



GİRNE ÜNİVERSİTESİ
UNIVERSITY OF KYRENIA


UNIVERSITY OF KYRENIA QUALITY MANUAL

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	UNIVERSITY OF KYRENIA		
	Quality Manual		
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I. INTRODUCTION AND OVERVIEW

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1. Purpose and Scope:

The purpose of the UNIVERSITY OF KYRENIA Quality Manual is to ensure quality assurance for the processes related to education and training, research and development, social contribution and management systems carried out in line with the university's mission, vision and strategic objectives, and to define the institutional framework for the planning, implementation, monitoring and continuous improvement of these processes.

This handbook has been prepared to support the institutionalisation of a culture of quality at UNIVERSITY OF KYRENIA, the strengthening of a student-centred approach, the development of academic and administrative processes in line with internationalisation goals, and the enhancement of social responsibility awareness.

The Quality Handbook covers the following areas within the scope of the Higher Education Quality Council (YÖKAK) 2023–2024 Institutional Accreditation Criteria:

- Leadership, Governance and Quality (Criterion 1),
- Education and Teaching (Criterion 2),
- Research and Development (Criterion 3),
- Social Contribution (Criterion 4),
- Internationalisation (Criterion 5)

addresses the university's quality assurance system with a holistic approach and focuses on monitoring and improving activities carried out in these areas within the PDCA (Plan–Do–Check–Act) cycle.

In this context, the Quality Manual:

- Defines quality assurance processes at the institutional and programme levels,
- Clarifies roles, responsibilities, and authorities within academic and administrative units,
- Systematising feedback mechanisms with internal and external stakeholder participation,
- Strengthening the principles of transparency, accountability, and continuous improvement,
- To provide guidance for internal evaluation, external evaluation, and accreditation processes

The UNIVERSITY OF KYRENIA Quality Manual is a living document that is continuously updated with the aim of enhancing the university's sustainable development, compliance with national and international quality standards, and stakeholder satisfaction.

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2. Basis:

The UNIVERSITY OF KYRENIA Quality Manual has been prepared taking into account the legislation related to higher education in the Turkish Republic of Northern Cyprus and the Republic of Turkey, as listed below.


- 65/2005 NUMBERED TURKISH REPUBLIC OF NORTH CYPRUS HIGHER EDUCATION LAW (as amended and consolidated by the 21/2008, 40/2009 and 23/2017 Amendment Laws)
- YÖK Quality Assurance Regulation, ISO 9001:2015
- TS-EN-ISO 9000:2015 Quality Management System
- TS EN ISO 9001:2015 Quality Management Systems
- TS EN ISO 19011 Guidelines for Auditing Management Systems
- TS ISO 31000 Risk Management

3. University Information:

UNIVERSITY OF KYRENIA (GÜ) completed the necessary legal infrastructure procedures in 2013 and was established with the permission of the Ministry of National Education of the Turkish Republic of Northern Cyprus (TRNC) and subsequently with the decision of the TRNC Higher Education Planning, Supervision, Accreditation and Supervision Board (YÖDAK) on 19 March 2013, with decision number 33/2006-12, in Girne, one of the most beautiful and historic cities in Cyprus. Near East University has taken over the prominent and well-established Maritime Studies, Maritime Business and Management, and Marine Sciences faculties, along with the Maritime Transport Management Engineering Postgraduate Programme and the Maritime Vocational School programmes, including all their infrastructure and superstructure. Thus, from the moment it was established, UNIVERSITY OF KYRENIA immediately gained the necessary infrastructure for its students, teaching staff and education, and was structured as an ideal higher education institution with experience gained from the past even before it began operations.

UNIVERSITY OF KYRENIA has also submitted its official application to the Council of Higher Education (YÖK) of the Republic of Turkey to complete its establishment. At its meeting on 16 January 2014, the YÖK General Assembly approved the decision to establish UNIVERSITY OF KYRENIA and notified the university with a letter dated 28 January 2014 and numbered 75850160.301.01.182. Today, UNIVERSITY OF KYRENIA

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offers education in English and Turkish through 63 undergraduate, associate degree, master's and doctoral programmes approved by YÖK / YÖDAK, affiliated with 1 Graduate School, 14 Faculties, 2 Colleges and 6 Vocational Schools.

