Professor
Güven İncirlioğlu	İzmir Univ. of Economics, Dept. of Communication and Design	Associate Prof.
Celal Nazım İrem	Dokuz Eylül Univ., Faculty of Business	Assistant Professor
Veysi İşler	METU, Dept. of Computer Eng.	Associate Professor
Fahd Jrad	Çankaya Univ., Dept. of Mathematics	Assistant Professor
Kezban Ünsal Kaçmaz	Univ. of North Carolina, Dept. of Biochem. and Biophysics, USA	Postdoctoral Researcher
H. Bülent Kahraman	Sabancı Univ., Faculty of Arts and Social Sciences	Associate Professor
Theodora Kalaitzak	National Bank of Greece	Consultant
Alper Kaliber	Birmingham Univ., Dept. of Political Science and Int. Studies	Research Fellow
Pelin Kale	State Planning Organization	Planning Expert
Orhun Kara	TÜBİTAK, MAM	Researcher
Eminegül Karababa	Exceter University, Department of Management	Lecturer
Hasan Ali Karasar	Bilkent Univ., Dept. of International Relations	Instructor
K. Murat Karakaya	Turkish Military Academy	Instructor
Levent Kandiller	Çankaya University, Faculty of Engineering and Architecture	Dean
Mustafa Karaman	İşık Univ., Dept. of Electronics Eng.	Professor
Tolga Kartaloğlu	Aselsan	M. of Technical Staff
İsmet İnönü Kaya	Rowland Inst. of Science, Harvard, USA	Researcher
Dilek Kaya Mutlu	Bilkent Univ., Dept. of Graphic Design	Assistant Professor
Özlem Kaygusuz	Mersin Univ., Public Administration	Instructor
Benhaj Khemais	Max-Planck Inst. of Immunobiology, Freiburg, Germany	Postdoctoral Researcher
Çetin Kılıç	National Renewable Energy Laboratory Colorado, USA	Postdoctoral Researcher
Müge Kınacıoğlu	London School of Economics, UK	Researcher
Noyan Kınayman	M/A Com, USA	Research Engineer
Meltem Kıran Raw	Başkent Univ., American Culture and Literature	Instructor
Mehmet Kırdar	Eastern Mediterranean Univ., Dept. of Mathematics	Assistant Professor
Meryem Kırımlı	Çankaya Univ., Int. Trade	Assistant Professor
Nurettin Kırkavak	Eastern Mediterranean Univ., Industrial Eng.	Associate Professor
Ayşegül Kibaroglu	METU, Dept. of Int. Relations	Assistant Professor
Mustafa Kibaroglu	Bilkent Univ., Dept. of Int. Relations	Assistant Professor
İbrahim Kimukin	Univ. of California, Davis, USA	Postdoctoral Researcher
Arzdar Kiracı	Başkent Univ., Dept. of Economics	Assistant Professor

NAME	CURRENT INSTITUTION OF EMPLOYMENT	POSITION
Ertuğrul Koç	Çankaya Univ.	Instructor
Gürcan Koçan	İstanbul Technical Univ.	Instructor
Seyit Koçberber	Bilkent Univ., Computer Center	Director
Berrin Koyuncu	Hacettepe Univ., Dept. of Political Science and Int. Relations	Assistant Professor
Hakan Köroğlu	Delft Univ. of Technology, Netherlands	Postdoctoral Research Associate
K. Güçlü Köprülü	TOBB ETU, Dept. of Electrical Engineering	Assistant Professor
Nermin Kura	Roger Williams Univ., Architecture Dept., USA	Assistant Professor
Tahsin Mertefe Kurç	Ohio State Univ. Biomedical Informatics Dept.	Assistant Professor
Aren Emre Kurtgözü	Bilkent University, Dept. of Communication and Design	Instructor
Gül Kurtuluş	Bilkent Univ., Dept. of English Teacher Education	Instructor
Mehmet Alper Kutay	TÜBİTAK, UEKAE, Ankara	Researcher
Uğur Madran	İzmir University of Economics, Department of Mathematics	Assistant Professor
Shihabuddin Mahmud	King Faisal Univ., Dept. of Interior Design, Saudi Arabia	Assistant Professor
Saad Mallak	Arab American Univ., Dept. of Mathematics	Assistant Professor
Banu Yücetaş Manav	İstanbul Kültür University, Interior Architecture Dept.	Assistant Professor
Mohamed Mehdi Jelarsi	Manastir Univ., Dept. of Economics	Assistant Professor
Özgür E. Müstecaplıoğlu	Koç Univ., Dept. of Physics	Assistant Professor
Ramzi Nekhili	Univ. of Wollongong in Dubai, Fac. of Finance and Accounting	Assistant Professor
Ogan Ocalı	Oscalı Yazılım, İzmir	General Manager
Ceyda Oğuz	Koç Univ., Dept. of Industrial Eng.	Associate Professor
Nihat Cem Oğuz	Univ. of Missouri, USA	Assistant Professor
Taner Oğuzer	Dokuz Eylül Univ., Electrical and Electronics Eng. Dept.	Associate Professor
H. Tanık Oğuzlu	Bilkent Univ., Dept. of Int. Relations	Assistant Professor
Nilgün Olguntürk	Bilkent Univ., Dept. of Interior Arch. and Env. Design	Assistant Professor
Ahmet Oral	Sabancı Univ., Dept. of Physics	Professor
Mehmet Orhan	Fatih Univ., Dept. of Economics	Associate Professor
Özlem Başçı Önder	Ege Univ., Dept. of Economics	Associate Professor
S. Hakan Özaktaş	Eastern Mediterranean Univ., Industrial Eng.	Assistant Professor
Ferruh Özbudak	METU, Dept. of Mathematics	Associate Professor
Burcu Şenyapılı Özcan	Bilkent Univ., Dept. of Interior Architecture and Env. Design	Assistant Professor
Hilal Özdağ	Ankara Univ., Biotechnology Institute	Associate Professor
A. Kemal Özdemir	Scumberger, Norway	Postdoctoral Researcher
Selma Ayşe Özel	Uludağ Univ., Dept. of Industrial Eng.	Assistant Professor
İbrahim Özen	İpragaz	It
Emrah Özensoy	Bilkent University, Dept. of Chemistry	Assistant Professor
Özlem Özkal	SMFA, School of Museum of Art, Boston	Instructor
Banu Yüksel Özkaya	Hacettepe University, Dept. of Industrial Eng.	Assistant Professor
Kaya Özkaracalar	Bahçeşehir Univ., Dept. of Film and Television	Instructor
A. Aylin Özman	Hacettepe Univ., Dept. of Political Science	Assistant Professor
Neşe Öztimur	Uludağ Univ., Dept. of Political Science	Assistant Professor
Nuri Öztürk	Univ. of North Carolina, Dept of Biochem. and Biophysics, USA	Postdoctoral Researcher
Süheyla Özyıldırım	Bilkent Univ., Dept. of Management	Associate Professor
Şule Taşlı Pektaş	Bilkent Univ., Dept. of Interior Architecture and Env. Design	Instructor
Faruk Polat	METU, Computer Eng.	Professor
Aysu Sagun	Loughborough Univ., Center for Innovative and Col. Eng.	Postdoctoral Researcher
Necmiye Yaprak Sağdıç	East Carolina Univ., USA Dept. of Interior Design and Merch.	Assistant Professor

