ACADEMIC HUMAN RESOURCES POLICY DOCUMENT

SECTION ONE
Purpose, Scope and Definitions

1. Short Title
"Academic Human Resources Policy Document of Arkın University of Creative Arts and Design (ARUCAD)".

2. Definitions
For the purposes of this Policy, the following terms shall have the meanings set out below;

a) University: Arkın University of Creative Arts and Design (ARUCAD),
b) Board of Trustees, Senate or relevant Board of Directors: The ARUCAD Board of Trustees, ARUCAD Senate or the relevant ARUCAD Board of Directors,
c) Rector: The Rector of ARUCAD,
d) Academic Staff: Faculty members carrying out teaching and learning, research, artistic/creative production, social contribution or academic management duties at the University,
e) Academic Unit: Faculties, institutes, schools, departments, programmes, research and application centres, and other units affiliated with the University that carry out academic activities,
f) Academic Human Resources Planning: The determination of the University's academic staff needs in terms of qualifications, numbers, fields, timing and resources in line with the University's strategic objectives,
g) Competence: The combination of knowledge, skills, attitudes and behaviours required to perform an academic role effectively and ethically,
h) Academic Freedom: The freedom of academic staff to teach, conduct research, engage in artistic/creative production, engage in discussion and communicate results within the framework of their ethical, legal and professional responsibilities,
i) Workload: The total effort allocated to teaching and learning, research and artistic/creative production, social contribution, student advising, academic/administrative duties and professional development,
j) Career Development: Planned support, guidance, training, mobility and advancement processes aimed at developing the professional competences and career goals of academic staff,
k) Performance Evaluation: The multidimensional evaluation of academic activities according to previously announced criteria that take into account differences in duties and fields,
l) Conflict of Interest: A situation in which a person's personal, professional or institutional relationship affects, or appears to affect, their responsibility to make impartial decisions,
m) Reasonable Adjustment: Appropriate adjustments that do not impose a disproportionate burden and are made to ensure equal participation due to disability, health, caring responsibilities or similar needs,

n) PDCA Cycle (Plan-Do-Check-Act): A quality management model based on planning, implementing and monitoring academic human resources processes and improving them in accordance with the results.

3. Purpose

The purpose of this Policy is to establish the fundamental principles for the planning, selection, development, support, evaluation and retention of a qualified and sustainable academic staff aligned with the University's mission, strategic objectives and quality assurance system. The Policy aims to ensure the competence and well-being of academic staff in the areas of student-centred education, research and artistic/creative production, social contribution, internationalisation and institutional governance.

4. Scope

This Policy covers all academic staff carrying out academic activities at the University on a full-time, part-time, contractual, visiting or assigned basis, as well as the processes related to such staff, including planning, recruitment, appointment, assignment, promotion, contract renewal, orientation, workload, development, performance, incentives, rewards, participation and separation. Detailed conditions concerning academic titles, appointment and promotion, as well as financial, legal and administrative procedures, are regulated separately under the relevant legislation of the University. This Policy establishes the quality assurance and institutional principles framework for such regulations. The Policy shall be implemented together with the University's other relevant policies and regulations on Education and Teaching, Research and Development, Social Contribution, Internationalisation, Ethics, Equality and related areas.

SECTION TWO
Fundamental Principles and Academic Human Resources Processes

5. Alignment and Reference Framework

(1) The Policy takes into consideration the expectations of the Council of Higher Education Quality Board (YÖKAK) Institutional Internal Evaluation Report Preparation Guide concerning human resources management; the appointment, promotion and assignment of academic staff; teaching competences and development; incentives and rewards for educational activities; research competences and development; and PDCA-based monitoring.

(2) The relevant standard of the Standards and Guidelines for Quality Assurance in the European Higher Education Area concerning ensuring the competence of teaching staff and fair and transparent recruitment and development processes shall be taken as a basis.

(3) The principles of the European Charter for Researchers concerning ethics and integrity, the evaluation, recruitment and progression of researchers, working conditions, and research career and talent development shall be taken into consideration.

