

KOÇ UNIVERSITY

Annual Report

2018-2019



KOÇ
ÜNİVERSİTESİ

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Annual Report

2018 - 2019





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From the President...

PROF. UMRAN S. İNAN
PRESIDENT



‘The onus is on us’ – this principle, more than anything, has shaped our achievements of the last quarter century. During this time, our overriding mission has been to ‘cultivate well-rounded individuals, who can think creatively, independently and objectively’ and to consistently strive ‘to advance knowledge through its efforts and to serve Turkey and humanity as a model of institutional excellence.’

The highlight of the past year was undoubtedly our University’s 25th anniversary, which we celebrated not just on one day but throughout the entire year. We hosted a range of activities organized by each of our academic units that demonstrated the founding philosophy that has guided our University for 25 years and showcased our contributions to science, research, humanity, and society at large. The celebrations peaked with a grand event marking our University’s actual birthday on October 4, 2018, the anniversary of the first lecture delivered by our founder Vehbi Koç in 1993. We are exceptionally proud of the students, faculty and staff whose efforts to commemorate this event showed a level of detail and dedication that truly honors our University.

We also marked our 25th anniversary with the publication of *The Way of Science*, a showcase book of our many accomplishments which delves into some of the important milestones and key decisions throughout the history of our University. The book reflects on the values, principles, and spirit of the Koç University community.

The efforts of our community to commemorate this milestone in the history of our University have been truly impressive and I believe that they will be studied and referenced for many years to come.

Complementary effect

Koç University is today one of the top research universities in Turkey and the region; having reached this position in just 25 years is a truly exceptional achievement. In the field of medicine, in particular, our University has seen tremendous success in recent years. Koç University School of Medicine and Koç University Hospital continue to deliver extraordinary value, attracting the brightest and best students and generating many new research opportunities, while delivering exceptional healthcare to our people. Many of the developments with the highest social impact in the next 10-30 years will undoubtedly take place in the areas of the overlap of medicine, engineering, law, natural, social and administrative sciences. Our university is the only institution in Turkey with a School of Medicine, surrounded by other top notch undergraduate and graduate schools,

underscoring the importance of studying medicine at a university with other disciplines at the highest level.

With this in mind, strengthening the links between the School of Medicine, Koç University Hospital and our other Schools and Colleges is crucially important. We have invested heavily in clinical studies, laboratories, and state-of-the-art facilities at Koç University Hospital – these facilities also offer remarkable opportunities for faculty members from other schools. Koç University Research Center for Translational Medicine (KUTTAM) marks a particularly special and important milestone. The launch of KUTTAM allows us to contribute to medicine on a global scale and pioneer technologies through interdisciplinary research and studies.

External funds

Importantly, KUTTAM is funded by the Turkish Government, via its former Ministry of Development recently reformulated as the Office of Budget & Strategy. Foundation universities usually do not receive direct government support but may apply for project funding through agencies such as the Scientific

and Technological Research Council of Turkey (TÜBİTAK), various Ministries and Offices, such as the Ministry of Industry and Technology or the Istanbul Development Agency.

In the last decade alone, Koç University has secured TL 389 million in external funding. Our faculty members lead in Turkey with the number of research grants from the European Research Council (ERC) and other international institutions. Literally one-quarter of all R&D funding that comes from Europe to Turkish Universities and no less than eight out of a total of only 17 mega-projects known as European Research Council projects reside at Koç University. This past record and current standing are remarkable achievements for a university that just turned 25.

To ensure that we can do the most impactful research with the competitively acquired external funding and to enable our faculty to successfully compete for even larger projects, we must continue to invest in our Science & Technology infrastructure, requiring substantial additional resources. The completion of our new Semahat & Dr. Nüsret Arsel Science and Technology Building last year was a truly enabling event in this connection. Over the course of three years starting in 2018, we shall spend no less than EUR 16 million for infrastructure equipment (some of which are one-of-a-kind in the country) to be placed at this building, including a high-tech 'Clean Room,' state-of-the-art Transmission Electron Microscope (TEM) and many others. Yet, we must look beyond costs and remain focused on the research and breakthroughs that will shape our future. The fact that we have faculty and students who produce high impact scientific research and contribute to initiatives central to our country's welfare is of immeasurable value.

Our University is currently home to 600 PhD students. At a university with a total number of students of 7000, this ratio represents a significant emphasis on research. Around 400 PhD students are funded through external grants and sources while the remainder are funded from our central budget. Research conducted at our University encompasses technical, natural, social, and administrative sciences-it is at the cross-disciplinary

junctions between sciences at which the strength of our University is the greatest.

A pioneer in Turkey

The central goal of a research university is to push the boundaries of science and bring to light previously undiscovered knowledge: our graduate students and the advisors who work with them do exactly that. We are rightfully proud that the Graduate School of Business (GSB) ranks among the best in the world. The school's accreditations, international programs, world-class faculty, and Corporate Governance programs mark GSB as a true pioneer in Turkey.

