Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 and the foreseeable future in 2022 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

GAP Analysis (Charter and Code Checklist)

Case number: 2021TR618962
Name Organisation under review: Yasar University
Organisation's contact details: Universite Cad., No 37-39, Izmir, İzmir, 35100
Submission date: 06/05/2022
Date endorsement charter and code: 13/04/2021

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?

- **Implementation (++ , +/- , -/+, --)** :
  - ++ fully implemented
  - +/- almost but not fully implemented
  - -/+ partially implemented
  - -- insufficiently implemented

- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.

- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.

- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status
Ethical and Professional Aspects

Status

1. Research freedom

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Article 27 of the Constitution of the Republic of Turkey recognizes scientific and artistic freedom in the form of freely learning, researching and disseminating science and arts. Article 130 also establishes higher education institutions as having scientific autonomy. Institutionally, The Academic Integrity Policy Document (https://www.yasar.edu.tr/file/2018/12/yu-akademik-durustluk-metni.pdf) safeguards research freedom in relation to critical thinking, creativity, solidarity, and adherence to ethical values for the highest contribution to the research community at a universal level. Research freedom can only be of concern for ethical purposes which is also regulated and monitored by the Ethics Committee and its related internal regulation. Furthermore, Yasar University contributes to excellence in research through its internal fund (Scientific Research Projects Fund) which is operating under an open and transparent selection and funding mechanism. There are no limitations to research topics and researchers are encouraged to conduct interdisciplinary and innovative studies.

2. Ethical principles

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		In the national context, the Directive on the Higher Education Institutions Scientific Research and Publication Ethics (https://www.yok.gov.tr/Sayfalar/Kurumsal/mevzuat/bilimsel-arastirma-ve-etik-yonetmeligi.aspx) regulates ethical principles and rules to be followed in scientific research, study, publication, and the duties, authorities, and responsibilities of scientific research and publication ethics committees to be formed by higher education institutions, as well as working procedures and principles. In accordance with this directive, Yasar University has an ethics commission that evaluates and decides on the ethical aspects of the scientific research, projects, surveys, interviews, etc., of internal and external academic personnel and students. The Rector chairs the Commission and the members include eight professors selected from the humanities, natural, and engineering sciences as well as the University Legal Counsel. The Commission ensures that a culture of ethics prevails in the institution and its activities are regulated by internal procedures and principles document. (https://www.yasar.edu.tr/yu-files/uygulama-esaslari/tr/Etik%20Komisyonu%20Faaliyet%20Usul%20ve%20Esaslar%C4%B1.pdf)

Status

3. Professional responsibility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University has undertaken the mission of creating sustainable value through quality education and research and, contributing to society by raising innovative individuals who shape the future. To achieve this mission, the university has five core values: (1) academic approach, (2) people first, (3) social responsibility, (4) internationalization, and (5) innovation. The institution aims to produce knowledge for the benefit of society, in compliance with universal standards and ethical rules. In addition to the core values of the institution, the Academic Integrity Policy (https://www.yasar.edu.tr/file/2018/12/yu-akademik-durustluk-metni.pdf) calls for professional responsibility in all duties carried out in all areas of academic life, defends originality in research and academic studies, takes measures against plagiarism and emphasizes proper sourcing. In order to ensure academic integrity, university administration, academic and administrative units plan and implement the necessary studies. The Academic Integrity policy is regularly reviewed and updated, and the responsibilities of individuals and related units are shared openly. The university's academic integrity policy is designed to promote and ensure fair academic practice, rather than focusing on detecting and punishing fault. The implementation mechanisms include the internal control commission and ethics commission which are regulated by principles and procedures.