NAME	CURRENT INSTITUTION OF EMPLOYMENT	POSITION
İsmail Sağlam	TOBB ETU Univ., Dept. of Economics	Associate Professor
Ayman Sakka	Islamic Univ. of Gaza, Palestine	Assistant Professor
Maliye Selçuk Sancar	T.R. Prime Ministry State Planning Organization	Specialist
Çetin Sarıkartal	Kadir Has Univ., Dept. of Communication Design	Associate Professor, Chair
Bilge Say	METU, Informatics Institute	Assistant Professor
Berna Sayan	Leicester Univ., UK	Postdoctoral Researcher
Emre Sayan	Leicester Univ., UK	Postdoctoral Researcher
Yücel Saygın	Sabancı Univ.	Assistant Professor
Tuğrul Senger	Bilkent Univ., Dept. of Physics	Vis. Assistant Professor
Emre Sermetli	Çankaya Univ., Dept. of Mathematics	Assistant Professor
Ali Serdar	İstanbul Bilgi Univ., Turkish Language Unit	Instructor
Talal Shahwan	İzmir High Technology Institute	Assistant Professor
Burcu Silindir	İzmir University of Economics, Dept. of Mathematics	Asst. Prof.
Ercan Solak	Işık University, Dept. of Computer Engineering	Associate Professor
Ali Bayram Soner	İzmir Economy Univ., Faculty of Communications	Assistant Professor
Nalan Soyarık	Başkent Univ., Dept. of Political Science and Int. Relations	Assistant Professor
Canay Şahin	Yıldız Univ., Dept. of History	Assistant Professor
Mesut Şahin	Atılım University, Dept. of Mathematics	Instructor
Ayla Şefik	E. Mediterranean Univ., Dept. of Electrical and Electronics Eng.	Associate Professor
Leyla Şen	United Nations Development Programme	Programme Manager
Seher Şen	İzmir Economy University, Media and Communication	Assistant Professor
Neslihan Şenocak	Columbia University USA, Dept. of History	Assistant Professor
Başak Şenova	Kadir Has Univ., Dept. of Communication Design	Assistant Professor
Ahmet Serdar Tan	Chalmers University of Technology, Dept. of Signals and Systems Postdoctoral Researcher	
Sencer Taneri	Feza Gürsey Institute, İstanbul	Postdoctoral Researcher
Benal Tanrısever	BT Müzikevi, İstanbul	Owner-Director
Berna Tarı	TOBB University, Dept. of Business Administration	Assistant Professor
Süleyman Tek	Univ. of Arkansas at Little Rock, Dept. of Compt. Science, USA	Postdoctoral Researcher
Erkan Tekman	TÜBİTAK-UEKAE Gebze, Kocaeli	Division Head
Burak Temelkuran	Massachusetts Institute of Technology, USA	Postdoctoral Researcher
Elçin Tezel	Bahçeşehir Univ., Interior Architecture Dept.	Assistant Professor
Erkan Tın	Bilkent Univ., Dept. of Computer Tech and Information Syst.	Assistant Professor
Şebnem Timur	İstanbul Technical Univ., Dept. of Industrial Production Design	Assistant Professor
Şule Toktaş	Kadir Has Univ., Dept. of Int. Relations	Associate Professor
Satılmış Topçu	Bilkent Univ., Communications and Spectrum Mang. Res. Cnt.	Project Coordinator
Ayhan Özgür Toy	Turkish Military Academy	Assistant Professor
Gökçe Törüner	Univ. of New Jersey, USA	Assistant Professor
Reyhan Tutumlu	Sabancı Univ., Turkish Language Unit	Instructor
Dilek Tür	U.C. Berkeley, Int. Computer Science Institute	Snr. Researcher
Gökhan Tür	SRI International, USA	Researcher
Ayten Türkcan	METU, Industrial Eng. Dept.	Assistant Professor
Elif Erdemir Türkkan	Bilkent Univ., Dept. of Interior Architecture and Env. Design	Instructor
Bora Uçar	CNRS, Toulouse, France	Researcher
Mehmet Umutlu	Çankaya University, Dept. of Management	Instructor
Ayşe Ece Ungan	Alternatif Bank	Branch Manager
Vuslat Us	Central Bank of Turkey, Research Dept.	Economist
Ali Resul Usul	Bahçeşehir Univ., Dept. of Pol. Science and International Rel.	Assistant Professor
Elif Uz	Hacettepe University, Medical School	Postdoctoral Researcher
Özlem Uzundemir	Başkent Univ., Dept. of Management	Assistant Professor

NAME	CURRENT INSTITUTION OF EMPLOYMENT	POSITION
Adem Ersin Üreyen	Anadolu Univ., Dept. of Mathematics	Assistant Professor
Nafiz Vedat Verter	McGill Univ., Dept. of Management, Canada	Associate Professor
Ebru Voyvoda	METU, Dept. of Economics	Assistant Professor
G. Göksenin Yaralıoğlu	Invensense, USA	Senior Design Engineer
Ergün Yaraneri	Bilkent University, Dept. Of Mathematics	Instructor
Baskın Yenicioğlu	Henley Management College, Dept. of Management	Academic Fellow
Emre Yetginer	TÜBİTAK, UEKAE, Ankara	Researcher
Bahar Yetiş	Bilkent Univ., Dept. of Industrial Eng.	Associate Professor
Ahmet Yıldız	TBMM, Library Research Dept.	Spec. in Political Science
Esra Yıldız	Dokuz Eylül Univ., Medical School, Dept. of Medical Biology	Assistant Professor
Cevdet Yılmaz	Minister of State	
Mehmet Şakir Yılmaz	TIKA	
Mehmet Yılmaz	Kırıkkale Univ., Dept. of Public Administration	Instructor
Türker Yılmaz	Turkish Armed Forces	Lieutenant colonel
Mustafa Eray Yücel	Central Bank of Turkey, Research Dept.	Economist
Ebru Yüksel	Hacettepe Univ., Dept. of Economics	Assistant Professor
Murat Ali Yülek	Haliç Leasing, İstanbul	General Manager
İlkay Şendeniz Yüncü	IESEG School of Management, Finance	Assistant Professor
Zharmukhamed Zardykh	Kazakhstan Institute of Management Economics and Strategic Research, Dept. of Political Science	Assistant Professor
Kostyantın Zheltukhin	Çankaya Univ., Dept. of Mathematics	Assistant Professor
Natalia Zheltukhina	Bilkent Univ., Dept. of Mathematics	Instructor

Table XVI. Library

	2009	2008	2007	2006
Physical properties				
Closed area (m²)	13,165 m2	13,165 m2	13,165 m2	13,165 m2
Seating capacity	1,537	1,537	1,118	1,062
Bookshelf capacity	3,533	3,420	3,880(full) 129(empty)	3,991 (full) 566 (empty)
Internet connection	141	141	-	125
Staff number				
Librarian	21	21	22	26
Officer	42	42	43	51
Secretary	1	1	1	6
Support	5	5	5	16
Total	69	69	71	99
Budget (TurkishTL & US\$)				
YTL	4,671,750	5,550,000	4,500,000	4,967,000
US Dollar	3,114,500	3,700,000	3,000,000	3,672,186.90
Exchange rate	1.50	1.50	1.50	1.35
Number of Registered Users				
Academic	1,400	1,293	1,415	1,215
Graduated	985	877	824	228
Undergraduated	11,380	11,657	12,131	12,375
Administrative	850	660	880	671
Outside Users	4,197	3,841	3,780	3,458
ILL (Inter Library Loan) & Document Supply	173 (instutions)	160	150	137
Total	18,985	18,488	19,180	18,084
Circulation Numbers				
Book	174,782	169,330	182,728	140,169
Multimedia	20,175	19,926	18,047	16,083
Reserv	24,341	26,307	34,675	34,591
Bound Journals	559	570	684	671
ILL (book)	4,213	4,215	4,127	2,565
Document Supply (article/page)	360 (5,631 page)	1,751	1,157	729
Number of Book Collection				