Mission, Vision, Core Values, and Quality Policy.

Our mission is to educate graduates who possess universal and competent knowledge, are focused on lifelong learning, serve their country, region and humanity with the knowledge they produce, uphold environmental, cultural and historical values, and have a sense of social responsibility.


Our vision is to become a leading educational institution that serves Cyprus, regional countries and the world with an educational approach in line with universal scientific values, recognised as a leader at national and international level, among the world's universities, offering solutions to global problems with the knowledge it produces, making a difference with its quality, and contributing to the sustainable development of the region and the country through its scientific activities.

As fundamental values, our university adopts ethical values and principles as a guide in the processes of education and training, research, and community service. All stakeholders (students, academic staff, administrative staff, technical and service employees) are obliged to act in accordance with these values and principles.

In its Quality Policies, UNIVERSITY OF KYRENIA adopts the concept of continuous improvement (PDCA cycle) in its education and training, research and development, social contribution and management processes. Quality planning is carried out in line with the principles of stakeholder participation, transparency, accountability and sustainability.

- The quality assurance system,
- Institutional and programme-level objectives,
- Performance indicators,
- Internal and external evaluation mechanisms,

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4. Definitions and Abbreviations:

APD(F): Academic Performance Assessment (Form)

BAP: Scientific Research Project

IT: Information Technology

Corrective Action (CA): A series of activities planned, implemented, and monitored for effectiveness at UNIVERSITY OF KYRENIA to eliminate the root causes of identified non-conformities, errors, or deviations in academic, administrative, and support processes.

DOCUMENT: Written or electronic information and documents created for the purpose of planning, implementing, monitoring, and recording activities carried out at UNIVERSITY OF KYRENIA.

CAPA: Corrective and Preventive Action

EBYS: Electronic Information Management System


IDR: Internal Evaluation Report

QUALITY MANAGEMENT SYSTEM (QMS): A management system established to ensure quality assurance in all activities of UNIVERSITY OF KYRENIA, covering the processes of planning, implementation, monitoring, evaluation and improvement.

STAKEHOLDER: Refers to internal and external individuals, institutions, and organisations that are directly or indirectly affected by or affect the educational, research, administrative, and social activities of UNIVERSITY OF KYRENIA.

PROCESS: A set of defined and measurable activities that enable UNIVERSITY OF KYRENIA to achieve its aims and objectives by converting inputs into outputs.

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PUKÖ: Stands for Plan-Implement-Check-Act and is a systematic approach used to achieve results by planning step by step.

RISK: Uncertainties or potential threats that could negatively affect UNIVERSITY OF KYRENIA's strategic objectives, activities, and service quality.

Risks may arise in academic, administrative, financial, legal, technological and reputational areas.

SMART: Specific, Measurable, Achievable, Relevant, Time-bound

PROCESS: At UNIVERSITY OF KYRENIA, **it is a set of planned and defined activities that transform inputs into outputs** in order to achieve a specific goal.

Processes can be classified as educational, research, administrative, and support processes.

YÖDAK: Higher Education Supervision and Accreditation Council of the Turkish Republic of Northern Cyprus

YÖK: Turkish Republic Higher Education Council

II: UNIVERSITY OF KYRENIA CONTEXT

1. UNIVERSITY OF KYRENIA Situation Analysis:

The main findings of the situation analysis, which was conducted by taking into account the UNIVERSITY OF KYRENIA internal evaluations and YÖK regular annual audit reports since its establishment, are presented below.


1.1. Strengths

- Academic programmes developed in accordance with international standards approved by YÖK and YÖDAK,
- A multicultural student body and campus environment,
- Utilisation of the UNIVERSITY OF KYRENIA Education Foundation and Near East Development opportunities,
- Availability of student scholarship opportunities,
- The presence of a dynamic, productive administrative staff,
- A high level of social responsibility awareness,
- Possession of the region's most modern and well-equipped research and application hospital and a state-of-the-art dental hospital in the centre of Girne,
- Possession of the region's most modern library.