(4) The principles concerning academic freedom, institutional autonomy, professional responsibility, employment conditions and continuous professional development set out in UNESCO's Recommendation concerning the Status of Higher-Education Teaching Personnel shall be observed.

(5) Changes to these national and international frameworks shall be considered during the periodic review of the Policy; draft texts that have not yet been adopted shall not be regarded as binding references.

6. Fundamental Principles

The University shall conduct its academic human resources processes in accordance with the following principles:

(1) **Strategic Alignment and Sustainability:** Academic staff shall be planned taking into consideration the University's mission, student profile, programme needs, research and artistic/creative production priorities, and financial and institutional sustainability.

(2) **Merit and Competence:** Academic, pedagogical, professional and ethical competences required by the position shall be the basis for recruitment, assignment, promotion and development decisions.

(3) **Equality, Diversity and Inclusion:** Discrimination shall not be permitted; equal opportunity, accessibility, cultural diversity, gender balance and the needs of different career stages shall be taken into consideration.

(4) **Transparency, Fairness and Accountability:** Criteria, roles, decision-making processes and appeal mechanisms shall be defined clearly, consistently and traceably and in a manner accessible to relevant persons.

(5) **Academic Freedom and Responsibility:** Academic freedom shall be protected together with scientific and artistic integrity, student rights, professional ethics, compliance with the law and the University's public responsibility.

(6) **Participation and Dialogue:** The views of academic staff shall be systematically incorporated into the planning, monitoring and improvement stages of relevant policies and processes.

(7) **Field Sensitivity and Multidimensionality:** Differences in the modes of production in art, design, communication, business and other disciplines, as well as differences in academic roles and career stages, shall be taken into consideration in evaluations.

(8) **Development Orientation:** Performance and feedback processes shall be used not only to determine outcomes but also for competence development, career planning and institutional learning.

(9) **Well-Being and a Safe Working Environment:** A healthy and respectful working environment free from discrimination, harassment, bullying and violence and supporting work-life balance shall be promoted.

(10) **Confidentiality and Data Ethics:** Personal and professional data shall be processed lawfully, for specified purposes, securely and with access authorizations clearly defined.

(11) **Continuous Improvement:** Processes shall be developed within the PDCA Cycle using data, feedback, and the results of internal and external evaluations.

7. Academic Human Resources Planning

(1) Academic staff needs shall be determined on the basis of the strategic plan, student numbers, teaching and advising workload, areas of expertise, research and artistic/creative production objectives, social contribution, internationalisation, accreditation requirements and budgetary resources.

(2) Planning shall be carried out by taking into consideration the analysis of the qualifications and numbers of existing staff, critical expertise and succession needs, expected departures, emerging disciplines, diversity and institutional risks.

(3) Academic units shall report their staffing needs with justification and based on evidence; prioritisation shall be carried out by authorised boards within the framework of institutional integrity.

(4) The student-staff balance, alignment of courses with areas of expertise, workload and changes in strategic objectives shall be reviewed and updated accordingly.

8. Recruitment and Selection

(1) The job description, minimum and preferred qualifications, evaluation criteria, application method, timetable and required documents for a position shall be clearly determined and announced through appropriate channels before applications are submitted.

(2) National and international recruitment channels may be used to increase the quality and diversity of the candidate pool; equal information and reasonable opportunities to apply shall be provided to all candidates.

(3) Selection committees shall be established with due regard to expertise, diversity and impartiality appropriate to the field and nature of the position. Members shall declare conflicts of interest and, where necessary, withdraw from the evaluation process.

(4) Evaluation may be based, depending on the position, on compatible forms of evidence including curricula vitae and academic work, as well as teaching demonstrations, portfolios, artistic/creative production, research plans, professional experience, student-centred teaching approaches and interviews.

(5) Decisions shall be made according to the criteria announced in advance. Personal data and candidate privacy shall be protected.

9. Appointment, Assignment, Promotion and Contract Renewal

(1) Processes shall be conducted in accordance with the legislation in force and the University's publicly available criteria, with due regard to academic merit, equal opportunity, field expertise and the requirements of the position.