4. Professional attitude

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Researchers are well informed about the strategic goals, funding mechanisms, and approval processes for their research. Strategic planning, internal and external funding mechanisms and opportunities, and the necessary processes to be followed for application are communicated to the researchers regularly. At the beginning of each academic year, the Innovative Teaching and Learning Unit hosts an orientation day for new faculty members. During the program, all necessary information about the research ecosystem is shared with researchers, and representatives of related units and departments meet and present their work. Researchers are informed via internal reports and informative sessions on the strategic plan and objectives of the institution. Many researchers are part of the strategic planning working groups that focus on research and innovation, education and training, internationalization, social responsibility, and sustainability. Through their involvement in WGs, researchers become well aware of the strategic objectives of the institution and aim to contribute to these objectives in their research. In addition, institutional R&D policy provides a framework for the research environment and internal funding mechanism. KPIs have been set in the areas of a number of indexed publications, number of citations, budget, and number of TUBITAK projects, number and budget of EU-sourced projects, number of national and international patents, number and size of university-industry cooperation projects. The research staff is designed to achieve these goals in terms of quality and quantity. Improvements are foreseen in line with the targets achieved in each budget year. There is a special commission on project evaluation which ensures the quality management and the follow-up of scientific research projects funded by the University; such as execution of contracts, archiving, recording and reporting. The project support unit is the secretariat for the implementation of the funding mechanism. Researchers apply for funding through the commission, and all research-related processes are approved and carried out by this project evaluation commission. Internal legislation can be found at https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/50572855314451620284.pdf. At the national and international levels, researchers inform and seek approval from the project evaluation commission for their research proposals for national, international and EU-funded programs. The knowledge and Technology Transfer Office is responsible for national funding schemes while European Union Research Center carries out the application, implementation and reporting of international and EU funding programs.

Status

5. Contractual and legal obligations

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The human resources processes are led by the human resources department at Yasar University which has one director, unit chief, a HR specialist, and 3 HR officers. The national and institutional regulations governing working conditions are openly posted on the institution's website and researchers are informed about their contractual and legal obligations. Furthermore, the management and organizational structure of research and development processes are clearly defined and communicated to the researchers. Researchers at all levels are informed about the regulations, requirements and conditions of funders and their adherence is ensured by the research and development structure. This multilayered structure is led by the Vice-rector for research and innovation and supported in administrative and technical aspects by the Project Support Office (https://pdo.yasar.edu.tr/), Knowledge and Technology Transfer Office (https://btto.yasar.edu.tr/) and European Union Research Center (https://euc.yasar.edu.tr/). The Intellectual Property Rights including thesis, publications, patents, reports and new products are safeguarded by the Intellectual and Industrial Property Board of the university. The Board is responsible for the effective protection of the intellectual products produced in the University or transferred to the University, determining the rights regarding these products, making notifications to the University, planning the application process and beyond, commercializing, subjecting to legal proceedings, sharing in a fair way, registration, monitoring and continuity of intellectual and industrial property rights owned by the University. https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/96459664065500165985.pdf

6. Accountability

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yasar University is committed to accountability for its research activities. There are internal and external checks and audits performed regularly by the institution, public bodies, and where applicable by the funding bodies of research activities. The internal control commission and ethics commission perform duties related to academic integrity, professional conduct and ethical processes. Financial audits and evaluations are also carried out internally and externally. Internal, national and international funds are checked and controlled by the responsible administrative and technical departments including Project Support Unit, Technology Transfer Office and EU Research Center. Their reports are checked and approved by the Directorate of Financial Affairs. The fund management is regulated by the related unit's procedure and principle documents. Externally, the Higher Education Council of Turkey performs annual audits for the financial use of public funds and provides reports on the performance of the institution. For internationally funded research, the university is accountable to the conditions set out in Grant Agreements. The funding bodies include the Turkish National Agency for Erasmus+ Programme and European Commission for Horizon 2020 and Horizon Europe Programmes.