	2009	2008	2007	2006
Book	420,319	409,706	399,602	391,247
Bound Journals	73,754	67,415	62,724	57,416
Total	494,073	477,121	462,326	448,663
Number of Journal Subscriptions				
Print	2,063	2,660	2,714	2,708
Electronic	87,714	30,100	28,377	26,477
Number of Multimedia Collection				
DVD	2,432	1,851	1,233	976
VCD	717	654	641	570
CD-ROM	6,498	6,167	5,819	5,510
Videocassette	2,602	2,572	2,565	2,519
Music CD	2,646	2,639	2,598	2,591
Note	11,929	11,789	11,589	11,508
Music cassette	1,896	1,896	1,896	2,109
Record	1,783	1,783	1,678	1,678
E-book	131,662	131,045	122,707	124,307
Newspaper (subscribed)	16	19	17	19
Clipping	16,921	16,892	16,185	15,214
Microform	154,699	147,315	145,075	137,760
CD (except music)	1,433	1,196	940	928
Cassette (except music)	3,383	3,364	3,354	3,361
Databases				
Online	120	127	111	112
CD-ROM	5	4	8	18

Table XVII. Computer Resources

Location	Number of Computers
Computer Center	575
Faculty of Art, Design and Architecture	173
Faculty of Business Administration	22
Faculty of Economics, Administrative and Social Sciences	41
Faculty of Engineering	357
Faculty of Humanities and Letters	4
Faculty of Music and Performing Arts	5
Faculty of Science	107
School of Applied Languages	17
School of English Language	180
School of Applied Technology and Management	354
Vocational School of Tourism and Hotel Services	127
Vocational School of Computer Technology and Office Management	188
Dormitories	3214
Total number of computers	5364
Computer number per 100 Students*	44.20

Table XVIII. Number of Scholarship Recipient Undergraduate Students

Faculty / Applied Schools / Vocational Schools	2007			2008			2009			2010		
	Total # of Student	Total # of Scholarship	Percent	Total # of Student	Total # of Scholarship	Percent	Total # of Student	Total # of Scholarship	Percent	Total # of Student	Total # of Scholarship	Percent
Faculty of Education	167	59	35.3	156	53	34.0	151	55	36.4	126	41	32.5
Faculty of Science	547	361	66.0	566	368	65.0	602	394	65.4	663	451	68.0
Faculty of Art, Design And Architecture	1132	68	6.0	1176	77	6.5	1233	95	7.7	1193	97	8.1
Faculty of Law	680	107	5.7	741	107	14.4	765	115	15.0	797	129	16.2
Faculty of Humanities and Letters	316	107	33.9	315	130	41.3	354	161	45.5	376	191	50.8
Faculty of Business Administration	776	104	13.4	755	96	12.7	818	121	14.8	855	139	16.3
Faculty of Economics, Administrative and Social Sciences	2117	373	17.6	2096	348	16.6	2237	419	18.7	2288	490	21.4
Faculty of Engineering	2082	718	34.5	2086	703	33.7	2160	764	35.4	2315	847	36.6
Faculty of Music and Performing Arts	225	161	71.6	191	139	72.8	148	101	68.2	137	92	67.2
Total of Faculties	8042	2058	25.6	8082	2021	25.0	8468	2225	26.3	8750	2477	28.3
Schools of Applied Technology and Management	1192	84	7.0	1060	83	7.8	1143	121	10.6	1149	152	13.2
School of Applied Languages	637	87	13.7	513	84	16.4	482	92	19.1	503	107	21.3
Total of Applied Schools	1829	171	9.3	1573	167	10.6	1625	213	13.1	1652	259	15.7
Vocational School of Computer Technology and Office Management	737	2	0.3	622	3	0.5	520	16	3.1	417	31	7.4
Vocational School of Tourism and Hotel Services	361	0	0.0	251	3	1.2	216	7	3.2	175	11	6.3
School of English Language	114	1	0.9	90	0	0.0	76	3	3.9	75	7	9.3
Total of Vocational Schools	1212	3	0.2	963	6	0.6	812	26	3.2	667	49	7.3
University Total	11083	2232	20.1	10618	2194	20.7	10905	2464	22.6	11069	2785	25.2

Table XIX. Number of Scholarship Recipient Graduate Students

	2007			2008			2009			2010		
	Total # of Student	Total # of Scholarship	Percent	Total # of Student	Total # of Scholarship	Percent	Total # of Student	Total # of Scholarship	Percent	Total # of Student	Total # of Scholarship	Percent
Institute of Engineering and Science	374	371	99.2	429	427	99.5	461	461	100.0	484	472	97.5
Institute of Economics and Social Sciences	667	576	86.4	618	515	83.3	646	494	76.5	689	503	73.0
Graduate Schools of Education	83	80	96.4	107	102	95.3	123	123	100.0	157	155	98.7

Table XX. Studens Council Clubs/Societies

No	Name of Club/Society	No	Name of Club/Society
1	Aikido Club	35	Aviation Club
2	Animation and Cartoon Club	36	Law Club
3	The Society of Ataturk and his Thought	37	IEEE Student Branch
4	Bilkent Woman In Computing Club	38	Management and Economics Society
5	Computer and Teaching Technologies Club	39	Juggling Community
6	Science and Art Society	40	Personel Development Society
7	Bilkent Rescue and First Aid Society	41	Classic Guitar Clubü
8	Bilkent Astronomy Society	42	Classical Turkish Music Society
9	Bilkent Pres and Media Club	43	Culture and Communication Society
10	Bilkent Young Enlighment Club	44	Creating and Managing Club
11	Bilkent Genetic Club	45	MBA Club
12	Model United Nations Club	46	Nationalist Thought Society
13	Bilkent Nanotechnonology Club	47	Human Club
14	Marketing and Advertisment Club	48	Modern Dance Society
15	Bilkent Technology Club	49	Engineering Society
16	Bilkent Lions Club	50	Debate Society
17	Bilkent Fenerbahçeliler Club	51	Music Club
18	Bilkent Explorers Club	52	NART (Northhem Caucasia Cultural) Club
19	Bilkent Eagles Club	53	Operational Research Kulübü
20	Bilkent Trabzonsporlular Club	54	Political Psychology Club
21	Bilkent Underwater Scuba Club	55	Psychology Club
22	Bridge Club	56	Robototic Club
23	Dans Theatre Society	57	Sahaja Yoga Club
24	Foreign Trade Club	58	Chess Club
25	Diplomacy Club	59	Cinema Club
26	Outdoor Sports Society	60	Political Science Club
27	Equality Freedom and Peace Platform Club	61	Political Platform Club
28	Dancing with Couples club	62	Socialist Thought Society
29	Exchange Erasmus Student Network Bilkent	63	History Society
30	FRP Club	64	Theatre Club
31	Photography Club	65	Tourism Club
32	Young Team Society	66	Turkic Countries Research Society
33	Go Club	67	Turkish Society
34	The Science of folk Society	68	International Relations Academic Research Society

Appendix C – Faculty Members Evaluation Forms and Surveys

1. Annual Faculty Survey

Bilkent University

ANNUAL FACULTY SURVEY

January 1, 2009 - December 31, 2009

The Annual Faculty Survey is intended to gather detailed information on a wide range of activities, the scope and applicability of which may vary depending upon one's department, faculty and academic rank.

