GOVERNANCE AND LEADERSHIP POLICY DOCUMENT

SECTION ONE
Purpose, Scope, and Definitions

1. Short Title

"Arkın University of Creative Arts and Design (ARUCAD) Governance and Leadership Policy Document."

2. Definitions

For the purposes of these Principles;

a) University: refers to ARUCAD University,

b) Board of Trustees, Senate, or relevant Executive Board: refers to the ARUCAD Board of Trustees, ARUCAD Senate, or the relevant ARUCAD Executive Board,

c) Rector: refers to the Rector of ARUCAD,

d) Governance: refers to the holistic management structure encompassing the determination of the University's strategic direction, the conduct of decision-making processes, the balancing of authority and responsibility, and the assurance of accountability,

e) Leadership: refers to the strategic, ethical, and participatory management approach demonstrated in order to realize the institutional vision, guide stakeholders toward common objectives, and sustain a culture of quality,

f) Stakeholder: refers to individuals, institutions, and organizations that are directly or indirectly affected by the University's activities or that influence the University's activities,

g) PDCA Cycle (Plan–Do–Check–Act): refers to the quality management model based on the planning, implementation, monitoring, and continuous improvement of institutional activities in light of obtained results,

h) Shared Leadership: refers to the management approach in which leadership responsibility is distributed not only within senior administration but across all academic and administrative units on the basis of competence and responsibility,

i) Ethical Leadership: refers to the observance of universal ethical principles, academic integrity, and social responsibility values in decision-making and implementation processes,

j) Institutional Autonomy: refers to the University's capacity to exercise authority in academic, administrative, and financial domains, maintained in a balanced manner in accordance with the principles of public interest and accountability.

3. Purpose

The purpose of this policy is to institutionalize, as an element of organizational culture, a management approach grounded in **effective governance, participatory leadership, transparency, accountability, and continuous improvement** across all academic, administrative, and managerial processes of the University.

4. Scope

This policy encompasses all decision-making, implementation, and monitoring processes, including those involving senior management, academic and administrative units, students, alumni, and external stakeholders.

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SECTION TWO

Fundamental Principles of Governance, Leadership Approach, and Decision-Making

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5. Fundamental Principles of Governance

(1) Participation
   (a) The opinions of internal and external stakeholders shall be sought in academic and administrative decision-making processes.
   (b) Representation shall be ensured in the Senate, executive boards, commissions, and working groups.

(2) Transparency and Accountability
   (a) Strategic decisions, implemented activities, activity reports, and quality-related studies shall be shared with the public.
   (b) The principles of access to information, open data, and reporting shall be observed.

(3) Merit and Justice
   (a) Human resources management shall be conducted on the basis of competence, performance, and ethical values.
   (b) In appointments and promotions, the criteria established by the Council of Higher Education of the Republic of Türkiye (YÖK) and the Higher Education Planning, Evaluation, Accreditation and Coordination Council (YÖDAK) shall be applied objectively.

(4) Quality Orientation
   (a) Education and training, research and development, social contribution, and governance processes shall be addressed within a quality assurance framework.
   (b) Continuous improvement (PDCA Cycle) shall be employed as a fundamental management instrument.

6. Leadership Approach

The leadership approach of our University is founded upon the principles of shared leadership, strategic leadership, and ethical and responsible leadership.

University administrators shall adopt a leadership approach that;
   (a) Upholds and embraces the institutional vision and mission,
   (b) Safeguards academic freedoms,
   (c) Adheres to ethical principles,
   (d) Acts with an awareness of diversity, inclusivity, and social responsibility,
   (e) Promotes a culture of data-driven and evidence-based decision-making.

7. Decision-Making and Administrative Mechanisms
   (a) Decision-making processes shall be conducted on the basis of the strategic plan, performance indicators, and internal and external evaluation reports.
   (b) Internal and external evaluation and quality assurance processes constitute an integral component of governance.

(c) Digital management tools and information systems shall be utilized effectively.

8. **Stakeholder Relations and Participation**
   (a) ARUCAD recognizes its students, alumni, academic and administrative staff, public institutions, local authorities, non-governmental organizations, and private sector representatives as active stakeholders.
   (b) Stakeholder feedback shall be collected through surveys, workshops, boards, and evaluation meetings, and shall be reflected in administrative decision-making processes.

9. **Alignment with the European Higher Education Area**
   This policy has been prepared in alignment with the European Standards and Guidelines (ESG), the governance principles of the European University Association (EUA), and the balance between institutional autonomy and accountability commonly observed in European universities. In particular, due consideration has been given to the balance between institutional autonomy and public accountability, academic freedom and strategic governance, as well as participatory decision-making and professional management.

10. **Monitoring, Evaluation, and Continuous Improvement**
    (a) The implementation of this policy shall be monitored by the quality commissions and relevant boards.
    (b) Its effectiveness shall be measured through indicators and internal evaluation reports.
    (c) The policy shall be updated in accordance with feedback received.

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SECTION THREE
Other Provisions

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11. **Matters Not Covered by the Principles**
In cases where no provision is set forth in this policy, the relevant provisions of other applicable ARUCAD legislation, as well as the decisions of the Board of Trustees, the Senate, or the relevant Executive Board, shall apply.

12. **Entry into Force**
These policies shall enter into force as of the date of their adoption by the Senate of Arkın University of Creative Arts and Design.

13. **Authority for Implementation**
The Rector of Arkın University of Creative Arts and Design shall be responsible for the implementation of the provisions of these policies.