(2) Teaching and learning, research and artistic/creative production, social contribution, student advising, academic service and leadership shall be considered with weightings appropriate to the nature of the position.

(3) Decisions shall not be based on a single indicator that disregards differences between fields. Qualitative evaluation, peer input and verifiable evidence shall be used together as appropriate.

(4) The relevant person shall be informed of the outcome of the process and, where appropriate, provided with development-oriented feedback; provisions concerning conflicts of interest, confidentiality and appeals shall apply.

10. Orientation, Induction and Mentoring

(1) New academic staff shall be provided with orientation covering the University's mission, organisation, quality system, approach to teaching and learning, research and artistic production opportunities, ethical principles, digital systems, student support mechanisms, occupational health and safety, and relevant legislation.

(2) Mentoring or peer support shall be provided to new and early-career academic staff by experienced academic staff, in accordance with needs and available opportunities.

(3) The orientation and induction process shall be monitored through participation, feedback and identified development needs; the results shall be used to improve the programme.

11. Allocation of Duties and Academic Workload

(1) Workload shall be assessed holistically to cover teaching and learning and preparation, assessment and evaluation, student advising, research and artistic/creative production, social contribution, academic/administrative service, professional development and international activities.

(2) Allocation of duties shall take into consideration academic title, contract and role, the nature and number of students of the course, practical/studio requirements, research and creative production responsibilities, career stage and unit needs.

(3) Workload allocation should be fair, transparent and sustainable; excessive or unbalanced workloads shall be regularly monitored and necessary improvements shall be made.

(4) In cases of disability, health conditions, caring responsibilities and similar circumstances, reasonable adjustment shall be considered within the framework of legislation and institutional resources.

12. Teaching Competences and Professional Development

(1) Teaching competence development activities shall be planned on the basis of needs analyses informed by student feedback, programme monitoring results, course learning outcomes, peer evaluation, self-evaluation, accreditation and external evaluation findings, and requests from academic staff.

(2) Regular development opportunities shall be provided in the areas of student-centred and active learning, inclusive teaching, programme and course design, assessment and evaluation, feedback, digital teaching, ethical use of artificial intelligence, accessible material development, academic advising and quality assurance.

(3) Different methods may be used, such as training of trainers, workshops, seminars, peer learning, lesson observation, communities of practice and individual development plans.

(4) Faculty members shall participate in the evaluation of outcomes and improvement decisions.

13. Research, Artistic/Creative Production and Career Development

(1) The research, artistic/creative production, innovation and social contribution competences of academic staff shall be supported through appropriate resources.

(2) Opportunities for career planning and leadership development shall be established.

(3) Guidance shall be provided on interdisciplinary and international collaborations, high-quality publication and exhibition, intellectual property and knowledge transfer.

14. Performance, Feedback and Career Discussions

(1) Activity evidence, peer and manager evaluations, student feedback and other relevant sources may be used together as appropriate for the purpose. Student surveys shall not be used as the sole criterion for final decisions.

(2) Evaluation shall take into consideration quality, ethics, impact, collaboration, innovation and sustainable contribution and shall not be reduced solely to the number of publications, citations, events or teaching hours.

(3) Results shall be shared with academic staff in a development-oriented discussion; strengths, areas for development, support needs, objectives and the timing of follow-up shall be recorded.

15. Incentives, Recognition and Rewards

(1) Incentive and reward mechanisms shall be designed on the basis of competence and in a fair, transparent and accessible manner, in alignment with the University's strategic priorities.

(2) High-quality and innovative teaching, research and artistic/creative production, social contribution, ethical conduct, internationalisation, interdisciplinary work, team achievements, student support and institutional service may be recognised.

(3) Financial and non-financial incentives may be used together.

(4) The distribution and accessibility of incentives and rewards, and their effects on behaviour and outcomes, shall be monitored; practices that create undesirable competition or inequality shall be improved.

16. Academic Freedom, Ethics and Research Integrity

(1) The University shall protect the freedom of academic staff to teach, conduct research, engage in artistic/creative production and express their views, together with ethical principles, integrity, intellectual property, student rights, personal rights, safety and legal responsibilities.