Annual Faculty Survey forms can be downloaded from <http://www.provost.bilkent.edu.tr/forms/AFS.htm>. They can be filled in any one of the following ways:

In a Word or PDF document.

If you fill a downloaded form: in order to fully highlight the information you provide, please delete the instructions, format and example portions of the sections you fill in. Also delete all sections that are not applicable to your particular case.

Handwritten, with the applicable responses written on a separate piece of paper and indicated by its item number.

Please submit the completed form in hardcopy to the Department Chair.

Thank you for your cooperation.

Name	
Department or Program	
Faculty or School	
Current Academic Rank	
Highest Degree Earned, School, Year	

A. RESEARCH, SCHOLARLY AND ARTISTIC ACTIVITIES

Scholarly Publications in 2009

BOX A.1.

List only the publications with Bilkent affiliation.

Report both the works that are published and those that have been accepted, as documented by definite and final acceptance letters from editors/publishers.

While listing the publications, write the names of the authors in the order they appear on the publications.

Indicate if the publication is/will be a reprint or an adapted version of a previous publication.

Enclose relevant documentation (except for conference papers with proceedings):

v.1. copies of your published and accepted manuscripts (enclose camera-ready proofs or galley proofs, if at that stage)

v.2. for forthcoming journal articles: copies of definite acceptance letters from the editor of the journal, indicating final acceptance, after any revisions have been made.

v.3. for forthcoming and accepted books, edited volumes, and book chapters:

v.3.1. if the book is forthcoming:

v.3.1.1. copy of the definite and final acceptance letter from the publisher (not the editor), all after reviews and revisions have been completed; and

v.3.1.2. copy of copyright form, final contract (accepted by the publisher), or internet announcement of the book (e.g. Amazon.com or the publisher's web page), or other recent documentation about its publication status.

v.3.2. copy of the contents and the cover pages indicating editor(s), publisher, place and date of publication;

v.3.3. copy of the "contributors' notes" section indicating the author's Bilkent affiliation;

v.3.4. copy of a section from the book (preface or foreword or acknowledgements or introduction) or a letter from the editor providing information about the selection and review process and thus clarifying what differentiates this book from a conference proceedings; and

v.3.5. if the book is edited: the names and affiliations of the authors of the other chapters.

a. Books, textbooks, scholarly monographs written by the faculty member

Format: Author, Co-authors, if applicable, Title of Book, Number of pages, Publisher, Year.

Example: F. Mann, The Social Role of the Person of Knowledge, 196 pp., Lexington, MA: Lexington Books, 2009.

Published (attach a copy of the cover and contents pages of each manuscript – see v.4 in box A.1 above)

Accepted (attach a copy of the cover and contents pages of each manuscript as well as a copy of the acceptance letter and other relevant documents – see v.3 and v.4 in box A.1 above)

b. Volumes (books, anthologies, collections, bibliographies) edited by the faculty member (excluding conference proceedings)

Format: First Editor, Second Editor, Title of Edited Book, Number of pages, Publisher, Year.

Example: C.O. Smith, M. Aktan, Current Research in Microbial Ecology, 345 pp., San Francisco: American Association for Microbial Ecology, 2009.

Published (attach a copy of the cover and contents pages of each manuscript – see v.4 in box A.1 above)

Accepted (attach a copy of the cover and contents pages of each manuscript as well as a copy of the acceptance letter and other relevant documents – see v.3 and v.4 in box A.1 above)

c. Articles in refereed journals listed by ISI Citation Indices (SCI, SSCI, A&HCI)

Refer to <http://www.bilkent.edu.tr/~provost/jourlist/journal.htm> to check whether a journal is listed in the Citation Index.

Format: First Author, Second Author, Third Author, etc., "Title of article," Title of Journal, Volume, Pages, Year.
Example: I.W. Jones, L. Corwin, "Correlation in Power Residue Generated Random Numbers," Journal of Computational Physics, vol. 12, no. 6, 373-382, 2009.

i) Published (attach copies of each of the manuscripts – see v.1 in box A.1 above)

ii) Accepted (attach copies of each of the manuscripts and the acceptance letters - see v.1 and v.2 in box A.1 above)

d. Articles in refereed journals not listed by ISI Citation Indices (not in SCI, SSCI, A&HCI)

Use same format as above.

i) Published (attach copies of each of the manuscripts – see v.1 in box A.1 above)

ii) Accepted (attach copies of each of the manuscripts and the acceptance letters - see v.1. and v.2 in box A.1 above)

e. Chapters in books or monographs excluding conference proceedings

Format: First Author, Second Author, "Title of chapter" in Title of book, Editors, Pages, Publisher, Year.
Example: P. Bayar, "Historical Development of the Soviet Theory of Self-Regulation" in The Development of Self-Regulation Through Private Speech, (Edited by Gail Aiving). pp. 51-77, New York: John Wiley & Sons, 2009.

i) Published (attach copies of each of the manuscripts – see v.4. in box A.1 above)

ii) Accepted (attach copies of each of the manuscripts and the acceptance letters - see v.3 and v.4 in box A.1 above)

f. Book reviews, theater reviews, editorials

Format: First Author, etc., "Title of book reviewed," Author(s) of book reviewed, Place, publisher, date, and total number of pages of the book reviewed, Title of Journal, Volume, Pages, Year.
Example: A. Tasar, "International Migration," by T. Mayer, Oxford: Oxford University Press, 390 pp., 2000, International Interactions, Vol. 28, 355-357, 2009

g. Reprints or Translations of Previous or Concurrent Publications

Indicate reprints or translations of previously or concurrently published articles. These can be exact reprints, adaptations or translations which are now being republished in a book, volume, or a journal.
Use the same format as a.-e. above.

h. Conference papers with proceedings (Do not enclose copies of these papers)

List the papers that were presented at conferences and published in the proceedings.

Format: First Author, Second Author, etc., "Title of Conference Paper" in the proceedings of the (conference name),
Pages, City, Country, Date of conference.

Example: O. Aksu, M. Cardoza, "Distribution of Sequential Computations," in the Proceedings of the Second International Symposium On Computer and Information Sciences, 226-239, Istanbul, Turkey, 19-21 October 2009.

2. Scholarly Work in Progress (e.g. submitted, under revision)

List work that is ongoing or has been submitted. Indicate the title of the work, author(s), intended journal or publisher and date of submission, if applicable.

3. Citations Received in 2008 to Previously Published Papers

Attach printed citation index report. Obtain this report from ISI's Web of Science (See instructions at <http://www.provost.bilkent.edu.tr/forms/AFS.htm>.)

Note that some of your 2008 citations may appear in the 2009 index reports.

Enclose documentation for citations in publications other than citation index journals.

Highlight or underline your own citations on the printed report.

a. Citations to your scholarly work (papers, chapters, books, etc.) by others

i) Number of citations in citation index journals : _____

ii) Number of citations in other publications : _____

b. Number of self citations: _____

4. Art Works, Competitions, Prizes

BOX A.4.

i. List only the art works with Bilkent affiliation.

ii. Report both the works that were exhibited and those that have been firmly scheduled, as documented by definite commitment letters from the organizers.

iii. Enclose relevant documentation, such as:

- Photocopies from exhibit brochures, announcements, gallery publications, catalogues, reviews, websites, CD covers, or any other information about the work itself.
- Documentation and/or information concerning the organization and setting of the event: the site the work was shown; the organizer, curator, jury, and sponsor; other artists who exhibited at that site recently; the participation and selection process; any other information indicating the reputation of the art gallery/curator/organization, etc.
- If you won a prize in a competition, enclose the letter about the result of that competition and the prize you won. Also attach information about the organization, the jury, and the selection/refereeing process.