1.2. Areas Open to Development

- Implementing digitalisation at every stage of education, research and governance,

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- Establishing and operating a centralised assessment system to measure the effectiveness of educational process outputs,
- Advancing physical infrastructure and research capacity,
- Updating and developing social, cultural and artistic activities for students and staff and creating spaces that serve this purpose,
- Developing internationalisation in all its dimensions.

1.3. Future Opportunities


- UNIVERSITY OF KYRENIA's campus has a favourable climate, natural and historical structure, and a central geographical location that offers positive opportunities for students and other members of staff.
- UNIVERSITY OF KYRENIA Dr. Suat Günsel Research Hospital and health facilities providing education, scientific research and application areas for university components,
- Despite the political and other turmoil in the region where the TRNC is located, it is one of the most reliable countries,
- The growing prestige of distance learning in the digital age.

1.4. Threats

- The unrestrained methods used by some universities in the TRNC and Turkey to increase student numbers,
- The lack of a strong industry in the region, particularly in the TRNC, resulting in limited internship opportunities for students and similarly limited opportunities for university-industry cooperation ,
- The problems caused internationally by the TRNC not being politically recognised and the embargoes imposed on it,
- The perception that market prices in the TRNC are high, making living conditions difficult,
- The increasing opportunity to provide education using IT and similar means as a result of technological developments and current needs,
- Bottlenecks in the adaptation process to the rapid and revolutionary innovations in the field of IT in the Digital Age,
- The repercussions of the global economic downturn in the TRNC,

2. **Needs and Expectations of Relevant Parties:** In its quality efforts, our university takes into account relevant stakeholders, including students, academic and administrative staff, graduates, employers, public institutions, and other stakeholders; it conducts regular studies to understand the needs and expectations of these stakeholders. The opinions and feedback obtained from stakeholders are used as a guide in the development of education and training, research, social contribution and management processes.

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3. **UNIVERSITY OF KYRENIA Quality Management** is a comprehensive system that aims for continuous improvement by establishing quality policies in line with the institution's mission and vision, monitoring performance indicators, and effectively implementing self-assessment and external assessment processes within the framework of higher education quality assurance criteria determined by YÖKAK. In this context, it is a set of institutional mechanisms that ensures that quality processes are carried out, monitored, and continuously improved based on the PDCA cycle in all academic and administrative units.
4. **Quality Management System and Processes:** UNIVERSITY OF KYRENIA's Quality Management System and Processes is a comprehensive quality assurance system based on measurement, evaluation, and feedback mechanisms, carried out with the participation of internal and external stakeholders in line with the institutional mission, vision, and strategic objectives, and based on continuous improvement. At every stage, the system:
 - student-centredness
 - stakeholder satisfaction
 - accountability
 - transparency
 - sustainability
 - is strictly adhered to in data-driven decision-making principles.