Status

7. Good practice in research

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Researchers at YU are trained on safe working practices in line with national (Occupational Health and Safety Law https://www.mevzuat.gov.tr/mevzuatmetin/1.5.6331.pdf) and institutional legislation (https://www.yasar.edu.tr/yu-files/uygulama_esaslari/tr/ISG%20Usul%20ve%20Esaslar%C4%B1.pdf.) Occupational Health and Safety Board is responsible for the implementation of the institutional procedures and principles. The board is chaired by the vice-rector, occupational safety specialist, occupational physician, human resources director, administrative affairs director, technical affairs director and, academic and administrative representatives. Occupational Health and Safety training is compulsory for all academic and administrative staff members over Sakai, LMS. Furthermore, researchers are regularly informed and trained on data protection and protection of personal data in accordance with national legislation (https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=6698&MevzuatTur=1&MevzuatTertip=5) and institutional legislation. (https://www.yasar.edu.tr/yu-files/uygulama_esaslari/tr/Ki%C5%9Fisel%20Verilerin%20Korunmas%C4%B1%20Kanunu%20Kurumsal%20Uygulama%20Usul%20ve%20Esaslar%C4%B1.pdf). Information Technologies Department of Yasar University has completed its information security management system processes and has been awarded the ISO/IEC 27001:2013 Information Security Management System certificate which is an international standard designed to protect information assets and provide adequate security controls. This certification includes organizational structure, security policies, risk assessment and risk action plans. IT department provides online and distance education opportunities for staff members on information security and data protection. Information security management system policies can be found at https://bilgiguvenligi.yasar.edu.tr.

Status

8. Dissemination, exploitation of results

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		There are several mechanisms through which researchers at Yaşar University can disseminate and exploit research results to the public. During the admission period, potential students can follow example courses from each department at the campus. Events, conferences and activities are open to public participation and they are advertised on the institutional social media accounts. Yaşar University has an active media center and media relations directorate which works to create press releases and news items for local, regional, and national printed and online media outlets. Editors work closely with researchers to develop research results into news items. Institutional research projects are disseminated in the form of "Success Stories" on the project support office webpage. https://pdo.yasar.edu.tr/#eluida2aba80c. International and EU-funded research project results are regularly published on European Union Research Center webpage under project publications. https://euc.yasar.edu.tr/working-papers/project-publications/. Institutional social media channels are also instrumental in the dissemination and exploitation of research results. https://www.instagram.com/yasaruniv/ (25000 followers), https://www.facebook.com/YasarUniv/ (110000 followers), https://twitter.com/YasarUniv (15000 followers). A social media specialist runs the accounts and regularly publishes research results. Yaşar University also has an institutional repository which is a growing collection of Yasar University's research that includes peer-reviewed articles, technical reports, working papers, theses, and more. https://dspace.yasar.edu.tr/xmlui/?locale-attribute=en Open Access/Open Science Policy and Practices of the institution regulate the procedures and principles regarding the compilation and archiving of academic studies produced at Yaşar University in accordance with the standards in the Yaşar University Institutional Open Access System, and making them accessible to the widest possible public without obstacles. Yaşar University was established to provide education, research, and scientific production to meet the needs of industry and society, to train researchers, and creative and entrepreneurial scientists at the undergraduate and graduate levels, to provide education, to conduct research and to disseminate research results to the scientific community and society. Established for this purpose, Yaşar University has decided to establish an Open Access System that will enable the academic studies of researchers working and studying within it to reach the widest circles. Open access is made considering copyrights on academic work. https://dspace.yasar.edu.tr/static/pages/yasarpolitika.pdf

9. Public engagement

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Although the researchers have various different opportunities and mechanisms for dissemination and exploitation of research results, there is a gap in ensuring that research activities are made known to the larger society through science communication. This issue has been detected during the planning and implementation of the Horizon 2020 European Researchers' Night project coordinated by the university. A special session on science communication was organized and the event has attracted great attention and feedback. Since making non-specialists interested in research results will enhance the public understanding of the research activities, focusing on increasing the science communication activities of the researchers becomes fundamental and beneficial for both the researchers and the public.	For full implementation of public engagement to research activities, seminar series on science communication will be incorporated to the activities of Innovative Teaching and Learning Unit which offers professional development opportunities and carries out teaching practices and research throughout the university.