(2) Academic staff shall refrain from fabrication, falsification, plagiarism, unjustified authorship, discrimination, harassment, concealment of conflicts of interest and other ethical violations and shall comply with relevant reporting and investigation processes.

(3) Allegations of ethical violations shall be addressed in accordance with the principles of confidentiality, impartiality, the presumption of innocence, the right to defence, avoidance of conflicts of interest and protection against retaliation.

17. Equality, Diversity, Inclusion and a Safe Working Environment

(1) Discrimination shall not be permitted in recruitment, allocation of duties, development, promotion, remuneration and benefits, support, access to leadership or rewards.

(2) Accessibility and reasonable adjustment processes shall be implemented to support the equal participation of academic staff with disabilities and employees with different needs.

(3) Preventive training, safe reporting, support and impartial investigation mechanisms shall be implemented against harassment, sexual harassment, bullying, mobbing, violence and retaliation.

18. Internationalization and Mobility

(1) The recruitment, induction and participation in University life of international academic staff shall be facilitated through clear information, administrative orientation programmes and support opportunities.

(2) Outgoing and incoming academic mobility shall be supported in alignment with institutional objectives.

19. Participation, Communication, Feedback and Appeals

(1) Academic human resources policies and processes shall be announced clearly and accessibly; feedback from academic staff shall be taken into consideration in the case of significant changes.

(2) Feedback concerning satisfaction and experience of processes shall be collected through surveys, boards and individual meetings.

(3) Complaints, ethical reports and appeals shall be addressed through processes defined within the framework of relevant policies and guidelines. Retaliation for exercising the right to seek redress shall not be permitted.

20. Governance, Duties and Responsibilities

(1) The Board of Trustees, Senate and authorised boards shall approve policies and regulations within their respective areas of responsibility and evaluate implementation results.

(2) The Rectorate shall ensure the implementation of the Policy throughout the University, coordination among units, allocation of resources and monitoring of improvement decisions.

(3) The unit(s) responsible for academic human resources shall carry out staff planning, announcements, personnel affairs, development, feedback and reporting processes together with the relevant academic and administrative units.

(4) The Quality Commission shall consider internal and external evaluation findings within the scope of relevant criteria and develop recommendations for improvement.

(5) Managers of academic units shall identify needs, plan duties and workload fairly, support academic development, and conduct performance and feedback processes.

(6) Academic staff shall perform their duties ethically and with quality, participate in development and quality processes, provide accurate and up-to-date information, and use institutional resources responsibly.

21. Information Management, Monitoring and Performance Indicators

(1) Data concerning academic human resources shall be managed in accordance with defined data ownership, access authorisations, retention periods, information security and personal data protection rules.

(2) Implementation of the Policy may be monitored through indicators including the number and qualifications of academic staff, full-time/part-time distribution, student-staff and course-staff balance, alignment between expertise and courses, time taken to fill vacant positions and staff retention.

(3) Workload allocation, participation in development activities and the reflection of learning in practice, teaching competence, satisfaction and commitment, well-being, research and artistic/creative production, social contribution, mobility, access to incentives, resolution of complaints and appeals, and the completion status of improvement actions shall be evaluated.

22. Evaluation and Continuous Improvement

(1) The implementation results of the Policy shall be evaluated by the relevant academic and administrative units and the Quality Commission.

(2) Improvement decisions and the impact of completed actions shall be re-evaluated.

(3) The Policy shall be reviewed within the framework of the PDCA Cycle in line with changes in legislation, the strategic plan, feedback from academic staff and students, YÖKAK criteria, international standards, and the results of internal and external evaluations.

SECTION THREE
Other Provisions

23. Cases Not Covered by the Principles

In cases where this Policy contains no provision governing the matter, the legislation in force, the University's other relevant regulations, and the decisions of the Board of Trustees, Senate, University Administrative Board and Rectorate shall apply.

24. Entry into Force

This Policy shall enter into force as of the date it is adopted by the Senate of Arkın University of Creative Arts and Design.

25. Authority to Execute

The provisions of this Policy shall be executed by the Rector of Arkın University of Creative Arts and Design.