III. LEADERSHIP

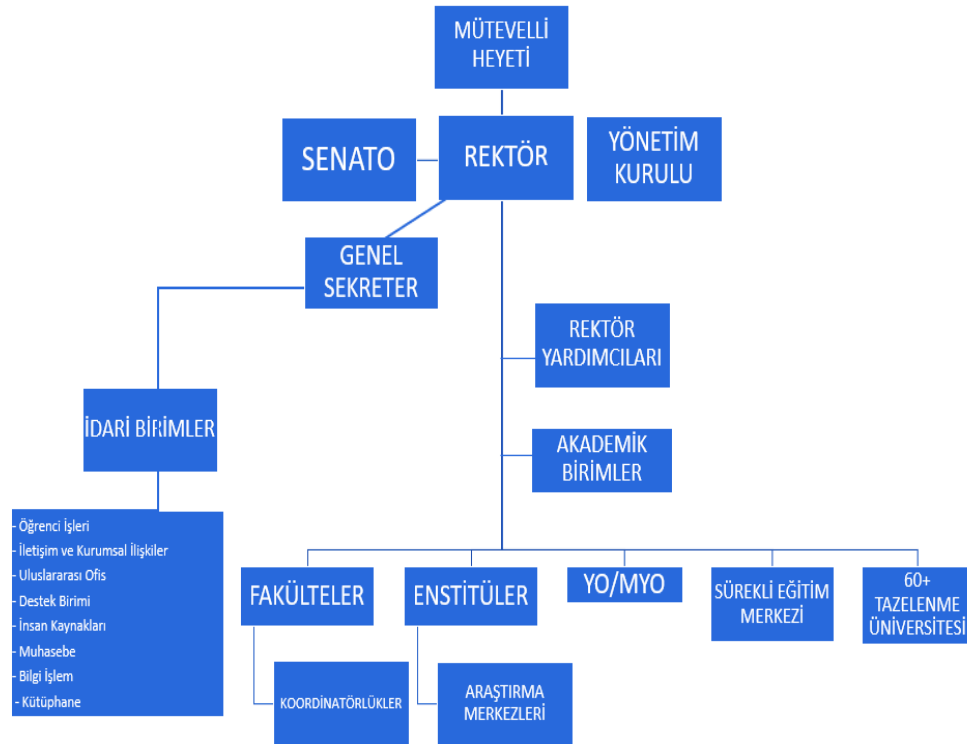
1. **Leadership and Commitment:** Leadership in quality management at UNIVERSITY OF KYRENIA plays a critical role in defining the institutional vision, establishing a culture of quality, and ensuring the sustainability of continuous improvement. Leadership encompasses aligning strategic objectives with quality policies, ensuring the participation of all stakeholders, and implementing data-driven decision-making processes.
2. **Quality Policy:** UNIVERSITY OF KYRENIA adopts a **student-centred** approach to education in line with universal values, producing knowledge in all disciplines to international standards and contributing to social welfare as its fundamental principles. Our institution undertakes to maximise stakeholder satisfaction and establish a

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sustainable quality culture by implementing the continuous improvement (PUKÖ) cycle in all its processes.

- 3. Corporate Duties, Authorities and Responsibilities:** UNIVERSITY OF KYRENIA duties, authorities and responsibilities are carried out within the hierarchical structure outlined in the table below.



IV. PLANNING

1. Identification of Risks and Opportunities:

UNIVERSITY OF KYRENIA systematically identifies risks and opportunities arising from internal and external factors to ensure that the QMS achieves its intended outcomes. It develops action plans in accordance with the 'Risks and Opportunities Procedure' to minimise the impact of analysed risks and convert opportunities into organisational development, and regularly monitors the effectiveness of these plans.

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2. Quality Objectives and Planning to Achieve Them:

i. Alignment with Mission and Vision

Quality objectives have been defined in line with UNIVERSITY OF KYRENIA's Mission and Vision under the headings of student success, academic productivity, educational quality, internationalisation, and stakeholder satisfaction.

ii. SMART Quality Objectives:

At GU, five main objectives have been set under the heading of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) in relation to the implementation and execution of comprehensive quality objectives and planning.

The detailed objectives implemented are as follows:

Objective 1: Increasing Graduation Rates

Objective 2: Increasing the Number of Research and Publications

Objective 3: Increasing the Number of Research and Publications

Objective 4: Improving the Quality of Education and Teaching**

Objective 5: Increasing Stakeholder Satisfaction

Details are provided in Appendix 1.

V. SUPPORT

1. Resources:

i. Human Resources (Staff)

Academic Staff

Teaching staff are employed **in numbers and with qualifications** appropriate to the teaching, research and social contribution processes. Teaching loads and areas of expertise are balanced. Academic promotion and appointment criteria are consistent with quality objectives.

Administrative Staff

Competent administrative staff are assigned to units such as student affairs, personnel affairs, quality, strategy, and procurement. Job descriptions are written and accessible.