Status

10. Non discrimination

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		"The principle of equal treatment" (article 5) of the Turkish Labor Law (No: 8425) states that "no discrimination based on language, race, color, gender, disability, political thought, philosophical belief, religion and sect, and similar reasons can be made in the labor relationship….Unless the biological reasons or characteristics of the work required, the employer cannot make any direct or indirect treatment to a worker in the conditions of the employment contract, its implementation and termination due to gender or pregnancy. For a work of the same or equal value, lower wages cannot be agreed upon due to gender. The application of special protective provisions due to the gender of the worker does not justify the implementation of a lower wage." https://www.mevzuat.gov.tr/MevzuatMetin/1.5.4857.pdf At the institutional level, recruitment and hiring are done based on the principles set out in the document for procedures and principles of academic and administrative staff. (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/75873749589537643622.pdf) & (https://www.yasar.edu.tr/yu-files/uygulama-esaslari/tr/Akademik%20Kadrolara%20Atamalar%20Hakkinda%20Usul%20ve%20Esaslar.pdf) During the recruitment process, competence and expertise of the candidates are considered. According to the results from an internal survey conducted in 2020, none of the participating staff members felt discriminated against when applying for a position, and none of the participants stated that they have "experienced gender bias due to being a woman/man or identifying as such". Also, 70% of the participants indicated that they have "not experienced the bias of other types" and only 3% stated that they have "experienced bias of other types (ethnicity/age/gender identity, disability, other)". In addition, the Academic Integrity Policy (https://www.yasar.edu.tr/file/2018/12/yu-akademik-durustluk-metni.pdf) of the institution states that "The University empowers all members and candidates, regardless of color, national origin, religion, gender, physical or mental disability, health status, marital status, age or citizenship, and does not allow discrimination or harassment". Lastly, Article 3 of The Social Media Procedures and Principles document (https://www.yasar.edu.tr/yu-files/uygulama-esaslari/tr/Sosyal%20Medya%20Kullan%C4%B1m%C4%B1%20Usul%20ve%20Esaslar%C4%B1.pdf) states that "in social media accounts, posts about social events are made in line with the principles and values of Yaşar University. Expressions, voices and visuals that degrade, humiliate or target any person, institution, belief, race, gender, culture cannot be used/included."

Status

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11. Evaluation/ appraisal systems

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The institution has in place the necessary evaluation and appraisal systems for assessing professional performance in a transparent manner. Performance Commission evaluates publications, journal articles and projects of academic staff as well as community service works within the framework of the Academic Performance Measurement and Evaluation Principles Directive. Performance appraisal is also carried out via course workload, survey results, projects and publications. There is a designated database for appraisal data collection at https://apds.yasar.edu.tr/. The implementation provisions regulate the working conditions, rights, duties and responsibilities of the teaching staff employed on a full-time basis at our university, as well as the applicable personnel policies and principles, including reassignment, promotion, scientific and administrative evaluation, and termination of the working relationship are given in the "Yaşar University Academic Personnel Employment and Evaluation Directive". (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/67873749545537643618.pdf) Journal articles in citation indexes are primarily taken into consideration for research performances. In order to make the principles subject to academic appointments and promotions more competitive and to increase institutional productivity, the "Procedures and Principles for Appointments to Academic Positions" studies were completed in 2019 and objective KPIs were determined. The process can be reached at: https://ik.yasar.edu.tr/wp-content/uploads/2022/03/Is-Akis-Sureci-IK-III.pdf. the Directive on Appointment and Advancement of Academic Staff (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/75873749589537643622.pdf) lists the research competencies and minimum conditions expected from academic staff. In addition, incentive mechanisms have been activated to achieve the expected research performance targets in international and national university rankings. (Directive for Participation in Academic Activities https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/43958152243566493332.pdf) In addition to these, within the scope of the "Science Unity Achievement" awards given every year on the foundation anniversary of the university, researchers who are performing above institutional indicators and conducting international research are rewarded. Research awards (Citation index publications, ULAKBİM publications, TUBITAK and EU Projects and Scientific Research Projects) are given to all academic staff who exceed the targets determined on the basis of objective criteria. These objectives define the levels of research the university expects.

Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.

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12. Recruitment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		In the recruitment process, the appointment-promotion criteria defined by the Higher Education Law No. 2547 and related regulations are considered. In addition, recruitment is carried out according to the issues contained in the "Directive on Appointments and Promotion to Academic Staff", "Procedures and Principles on Appointments to Academic Staff" and "Academic Staff Employment and Evaluation Directive" of our University.