List art works, competitions, prizes, etc., characterizing each listing by the type of visual art (e.g. sculpture, painting, installation, graphic design, film, audiovisual production, performance art) or prize won in a competition. (attach relevant documents – see iii. in Box A.4 above)

Format: Type of exhibit, number of artists (solo, 2-person, group, etc.), title, starting and ending dates, site, sponsoring institution/person/foundation (if applicable), curator (if applicable), city, country.

Example: Graphic design, Solo, "Studies in Space and Shape," Sept. 2009, XYZ Exhibition Hall, ABC Foundation, Koln, Germany.

5. Artistic Performances, Competitions, Prizes

BOX A.5.

i. List only the performances with Bilkent affiliation.

ii. Report both the works that were performed and those that have been firmly scheduled, as documented by definite commitment letters from the organizers.

iii. Enclose relevant documentation, such as:

- Photocopies from brochures, announcements, programmes, catalogues, reviews, websites, CD covers, or any other information about the work itself.
- Documentation and/or information concerning the organization and setting of the event: the site the work was performed; the organizer or sponsor; other artists who performed at that site recently; the participation and selection process; any other information indicating the reputation of the organization/concert hall, etc.
- If you won a prize in a competition, enclose the letter about the result of that competition and the prize you won. Also attach information about the organization, the jury, and the selection/refereeing process.

List artistic performances, competitions, prizes, etc., characterizing each listing by the type of performance (e.g., concert, recital, poetry reading, dramatic role) or prize won in a competition. (attach relevant documents – see iii. in Box A.5 above)

Format: Type of performance, title (if applicable), date(s), site, where and by whom reviewed (if applicable), city, country.

Example: Piano recital, March 30, 2009, XYZ Symphony Hall, Berlin, Germany.

6. Published or aired reviews/critiques of art works or performances

List your work or performance which was reviewed by respectable art, music, or theatre critics and appeared in art-related media or journals. Please attach the review and provide information about the art critic and the source.

Format: “Title” of review, reviewer, reviewed work, source, date.

Example: “What Happened to Space?” H. Kroeber, critique of “Studies in Space and Shape” exhibit, Contemporary Arts, 21.05. 2009

7. Patents

List patents received in your name.

Format: “Title,” country which issued the patent, patent number, date, co-owners of patent, if any.

Example: “Non-reciprocal Wave-Translating Device,” U.S.A., US Patent No. 3-452304, June, 2009.

8. Seminars, Workshops and Lectures

List the seminars, workshops and lectures given at other universities, companies, or organizations.

Format: “Seminar/Lecture Title,” date, place.

9. Presentations Given at Conferences

List presentations given at conferences (which were not published).

Format: First presenter, etc., “Title of Presentation,” conference name, city, country, date of conference.

10. Services to the Field (Academic or Arts)

List the editorial and reviewing services you rendered to your academic or arts community and any offices held in scholarly and professional societies.

a. Editorships and Editorial Boards of Scholarly Journals

List the services you rendered in an editorial capacity (e.g. editor, associate editor, managing editor, etc.) of a scholarly or professional journal. Also include memberships and services as Editorial Reviewer on Editorial Boards.

Format: Date of appointment or election, date of termination (if applicable), editorial title, name of journal, publication sponsor.

Example: March 2009 - , Associate Editor, Computer Graphics, IEEE.

b. Refereeing for Scholarly and Professional Journals

List the scholarly or professional journals for which you served as a referee.

Format: Date, Name of journal.

c. Offices Held in Scholarly and Professional Societies

List any offices held in scholarly and professional societies.

Format: Name of organization or society, title held, start date of appointment or election, expiration date (if in progress, indicate).

d. Refereeing for Arts Events and Competitions

List the services you rendered to the arts community in a refereeing and selection capacity (e.g. curator, juror for a competition, etc.).

Format: Date of appointment or election, date of termination (if applicable), title, name of event/competition, sponsor/organizer.

Example: March – June 2009, Jury member for the International Youth Competition for Graphic Design, XYZ organization.

11. Sponsored Research

List any research activities sponsored by a body other than the University.

Format: “Title of project,” sponsoring agency or company, your duty, period, total amount of grant.

Example: “Conducting a Consumer Survey on Car Problems,” Marshal Motors Co., Principal Investigator, December 2004 - August 2009, US\$10,000.

12. Professional Awards and Honors

List the academic honors and prizes; appointments to national and international academic boards, councils, or panels, academic degrees and other awards that are comparable indices of professional accomplishments that you received.

Format: Name of award or honor, awarding agency/organization/foundation, date, basis for the award.

Example: Science Award in Physics, TÜBITAK, 2009, scientific publications.

13. Graduate Student Supervision

List the graduate students whom you supervised during the period and their research topics.

Format: Name of student, degree, “Title of thesis,” period of supervision, (expected) graduation date.

Example: Mark Kohlman, M.S., “Design and Implementation of Multi-purpose MCIS Machines,” September 2005 - June 2009, expected graduation 2009.

14. Other Activities

List any other research, scholarly and artistic activities not described elsewhere in this section.

Please be informed of a new procedure in annual faculty evaluation regarding teaching and service. See "2.2.2 Evaluation of Teaching and Service Performance" under www.bilkent.edu.tr/~provost/FacultyHandbook/ for details on how information provided in sections B and C are used in evaluations.

B. TEACHING/ ADVISING/ INSTRUCTIONAL DEVELOPMENT ACTIVITIES

1. Course(s) Taught

The online syllabi for courses you have taught in 2009 provide valuable information about your teaching activities. Please verify that this information is accurate and complete. Add any information you might want to convey that is not covered in the on-line course syllabus for each course.

Additional information not covered in the online syllabus

List the applicable items separately for each and every course taught in 2009.

- a) Course Code, Course Name
- b) If you taught this course for the first time, indicate "new preparation".
- c) If you introduced/produced significantly NEW material for a course previously given.
- c. i) Assessments: (e.g. open-book exam, research paper, quiz, case study, Internet research, project, oral presentation)
- c. ii) Instructional material: (e.g. new textbook selected, exercise sheets, lab guides, articles)
- d) Arrangements made or activities organized to enhance the course. (e.g. video showings, guest speakers, trips)
- e) OPTIONAL: Provide a brief description of the rationale for your course design. Explain how each reading, assignment, exam, activity, etc. contributes to student learning and how each component of the course helps develop student skills and abilities (such as: computer utilization, writing, oral communication, reading, creativity/design, teamwork, critical/analytical abilities, research, and application/practice)

2. Student Contact Hours

Indicate the number of hours per week spent in class

3. Undergraduate Student Industrial Training or Senior/Term Project Supervision

List the students whom you supervised in 2009 and their project topics.

Format: Name of the student(s), project type (Industrial/Senior/Term/other), "Topic/Name of project", status (i.e. completed or in progress), date of completion (expected date if in progress).

4. Undergraduate Student Advising

Indicate the number of students of whom you were the academic advisor during 2009.

Format: Total number of students, number of students grouped by year (e.g. 1st year - 15, 2nd year - 20), brief explanation of activities carried out.

5. Students' Accomplishments

List awards, honors, publications, exhibits, performances and other noteworthy accomplishments of students you personally guided and supervised.