Quality Assurance Structure

Quality Commission, Unit Quality Representatives. Sub-commissions (education, research, social contribution)

ii. Infrastructure Resources

Educational Infrastructure

Classrooms, lecture halls, distance learning systems, smart boards, projectors, internet access

Research Infrastructure

Laboratories, research centres, experimental equipment and software


Library and Information Resources

Physical library, e-books, e-journals, databases, access for students and academics

Digital Infrastructure

Student Information System (SIS), Staff Information System, Document and archive management

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iii. Work and Learning Environment

Physical Environment

Lighting, heating, cleaning, accessibility for disabled persons, campus security

Psychosocial Environment,

Academic freedom, Participatory management approach, Student and staff feedback mechanisms

Occupational Health and Safety

Risk analyses, Emergency plans, Laboratory safety instructions

iv. Financial Resources

Budget Planning

University board of trustees budget, QMS activities are clearly included in the budget

Resource Utilisation

Expenditures aimed at improving educational quality, research projects, accreditation and external evaluation expenses

Monitoring and Evaluation

Linking expenditures to performance indicators, internal audit and financial reports

v. Role of Senior Management (Critical)

The Rectorate and Senate are responsible for the adequacy of resources

2. Competence, Awareness and Communication:

<u>Process</u>	<u>Key Focus Point</u>	<u>Expected Output</u>
Competence		Training and Merit Increased Efficiency
Quality	Standards and Accreditation	Reputation and Trust
Communication		Transparent Information Flow Corporate Belonging

At UNIVERSITY OF KYRENIA, the careful implementation of the following processes is essential for this purpose: The implementation of these processes is consistently maintained by senior management. They are closely monitored using the necessary electronic management systems (Genius, Compass, EBYS and similar systems).

3. Documented Information:


All academic and administrative information documentation at UNIVERSITY OF KYRENIA is digitally archived on online platforms with the utmost attention to the principles of accessibility, sustainability and data security.

Current course content, surveys, quality evidence, commission reports, etc. Documents are regularly documented on cloud-based storage systems (corporate Drive infrastructure, Genius and Compass systems, Uzem, etc.) in a manner that is accessible to authorised users. This system not only ensures the currency of documents but also enables traceability and retrospective access.

VI. OPERATIONS

1. Operational Planning and Control:

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The planning and execution of UNIVERSITY OF KYRENIA's core activities—Education and Teaching, Research, and Social Contribution—are addressed in an integrated structure to achieve the university's strategic objectives.

2. Conditions for Products and Services:

At GU, student-centred processes are addressed with a holistic approach within the framework of quality assurance in higher education. Student admission, course programme design, implementation of teaching activities, measurement and evaluation practices, and graduation processes are planned and implemented based on relevant legislation, programme competencies, and learning outcomes. In these processes, the advisory system, student feedback and stakeholder contributions are used effectively; practices are regularly monitored, evaluated and continuous improvement efforts are carried out in line with the findings. Thus, the aim is to support students' academic, professional and personal development.

In addition to the above, a Student Dean's Office has been established with the aim of improving and sustaining the quality of life for students. The structure and responsibilities of the Dean's Office are outlined under the following ten main headings.


- Definition
- Organisational Structure
- Psychological Counselling Services
- Social and Cultural Support Unit
- Feedback and Communication Mechanisms
- Financial Assistance and Financial Support Mechanisms
- Health and Well-being Services
- Academic Support Services
- Student Clubs and Extracurricular Activities
- Evaluation and Continuous Improvement

Detailed information on the subject is provided at <https://ogrencidekanligi.kyrenia.edu.tr/hakkimizda/> and in Annex 2.

3. Procurement Processes:

UNIVERSITY OF KYRENIA procures all the tools, equipment, fixtures, laboratory tools, devices and chemicals it needs to ensure the uninterrupted and effective continuation of its academic and administrative activities through **the Near East Formation Procurement Institutions**. This procurement process is carried out based on the principles of quality, reliability and compliance with legislation, and is planned to support the university's education, teaching and research activities.