Status

13. Recruitment (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional EURAXESS account will be made operational.	In accordance with the procedures and principles on appointments to academic staff and academic staff employment and evaluation directive, Yasar University is committed to open, efficient, and transparent recruitment procedures. Job announcements are posted on the institutional and the public academic announcement webpages and they provide broad and clear requirements tailored to the type of position advertised. In addition, the human resources department takes necessary measures to ensure that potential candidates have enough time to assess and apply for the position.

14. Selection (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		In the selection of scientific juries assigned to academic appointments/promotion, the University considers the candidate's field of science/specialty. At the moment, there are no gender-related criteria in the selection of the relevant committee and commission members of the institution. However, Yasar University has recently designed and approved its Gender Equality Plan which has extensive objectives and activities on gender-sensitive recruitment processes. In addition, the academic staff employment and evaluation directive regulates the external evaluation process.

15. Transparency (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		During the recruitment process, announcements containing Faculty, Department, Staff Title, Number of Staff and Required Conditions are published in the Official Gazette for all academic staff. Evaluation and pre-evaluation tables of candidates applying for Research Assistant and Teaching Assistant positions after the written exam are announced on the official access page of the institution. The processes, assignment/upgrade criteria, procedures and principles transferred to Faculty staff and followed in open assignments are shared with the candidates with the relevant directive.

Status

16. Judging merit (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		In addition to academic publication qualification, candidates of teaching staff are also evaluated on whether they are competent or not in scientific expertise, research and development and innovation, social/social responsibility, project collaborations, sectoral experience, etc. Candidates are invited by the Faculty management to the institution to give seminars/project presentations and their work is evaluated in many aspects at meetings with Faculty members are present; The employment decision is made according to this evaluation which considers qualitatively and quantitatively.

17. Variations in the chronological order of CVs (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		All academic applications are made with a national higher education council format resume. In addition to these resumes, applications contain approved graduation documents and the result documents of the relevant exams. Researchers are not judged by career breaks or variations in the chronological order of CVs as many academic personnel has different background in other sectors than HE. Their expertise in business and industry is encouraged to be incorporated in the curriculum through visits, internships etc. Furthermore, academics have protected rights for maternity/paternity as well as sabbatical leaves.

18. Recognition of mobility experience (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University pays attention to mobility activities as a valuable contribution to researchers' careers. Section 3 of the strategic plan for 2020-2025 "Internationalization" has specific objectives to increase international academic mobility activities. These include promotion work for attracting more international researchers for recruitment, updating Erasmus+ staff exchange agreements to accommodate more opportunities for mobility, and promoting increased participation of researchers in global exchange programmes. The strategic plan can be reached on: https://kalite.yasar.edu.tr/wp-content/uploads/2021/11/Ya%C5%9Far-%C3%9Cniversitesi-stratejikplan.pdf Furthermore, the procedures for short time and long time appointments of academic staff inside the country or abroad are defined in the academic staff assignment procedures and principles which enables academic personnel to apply for sabbatical periods.(https://www.yasar.edu.tr/yu-files/uygulama-esaslari/tr/Akademik%20Personel%20Uzun%20S%C3%BCreli%20G%C3%B6revlendirme%20Usul%20ve%20Esaslar%C4%B1%20.pdf)

Status

19. Recognition of qualifications (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University pays attention to assessing and evaluating academic and professional qualifications in terms of mobility experiences. Staff announcements include criteria for the previous work experiences in teaching, experience in the higher education sector, public/private /industry sectors of expertise in the field of professional work/research experience abroad academic work experience etc. of the candidates.

20. Seniority (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The level of education that candidates should have, the required exam result documents, work experiences, and publication qualifications are clearly defined according to each academic staff applied in personnel employment. The institution recognizes the lifelong professional development of its researchers.