6. Other Activities

List any other teaching, advising and instructional development activities not described elsewhere in this section.

C. SERVICES FOR THE DEPARTMENT/ FACULTY/ SCHOOL/ UNIVERSITY

1. Committees/Work Groups Involved

Indicate the names of committees/work groups, responsibilities and activities undertaken, and whether completed or in progress.

Format: Name of the committee/group, duration (indicate if in progress), responsibilities and activities, brief explanation.

2. Other Duties Assigned by the University or Activities Carried Out for the University

List the duties/activities and whether completed or in progress.

Format: Name of duty/activity, duration (indicate if in progress), responsibilities and activities, brief explanation.

D. SERVICES FOR THE COMMUNITY/SOCIETY

List any service rendered and whether completed or in progress.

E. SELF-ASSESSMENT AND FUTURE GOALS

1. Evaluate your performance and achievements in the past year vis a vis your own goals.
2. Describe your goals pertaining to your work and your contributions to your department and the university in the next two years.

F. COMMENTS

Indicate any comments, criticisms, suggestions, etc. concerning your department, faculty/school and university.

Suggestions for Improvements to This Form

Describe any changes to this form which you feel would improve its evaluative sensitivity and effectiveness.

2. Annual Faculty Evaluation Form

Bilkent University
ANNUAL FACULTY EVALUATION 2008

1. FACULTY MEMBER

Name : _____

Department : _____ Faculty/School: _____

1. DEPARTMENT CHAIR'S COMMENTS :

Research:

Teaching:

Please list the sections taught by the faculty member in the past calendar year:

Service:

Has the faculty member been asked to provide any service to the Department or the University?

☐ Yes ☐ No

If yes, please describe the nature of the service briefly and comment on the faculty member's performance.

Date

Signature

2. DEAN'S/DIRECTOR'S COMMENTS (optional) :

Date

Signature

3. FACULTY MEMBER'S COMMENTS :

Date

Signature

4. CHAIR'S FINAL ASSESSMENT :

Teaching performance group*:

- | | |
|--|---|
| <input type="checkbox"/> Outstanding (5) | <input type="checkbox"/> In need of improvement (2) |
| <input type="checkbox"/> Very good (4) | <input type="checkbox"/> Unsatisfactory (1) |
| <input type="checkbox"/> Good (3) | <input type="checkbox"/> Very Poor (0) |

Service: Has the faculty member been asked to provide any service to the Department or the University?

- ☐ Yes ☐ No

If yes, please provide a service performance score:

- | | |
|--|---|
| <input type="checkbox"/> Outstanding performance (5) | <input type="checkbox"/> Satisfactory (2) |
| <input type="checkbox"/> Very good performance (4) | <input type="checkbox"/> Minimal performance (1) |
| <input type="checkbox"/> Good performance (3) | <input type="checkbox"/> Refused to render service when asked (0) |

If no, please state the reason:

- ☐ There was no need for service. (No lack of cooperation on the part of the faculty member.)
- ☐ The faculty member categorically refuses to render any service.
- ☐ The faculty member has performed poorly in past years in terms of service.
- ☐ Other. (Please explain below.)

Date

Signature

5. DEAN'S/DIRECTOR'S FINAL ASSESSMENT :

Teaching performance group*:

- | | |
|--|---|
| <input type="checkbox"/> Outstanding (5) | <input type="checkbox"/> In need of improvement (2) |
| <input type="checkbox"/> Very good (4) | <input type="checkbox"/> Unsatisfactory (1) |
| <input type="checkbox"/> Good (3) | <input type="checkbox"/> Very Poor (0) |

Service performance score if applicable:

- ☐ Outstanding performance (5)
- ☐ Very good performance (4)
- ☐ Good performance (3)
- ☐ Satisfactory (2)
- ☐ Minimal performance (1)
- ☐ Refused to render service when asked (0)

Date Signature

* Teaching: Please group the faculty members in the Department in terms of their teaching effectiveness.

The average of the teaching performance scores should not exceed 2.5 for the faculty/school.

** Service: The average of the service scores should not exceed 2.5 for the faculty/school.

The allocation of teaching and service points across departments within a faculty/school is at the discretion of the dean/director.

See <http://www.bilkent.edu.tr/~provost/compensation> for the impact of this evaluation on compensation.

3. Course and Instructor Evaluation Form



Course and Instructor Evaluation Form

The Student - Öğrencinin Kendisi	
A. I attend classes regularly. Derse düzenli olarak devam ederim.	Yes No
B. I usually come to class prepared. Derse genellikle hazırlıklı gelirim.	Yes No
C. I am generally involved with what is going on in class. Derste yapılanlarla genellikle ilgiliyim.	Yes No
The Instructor - Öğretim Elemanı	
1. Clearly states class objectives and what is expected of students. Dersin amacını ve bizden beklentilerini açıkça belirtir.	5-4-3-2-1
2. Stimulates interest in the subject. Konuya ilgimizi artırır.	5 = Strongly agree
3. Stimulates and directs in-class student participation effectively. Öğrencinin derse katılımını artırır ve katılımın verimli olmasını sağlar.	1 = Strongly disagree
4. Develops students' analytical/critical/creative/independent thinking abilities. Öğrencinin analitik/eleştirel/yaratıcı/bağımsız düşünce yeteneğini geliştirir.	5-4-3-2-1
5. Interacts with students on the basis of mutual respect. Öğrenci ile ilişkilerini karşılıklı saygıya dayandırarak yürütür.	5 = To a great extent 1 = Not at all
6. Was on time and has not missed classes. Derslere zamanında geldi ve dersleri eksiksiz tamamladı.	5-4-3-2-1
7. Teaches the course material in English. (Ignore this question for other foreign languages and Turkish courses.) Dersi İngilizce isler. (Diğer yabancı dil ve Türkçe dersleri için dikkate almayınız.)	5 = Almost always 1 = Almost never
The Course - Ders	
8. I learned a lot in this course. Bu derste çok şey öğrendim.	5-4-3-2-1

9. Exams, assignments and projects required thinking analytically/critically/creatively. Sınavlar, ödev ve projeler analitik/eleştirel/yaratıcı düşünce gerektiriyordu.	
Overall Evaluation - Genel Değerlendirme	
10. Rate the overall effectiveness of the course. Dersi genel olarak değerlendiriniz.	5-4-3-2-1
11. Rate the instructor's overall teaching effectiveness. Öğretim elemanının öğretme becerisini genel olarak değerlendiriniz.	5 = Excellent 1 = Poor
Department Specific Questions (if any) - Bölüme Özgü Sorular (eğer varsa)	
12.	5-4-3-2-1 5 = Strongly agree 1 = Strongly disagree
13.	
14.	
15.	