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VII. PERFORMANCE EVALUATION AND IMPROVEMENT

1. Monitoring, Measurement, Analysis, and Evaluation:

To determine student satisfaction and address any shortcomings, online surveys are conducted in Turkish for Turkish students and in English for international students at the end of the autumn semester each year, and the data is analysed. The relevant Turkish link is <https://forms.gle/tPUjrrhqXfr4cWnc9> (Appendix 3) and the English link is <https://forms.gle/uXK6GbKAqSsUd3sX8>.

The analysis results are discussed with students and teaching staff in various committees, and improvements are implemented in accordance with the agreements reached.

The academic staff performance evaluation is conducted at the beginning of the financial year using the data specified in the online APDF 2025 form at the following links: tr: <https://uzebim.digital/performance/?lang=tr#> APDF 2025 link en: <https://uzebim.digital/performance/?lang=en#>. As can be seen from the form, it consists of data collected under 25 main headings (Appendix 4). The comprehensive evaluation results in financial support, which comes into effect on 1 January, the start of each financial year. The aim here is to provide financial support for 12 months during the financial year, rather than providing individual incentives for scientific publications.

2. Internal Audit:

By nature, periodic internal and external audits are conducted by relevant institutions in accordance with the quality manuals of the Faculty of Maritime Sciences and the Faculty of Aviation and Space Sciences. UNIVERSITY OF KYRENIA's internal audit is conducted throughout the year in all faculties and vocational schools in accordance with the internal audit procedure. All of these audits are aimed at fulfilling the requirements of quality management processes.

3. Management Review:

GÜ internal and external audit results are jointly evaluated by the highest management bodies, namely the Foundation Board of Trustees, the GÜ Board of Trustees and the Rectorate, to identify deficiencies, consider recommendations for renewal, and implement improvement measures.

4. Improvement:


i. Identification of Non-conformities and Corrective Actions

In the university environment, a "non-conformity" is not just an incorrect document; it is a deviation from the targeted educational quality, student dissatisfaction, or failure to meet accreditation requirements.

● Identification Channels:

- o **Student Feedback:** Complaints received by the Vice-Chancellor for Student Affairs, evaluation surveys, and units such as the "Student Dean's Office".

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- o **Internal Audits:** Conducting cross-faculty audits (e.g., the Medical Faculty team reviewing the processes of the Maritime Faculty) to ensure impartial detection.
- o **Academic Performance Deviations:** Exam success rates or graduation data falling below targets.
- **Corrective Action (CA) Planning:**
 - o When a non-conformity is identified, not only "solving the problem" but also conducting a root cause analysis with the participation of the relevant units and taking measures to prevent recurrence. To this end, a "Responsible Person" and a "Deadline" (end date) are determined for each CA and the process is carried out.
- **Application:**
 - o A "DF Tracking Log" maintained by the UNIVERSITY OF KYRENIA Quality Coordination Office will be kept, and once the activity (troubleshooting action and preventive measure) is completed, it will be closed after verifying whether the issue has been genuinely resolved.

ii. Continuous Improvement Mechanisms

Continuous improvement is the effort to enhance the system without waiting for problems to arise.

- **Implementing the PDCA Cycle:**
 - o **Plan:** At the beginning of the academic year, KPIs (Key Performance Indicators) are determined for each department (e.g., "The number of international publications will be increased by 10%").
 - o **Implement:** Conducting education and research activities.
 - o **Check:** Measuring the situation using end-of-term reports and self-assessment reports.
 - o **Take Action:** Change strategy if the target is not met, or raise the standard if it is met.
 - o **Suggestion System:** A digital platform where employees (academic/administrative) and students can submit ideas for process improvement.
 - o **Data-Driven Management:** University management making decisions based on concrete data such as library usage rates, graduate employment data, and laboratory occupancy rates, rather than on "feelings".
 - o **Benchmarking:** Periodically comparing UNIVERSITY OF KYRENIA with world universities in similar thematic areas (maritime, aviation) and addressing any shortcomings.

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To ensure the effectiveness of continuous improvement processes, "Unit Quality Representatives" (Faculty representatives), which are sub-units of the "Quality Commission", play an active role. It is envisaged that an "Improvement Meeting" will be held at least once a month in each faculty to record any non-conformities identified that month and the improvement proposals put forward.

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