21. Postdoctoral appointments (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	For appointments/promotions to academic staff, defined and written minimum periods to be followed in practice (except for Professor staff) can be determined.	The minimum periods required for academic staff who have completed their doctorate to be appointed to senior academic staff have not been defined. New employment, appointments and promotions are planned according to the staff needs of the Faculty/College, approved budget and norm staffing.

Working Conditions and Social Security

22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The level of education that candidates should have, the required exam result documents, work experiences, and publication qualifications are clearly defined according to each academic staff applied in personnel employment. For all academic positions in recruitment (professor, associate professor, postdoctoral researcher, lecturer, etc.) The assignment/upgrade criteria defined by the Higher Education Law No. 2547 and related regulations are followed. Recruitment and appointments are made according to the criteria and criteria contained in the "Directive on Appointments and Upgrades to Academic Staff", "Procedures and Principles on Appointments to Academic Staff" and "Directive on Employment and Evaluation of Academic Staff" of our university.

Status

23. Research environment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yasar University ensures that a high-caliber research environment is provided to its researchers. The research and innovation policy of the institution is highly comprehensive in defining various channels (institutional research fund, national and EU research and training opportunities), mechanisms (technical support staff for research, cooperation and innovation at Project Support Unit, Knowledge and Technology Transfer Unit and European Union Research Center) and regulations on academic research and consultancy, participation in research activities, incentives for publications. In terms of facilities, the university has state-of-the-art laboratories, a design center, and studios for open and distance education. The university has recently decided to form research teams for interested researchers to conduct interdisciplinary and international research with other research eco-system stakeholders. These teams will have the opportunity to form a collaboration with different research networks. The research environment at YU aims to foster a culture of science while contributing to the development of society at local and global levels.

24. Working conditions

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The institution is committed to a high level of satisfaction among its staff members in terms of working conditions. The university aims to improve the work-life balance and reconciliation of work and family life. Working conditions are regulated by Labor Law No: 4857 and the internal procedures in terms of annual leaves, overtime working, sabbatical leave, maternity/paternity leave, permits to take care of family members, benefits (additional private insurance for all staff members, child benefits, food and travel aid). Under the labor law, staff members are entitled to paid maternity leave and they also can obtain permits to take care of a family member with health problems. Paid maternity leave is 16 weeks, employees can take up to 6 months of unpaid leave following end of the paid leave. Accumulated leaves are used for family member care or unpaid leave can be obtained. In addition, disabled staff and staff with chronic conditions can work remotely online when necessary. In accordance with the Labor Law institutional regulations that govern working conditions can be found in the following documents. Administrative Staff Employment Procedures and Principles (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/67873749545537643618.pdf), Academic Staff Foreign Assignment Directive (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/62349520972564492573.pdf), Administrative Staff Employment Procedures And Principles (https://www.yasar.edu.tr/yu-files/uygulama-esaslari/tr/%C4%B0dari%20Personel%20%C4%B0stihdam%20Usul%20ve%20Esaslar%C4%B1.pdf)

Status

25. Stability and permanence of employment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Regulations on fixed-term and indefinite-term employment contracts are clearly defined in the Turkish Labor Law which has been developed in accordance with the EU regulations within the framework of adoption of the Acquis Communautaire. Labor Law No. 4857 is compatible with the European Union Directive No. 99/70 on fixed-term work. Defined contract provisions are applied for full-time academic staff except for the need for periodic/temporary labor. And unless there is any force majeure for the parties, employment will be provided and maintained in accordance with the contract period. A contract is deemed to be for an indefinite period unless the employment relationship is not made for a period of time. A fixed-term employment contract must have objective conditions such as the need for the completion of a certain work or the occurrence of a certain phenomenon. A fixed-term employment contract cannot be concluded more than once (chained) unless there is a fundamental reason. Otherwise, the employment contract is considered indefinite from the beginning.