Course and Instructor Evaluation Form Page 2

<p>Comments - Görüşleriniz</p> <p>Please answer the following considering any aspect of the course and instructor. For example: the instructor's attitude towards students (including fairness and impartiality); teaching methods; course organization/content/ requirements; difficulty of the course. Öğretim elemanının öğrencilere karşı tutumu, öğretim yöntemleri, dersin organizasyonu, içeriği ve zorluğu gibi konular dahil, öğretim elemanı ve ders hakkındaki görüşlerinizi belirtiniz.</p> <p>1. What are the strongest and weakest points of the instructor? Any suggestions? Öğretim elemanının en olumlu ve en olumsuz tarafları nelerdir? Önerileriniz?</p> <p>2. What are the strongest and weakest points of the course? Any suggestions? Dersin en olumlu ve en olumsuz tarafları nelerdir? Önerileriniz?</p>
--

Briefly comment if you were especially <i>dissatisfied</i> with any of the following Aşağıdakilerden özellikle <i>hoşnut olmadığınız</i> unsurlar varsa, kısaca belirtiniz.	
About the Instructor	
Useful feedback on exams, assignments and projects Sınav, ödev ve projelerle ilgili yararlı geri bildirimin olması	
Accurate grading reflecting my work Verilen notların çalışmalarımı yansıtması	
Availability during specified office hours Duyurduğu ofis saatlerinde yerinde bulunması	
Usefulness of textbook selected, reading and study materials assigned Kullandığı ders kitabının ve diğer ders materyalinin faydalı olması	
About the Assistant (if any)	
Effectiveness of the course assistant Asistanın yeterliliği.	

4. Curriculum Vitae

CURRICULUM VITAE

Title, Name, Last Name:

1. PERSONAL DATA

- 1.1. Date & Place of Birth:
.....
- 1.2. Address : Department of
Bilkent University
06800 Bilkent
Ankara, Turkey
- 1.3. Phone : ++90 312 290 4000 Ext.
- 1.4. Fax : ++90 312 266 4127
- 1.5. E-mail :@bilkent.edu.tr

2. ACADEMIC DEGREES

EXAMPLE: Assoc.Prof.	Physics - Middle East Technical University	1981
Ph.D	Physics - Stanford University	1979

- 2.1. Assoc.Prof.
2.2. Ph.D.
2.3. MS.
2.4. BS.

3. EMPLOYMENT HISTORY

- 3.1. 9/86 - Present Professor,
Bilkent University, Dept. of Physics
- 3.1.1. 6/86 - 9/86 Visiting Professor
MIT, Dept. of Physics
- 3.1.2. 5/85 - 6/86 Visiting Scientist
Stanford University, Dept. of Electrical Eng.
- 3.2. 4/83 - 5/85 Professor
METU, Dept. of Physics

4. PROFESSIONAL AWARDS

- 4.1. Science Award of Scientific and Technical Research Council of Turkey 1990
- 4.2.

5. HONORS, SCHOLARLY AND PROFESSIONAL DUTIES AND ACHIEVEMENTS

- 5.1. Member of Panel on National Congress of Engineering 1985-90
- 5.2. Member of Editorial Board of Journal of Physics 1980-90
- 5.3. Co-Chairman of the Fourth Conference on Current Issues
- 5.4. Project Manager of

6. MEMBERSHIP

- 6.1. American Physical Society 1972-
- 6.2.

7. INVITED LECTURES AND INVITED TALKS

- 7.1. Title of lecture, place and year.
- 7.2.

8. ARTISTIC EXHIBITS OR PERFORMANCES

- 8.1. Type of exhibit, title, starting and ending dates, site of exhibit.
- 8.2.

9. TEACHING

- 9.1. Graduate Courses:
 - Phys 550 Quantum Mechanics
 - Phys 551 Classical Mechanics
- 9.2. Undergraduate Courses:
 - Phys 101 General Physics
- 9.3. Independent Study Supervised:

10. GRADUATE STUDENT SUPERVISION

- 10.1. Mustafa Karaman, MS, "VLSI Design and Implementation of Multipurpose Median Filters", 6/88 - present.
- 10.2.

11. PATENTS

- 11.1. "Title". Country which issued the patent. Patent number. Date. Coowners if any.
- 11.2.

12. SCHOLARLY PUBLICATIONS

- 12.1. Ph.D. Dissertation
 - 12.1.1. Title of Ph.D. Dissertation, month/year, Name of Supervisor, University
 - 12.1.2.
- 12.2. Published Books
 - 12.2.1. Title of Book. Place of publication: Publisher, month and year of publication. Author(s).
 - 12.2.2.
- 12.3. Edited Books, anthologies, bibliographies
 - 12.3.1. Title of Book. Place of publication: Publisher, month and year of publication. Author(s).
 - 12.3.2.
- 12.4. Chapters in books or monographs
 - 12.4.1. "Title of Chapter" in Title of Book. (Edited by name(s) of editors). Place of publication: Publisher, month and year of publication. Inclusive pages. Author(s).
 - 12.4.2.
- 12.5. Reviews
 - 12.5.1. Title of Work Reviewed. By author of work reviewed. Title of Journal, volume, month and year of date of publication, inclusive pages. Author(s).
 - 12.5.2.
- 12.6. Articles in refereed journals
 - 12.6.1. "Title of Article". Title of Journal, volume, month and year of publication, inclusive pages. Author(s). (Departmental ranking of journal A, B, C)
- 12.7. Articles in non-refereed or general journals
 - 12.7.1. "Title of Article". Title of Journal, volume, month and year of publication, inclusive pages. Author(s).
 - 12.7.2.
- 12.8. Other publications, including translations, research notes, limited-circulation reports, etc.
 - 12.8.1. Characterization of type of publication information similar to that for books or articles. Author(s).
 - 12.8.2.
- 12.9. Papers, books etc. submitted for publication
 - 12.9.1. "Title of Article". Title of Journal, Author(s), (Departmental ranking of journal A, B, C)
 - 12.9.2.
- 12.10. Refereed proceedings
 - 12.10.1.
- 12.11. Published conference abstracts (or extended abstracts)
 - 12.11.1. "Title of Article". Title of Journal, volume, month and year of publication inclusive pages. Author(s). (Departmental ranking of journal A, B, C)
 - 12.11.2.
- 12.12. Non-refereed proceedings
 - 12.12.1.
 - 12.12.2.

**13. TOTAL NUMBER OF CITATIONS (LISTED IN CITATION INDEX)
TO PUBLICATIONS IN (12):**

(Please attach copies of related sections of Citation Index)

13.1. Citations by others :

13.2. Self citations :

14. CURRENT RESEARCH INTEREST(S)

14.1.

14.2.

15. GRANTS

15.1.

15.2.

16. EDUCATIONL DEVELOPMENT ACTIVITIES

16.1.

16.2.

17. CONTRIBUTION TO BİLKENT UNIVERSITY

17.1.

17.2.

18. CONTRIBUTION TO SOCIETY AT LARGE

18.1.

18.2.

5. External Referee Information Form

EXTERNAL REFEREE INFORMATION FORM¹

Candidate's Name _____ **Date:** _____

Department _____

Referee :

Title :

Institutional Affiliation :

Relationship to candidate (e.g., dissertation director, former departmental colleague, co-author, collaborator, expert in field with no special relationship to the candidate, etc.):

Field of Expertise :

Explanation of referee's professional standing and additional comments concerning his or her suitability to serve as a referee for this candidate:

List of Materials to be sent for evaluation:

¹To be filled in by the candidate.

6. Other Forms

Candidate's Name _____ Date: _____

Department _____

NARRATIVE SUMMARY OF INITIAL EVALUATION COMMITTEE

Note: If additional space is required for the Narrative, Form should be retyped to allow continuity. Please reproduce the format below completely, use one side of the page only, and be sure that the candidate's name, department and a page number are at the top of each page.

Teaching :

Please indicate by circling the appropriate term how, in regard to teaching, you would rank the candidate with his or her current peers in the discipline.

Outstanding Above Average Average Below Average

Research - Creative Activities:

Please indicate by circling the appropriate term how, in regard to research-creative activities, you would rank the candidate with his or her current peers in the discipline.

Outstanding Above Average Average Below Average

Service:

Please indicate by circling the appropriate term how, in regard to service, you would rank the candidate with his or her current peers in the discipline.