26. Funding and salaries

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		In accordance with the relevant Law, wage increases in state higher education institutions are reflected in the salaries of academic staff twice a year, as well as a general wage increase once a year. Academic staff who are eligible for retirement are permitted to continue their duties as retired employees if they request. In addition to their salaries, academic staff are paid incentives for publications/projects they make during the year. In national projects, remuneration rules of the Scientific and Technological Research Council of Turkey (TÜBİTAK) are followed while in EU and international projects the grant agreement provisions are applied for staff costs. Moreover, researchers can receive additional payments through their consultancy work, participation in academic events and incentives for publications. Conditions are regulated in the following documents. Academic Events Participation, Incentive And Publication Award Directive (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/43958152243566493332.pdf), Research, Development, Implementation, Service And Consultancy Projects Directive (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/50572855314451620284.pdf)

Status

27. Gender balance

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The institutional GEP is in implementation process which will be an essential indicator for increasing gender equality at the institution.	Yasar University aims for gender balance at all levels of staff including managerial levels and top management. Looking at the academic units, 8 of 11 vice deans are women. 25 of the 47 department heads are women. To ensure that the institution has a gender balance, it has recently developed and approved its Gender Equality Plan as a part of a Horizon 2020 project entitled "Linking Research and Innovation for Gender Equality (CALIPER)". Institutional GEP was prepared following an internal and external situation analysis which involved surveys of the staff members, focus groups with researchers, managers and decision-makers and external stakeholders in the research ecosystem. Institutional strategic change scenarios were drafted to support the action plan. The plan presents measures to be implemented as well as a responsible institutional body and time frame under seven main areas: human resources, institutional governance, research, teaching, institutional communication, sexual harassment and collaborative actions. There is a working group on gender equality, a research center for gender which conducts academic research on gender issues and promotes gender equality both institutionally and to our stakeholders. Furthermore, there is a new directive on Directive on Prevention Of Gender-Based Discrimination, Violence And Sexual Harassment. Institutional documents on gender equality can be reached at https://yugender.yasar.edu.tr/.

28. Career development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Similar criteria should be defined for Visiting Researchers, Postdoctoral Researchers, Researchers with a Fixed-Term Contract, etc.	The criteria for the appointment/promotion of personnel for academic career development are defined by the Higher Education Law No. 2547 and related regulations. Some examples of these qualifications are the scientific work and publication that they must carry out, dissertation management, etc. The criteria and criteria contained in the "Directive on Appointments and Promotions to Academic Staff", "Procedures and Principles on Appointments to Academic Staff" and "Directive on Employment and Evaluation of Academic Staff" of our university are followed in academic career development.

29. Value of mobility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	relevant defined written criteria missing	Yaşar University pays attention to mobility experience, but the defined written criteria for this have not yet been established. However, staff announcements include criteria for the previous work experiences in teaching experience in the higher education sector, public/private /industry sectors of expertise in the field of professional work/research experience abroad academic work experience etc. of the candidates. Furthermore, the procedures for appointment and promotions of academic staff, include an equivalency chart for sectoral, national, European and international cooperation/research projects to publications/supervision thus encouraging mobility and cooperation of researchers.

Status

30. Access to career advice

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The managers of the academic unit mentor their affiliated personnel and the contracted researchers in career guidance.

31. Intellectual Property Rights

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Service contracts signed with academic staff and researchers state that the right to transmit intellectual property rights to the public and the use of other rights belong to the Employer.

32. Co-authorship

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		"Directive on Appointments and Promotion to Academic Staff" defines degrees of authorship and its weight in appointment and promotion to academic positions. Therefore, the institution views co-authorship positively as evidence of a constructive approach to research. This regulation provides the necessary framework for authorship and its effect on appointments and promotion. Although single authorship is ranked highest, co-authorship with various degrees receives the necessary recognition for researchers to enjoy their right to be listed and quoted.

33. Teaching

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		When determining the weekly course loads that academic staff will undertake during the academic period, the task sharing is balanced in order to allow academicians to devote sufficient time to their research activities, project collaborations, thesis preparation, articles/publications for appointment to the senior academic staff, etc.

Status

34. Complains/ appeals

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Academic unit managers listen to complaints/objections of their affiliated staff and invite the Faculty Board to a meeting if necessary to create possibility and opportunities for mutual discussion and resolution of related issues.

35. Participation in decision-making bodies

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University encourages academic staff to share their opinions and participate in decision-making processes. Faculty/college boards, boards of directors, and related commissions are present for this purpose.

Training and Development

36. Relation with supervisors

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Relations with supervisors is institutionalized at Yasar University. The nature and structure of the supervisor relations between R1 and R3 and R4 researchers are regulated by Graduate Programmes Procedures and Principles (https://www.yasar.edu.tr/yu-files/uygulama_esaslari/tr/Lisansustu%20Programlari%20Uygulama%20Esaslari.pdf) and Academic Supervision Directive. (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/06163202967557631641.pdf) These institutional regulations are based on national legislation by the Turkish Higher Education Council. Each first stage researcher is appointed an academic supervisor who provides guidance for the research from the initiation to the submission and approval of the research/thesis. In this capacity, the supervisors are instrumental in the academic and scientific development of the early-stage researchers. They monitor the graduate students' work and provide feedback through seminar lectures and hands-on involvement in the thesis itself. In terms of research projects, scientific research projects funded by the institution and some of the EU-funded projects such as Horizon 2020 Marie Curie Individual Fellowships have supervisors who are responsible for the academic outputs of the research projects. By participating in research projects through the supervision of experienced and leading researchers, early researchers gain valuable academic and technical knowledge on research commercialization and exploitation.

Status

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37. Supervision and managerial duties

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Many leading and experienced researchers at Yasar University have multi-faceted roles as supervisors to early researchers, managers and project coordinators. Graduate students and PhD candidates take part in research activities and projects of more experienced researchers through internal, national and EU funded programmes. Their roles as mentors and career advisors are mainly ad-hoc and are not regulated or placed under formal mentorship programmes. There is a need for institutional and continuous mentorship programme for early stage researchers.	Developing a mentorship program to support young researchers and strengthen senior researchers as mentors: • Developing a mentorship program for early-stage researchers with a collaborative approach with the involvement of academic and administrative units. • Initiating a pilot implementation phase, • Monitoring and evaluation of the pilot program. Revision and finalization of the mentoring program and continuous implementation.

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38. Continuing Professional Development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The university places great importance on continuing professional development for researchers at all career stages. For R1 researchers, Ph.D. programs at Yasar University are free of charge while there are advantageous reductions in tuition fees for Master's degree programs. Yasar University Open and Distance Learning Center offers a wide range of free and open courses on ethics, project management, entrepreneurship, research culture etc. on https://odl.yasar.edu.tr/en/. Yaşar University Continuing Education Centre (YUCEC) provides lifelong learning, in-service training and personal training through its programs, courses, seminars and conferences for the staff members of the university. The innovative Teaching and Learning Unit offers professional development opportunities (workshops and interviews) and carries out teaching practices and research throughout the university. European Union Research Center provides project development and implementation courses and trainings to researchers while the Knowledge and Technology Transfer Office provides education and training opportunities on entrepreneurship and the process of commercialization of research results.

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39. Access to research training and continuous development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Although there are various units working on continuous professional development of researchers, there is a lack of systematic data collection on professional development needs of researchers.	• Development of a survey to determine the needs of researchers for their professional development by HR • Organization of trainings for the most urgent professional development needs • Continuous update of training needs and design of new training modules and content based on the needs

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Status

40. Supervision

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Research supervisors are appointed according to the procedures and principles set out by Graduate Programmes Procedures and Principles (https://www.yasar.edu.tr/yu-files/uygulama_esaslari/tr/Lisansustu%20Programlari%20Uygulama%20Esaslari.pdf) and Academic Supervision Directive. (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/tr/06163202967557631641.pdf) The thesis supervisors are selected from among the faculty members with the qualifications determined by the Senate. If there is no faculty member with the qualifications, a faculty member from another HEI can be appointed as supervisor. The tasks and responsibilities of supervisors are outlined in the aforementioned internal documents and supervisors are tasked with providing expertise and commitment to the R1 researchers. In addition, the institution has an expert database in which other researchers can search with keywords and thus it is ensured that researchers are clearly identified according to their academic and research expertise for supervision and reference. The database is available at: https://findanexpert.yasar.edu.tr/en