**Outstanding
Average**

Above Average

Average

Below

General Comments:

Date of Meeting:

Names of Committee Members present at meeting:

Candidate's Name _____ **Date:** _____

Department _____

NARRATIVE SUMMARY OF CHAIRMAN'S RECOMMENDATION

Teaching:

Research - Creative Activities:

Service:

(Circle the appropriate terms)

The Chairman

**Recommends
Does not recommend**

**Appointment
Promotion**

Chairman

Date

Dear Professor,

We are in the process of reviewing Dr. for a possible faculty appointment at the level of as part of the evaluation process, we would like to benefit from the judgement of experts and academic specialists outside of the Bilkent faculty. We would greatly appreciate it if you could provide us with an appraisal of Dr.'s work.

Enclosed please find Dr.'s vita and copies of some of his/her papers. In evaluating Dr.'s work, we would be especially interested in your judgement of

- his/her contributions to his/her field,
- his/her capacity to carry out research on substantive questions,
- his/her future potential as a researcher,

and a comparison of Dr. with other scholars at a comparable stage of their careers. We would also welcome your comments on his/her educational or professional contributions. If there is any additional information that we can provide in order to make this task easier for you, please do not hesitate to let me know.

We need your evaluation in about two months. I am well aware of the time and effort that such a request implies. In the event you feel you can not help us in the review process, please inform me immediately.

Your reply will be kept confidential. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

Candidate's Name _____ **Date:** _____

Department _____

NARRATIVE SUMMARY OF DEAN'S RECOMMENDATION

Teaching:

Research - Creative Activities:

My evaluation for Candidate's research activities and my judgment are specified as follows:

- Capacity for working independently on quality topics:
- Capacity to carry out creative and substantive research:
- The impact of the Candidate's work and contributions in the related field(s):
- Versatility in research activities:
- Depth of knowledge in the field:
- Breadth of knowledge in the field:
- Scientific maturity:
- Recognition in the scientific community:
- Enthusiasm, perseverance and determination in research and his/her dedication to career:
- Citations to publications:
- Number of publications:
- Quality of publications:

Comments and overall rating of research activities:

Service:

In view of the above evaluation I rank Dr. achievements
..... at the international level.

(Circle the appropriate terms)

The Dean

**Recommends
Does not recommend**

**Appointment
Promotion**

Dean

Date

Appendix D – Performance Indicators

The admission qualifications of undergraduate students	Average of ÖSS Quantitative-1 scores
	Average of ÖSS Quantitative-2 scores
	Average of ÖSS Verbal-1 scores
	Average of ÖSS Verbal-2 scores
	Average of ÖSS Equal Weighted -1 scores
	Average of ÖSS Equal Weighted-2 scores
	Average of ÖSS Language scores
	Number of Students from First 10% of ÖSS Quantitative-1 scores
	Number of Students from First 10% of ÖSS Quantitative-2 scores
	Number of Students from First 10% of ÖSS Verbal-1 scores
	Number of Students from First 10% of ÖSS Verbal-2 scores
	Number of Students from First 10% of ÖSS Equal Weighted -1 scores
	Number of Students from First 10% of ÖSS Equal Weighted -2 scores
	Number of Students from First 10% of ÖSS Language scores
The admission qualifications of master students	$\{[\text{Average of ALES Quantitative scores out of 100}] + [\text{Average of Undergrad CGPA out of 100}]\} / 2$
	$\{[\text{Average of ALES Verbal scores out of 100}] + [\text{Average of Undergrad CGPA out of 100}]\} / 2$
	$\{[\text{Average of ALES Equal Weighted scores out of 100}] + [\text{Average of Undergrad CGPA out of 100}]\} / 2$
The admission qualifications of PhD students	$\{[\text{Average of ALES Quantitative scores out of 100}] + [\text{Average of Undergraduate CGPA out of 100}] + [\text{Average of Master CGPA out of 100}]\} / 3$
	$\{[\text{Average of ALES Verbal scores out of 100}] + [\text{Average of Undergraduate CGPA out of 100}] + [\text{Average of Master CGPA out of 100}]\} / 3$
	$\{[\text{Average of ALES Equal Weighted scores out of 100}] + [\text{Average of Undergraduate CGPA out of 100}] + [\text{Average of Master CGPA out of 100}]\} / 3$
Staff ratio	Administrative Staff / Academic Staff
Student / Staff Ratio	Number of Students / Number of Full Time Faculty Members
Acceptance rate to the master programs	$(\text{Number of students accepted to the master programs}) / (\text{Number of students applied to the master programs})$
Drop-out rates	Drop-out rate of preparatory school
	Drop-out rate of vocational schools
	Drop-out rate of undergrad students
	Drop-out rate of master students
	Drop-out rate of PhD students
	Total rate
Graduation rate (in time)	Graduation rate of associate degree students (in time)
	Graduation rate of undergrad students (in time)
	Graduation rate of grad students (in time)
Graduation rate	Graduation rate of associate degree students
	Graduation rate of undergrad students

	Graduation rate of master students
	Graduation rate of PhD students
	Total graduation rate
Cumulative Grade Point Average	CGPA of associate degree students
	CGPA of undergrad students
	CGPA of master students
	CGPA of PhD students
	Total CGPA of all students
Participation in Exchange Programs	Participation rate of incoming undergrad students
	Participation rate of incoming master students
	Participation rate of incoming PhD students
	Total participation rate of incoming students
	Participation rate of outgoing undergrad students
	Participation rate of outgoing grad students
	Participation rate of outgoing PhD students
	Total participation rate of outgoing students
average weekly the number of hours of courses per programme	$(\# \text{ of weekly course hours of vocational programs}) / (\# \text{ of vocational programs})$
	$(\# \text{ of weekly course hours of undergrad programs}) / (\# \text{ of undergrad programs})$
	$(\# \text{ of weekly course hours of master programs}) / (\# \text{ of master programs})$
	$(\# \text{ of weekly course hours of PhD programs}) / (\# \text{ of PhD programs})$
Proportion of elective courses	$(\# \text{ of elective courses in vocational schools}) / (\text{total } \# \text{ of courses in vocational programs})$
	$(\# \text{ of elective courses in undergrad programs}) / (\text{total } \# \text{ of courses in undergrad programs})$
	$(\# \text{ of elective courses in master programs}) / (\text{total } \# \text{ of courses in grad programs})$
	$(\# \text{ of elective courses in PhD programs}) / (\text{total } \# \text{ of courses in PhD programs})$
	$(\# \text{ of elective courses required to graduation from vocational programs}) / (\text{total } \# \text{ of courses required to graduation from vocational programs})$
	$(\# \text{ of elective courses required to graduation from undergrad programs}) / (\text{total } \# \text{ of courses required to graduation from undergrad programs})$
	$(\# \text{ of elective courses required to graduation from master programs}) / (\text{total } \# \text{ of courses required to graduation from master programs})$
	$(\# \text{ of elective courses required to graduation from PhD programs}) / (\text{total } \# \text{ of courses required to graduation from PhD programs})$
Publications	# of (SCI-expanded, SSCi, AHCI) publication per faculty
Citation	# of citations per faculty
Project # per faculty	Number of public finance project per faculty
	Number of university finance project per faculty
	Number of industry finance project per faculty
	Number of international finance project per faculty
	Total # of project per faculty
Number of computer per student	Total # of computers / Total # of students
Number of Journal Subscriptions	
Dormitories	Number of students who accommodate dormitories / Total number of students