Contributing to the design of the future

Another department we must highlight for the extraordinary value it brings to our University is the Media and Visual Arts Department (MAVA), under the College of Social Sciences and Humanities. MAVA was established as one of the new initiatives at the start of my tenure as President in order to bring a new dimension of art, design, and technology to our University. Within a year, MAVA attained a wonderful student profile and quickly became one of the most in-demand degrees among our double major students. Later we created KUAR, the Koç University-Arçelik Research Center for Creative Industries, specifically to develop future design, media and products. Our MA and PhD programs established in this department, titled Design, Technology & Society, are now among the most popular across the University with many tens of graduate students. This year, we opened a Mixed Reality Laboratory which offers virtual and augmented reality studies, further cementing the position of our University at the helm of the future of the digital world.

The onus is on us

Throughout these past 25 years, we have wholeheartedly embraced the principle that 'the onus is on us' an utterance which also happens to be the motto of the Vehbi Koç Foundation as it celebrates its 50th year. We strive to be the best in Turkey not because we want to add to our accolades but because we believe that it is our sacred duty to do so, in other words, because the 'onus is on us.' The Vehbi Koç Foundation is renowned for its contributions to education, healthcare, and

culture in Turkey. To date, it has invested USD 1 billion in our campuses and each year contributes a further USD 35 million to Koç University to cover the nearly 38% deficit in our Operating Budget. Our Foundation additionally provides the resources to cover the operating deficit of Koç University Hospital, which is expected to be an additional USD 6 million in 2019. As a flagship institution of the Vehbi Koç Foundation, our ominous responsibility is to ensure the best use of this generous support and provide the best education for all our students, while conducting the most impactful research across all of our disciplines.

The principle that the 'onus is on us' lies at the heart of the Anatolian Scholarship Program. The placement of high school graduates to universities with a singular national university entrance exam system in Turkey unfortunately harbors serious inequality of opportunity. Each year many students are unable to enter the state university of their choice in spite of the fact that their exam scores rank them among the top 10,000 to 50,000 of two million candidates in the nation. When we launched the Anatolian Scholarship Program, we stepped beyond 'lending a hand' and wholeheartedly declared that 'the onus is on us.' Today, we have succeeded in bringing together more than 220 corporate donors to support no less than 500 deserving students to Koç University. As we continue to visit potential corporate donors, we show the business world that providing equal access to quality education is possible in our country. I am especially glad and encouraged to see that our alumni classes provide enough funding to support 18 of the Anatolian Scholars, a huge feat for a young university, considering that almost all our graduating classes are now giving back to our wonderful school. I thank our alumni for their generous support and hope to see their growing participation and ownership of their alma mater.

This last year was one of achievement, excitement and hope. We continued to grow as a center of excellence through our efforts to enrich knowledge and contribute to Turkey and humankind. In this edition of our Annual Report, I do hope that you will find many accounts of the successes of the past year and I invite you to cherish the stories of their architects who have made us so proud.

Koç

University

at a glance

Koç University was founded in 1993 as a non-profit research university in İstanbul, Turkey. Its beautiful campus sprawls over a sixty-two acre estate that succeeds in balancing accessibility to all of İstanbul with retreat from the distractions of city life. Since its establishment, Koç University has become one of the leading universities in Turkey, distinguished by notable contributions to the elevation of education, knowledge and service both domestically and beyond.

6,900

students in total

68%

of undergraduate students received scholarship support

1,200+

graduate students

(25% international, from over 50 countries)

504

full-time faculty

26

PhD programs

32

master's programs

384

professoriate

Exchange programs with more than **240** partner universities in over **60** countries

Student-faculty ratio:

13.7

22

undergraduate programs

7

colleges

188,200

electronic books

The University is supported by the resources of the Vehbi Koç Foundation. Guided by its mission to address the fundamental needs of life for a modern and developing Turkey through the promotion of education, healthcare and culture, the foundation's achievements include the creation of a world-class hospital, museums that preserve and highlight Turkish culture and elite academic institutions at all levels.

Koç University strives to be a center of excellence, one that succeeds in providing a world-class education to its students, creating new knowledge via the research of its faculty, applying the acquired knowledge for the benefit of society, and equipping its students with the highest sense of ethics, social responsibility and good citizenship.

239

research laboratories

892

externally-funded
research projects*

Approximately

14,000

alumni

73,000+

electronic journals

4

graduate schools

70+

student clubs

21 research centers

5 research and
education forums

1 support center

93%

of graduate students
received scholarship
support

* January 2004-April 2019



Opening new horizons and gaining global acclaim

■ Koç University Rahmi M. Koç Medal of Science

Koç University Rahmi M. Koç Medal of Science is awarded annually to scientists of Turkish origin in recognition of outstanding success and pioneering contributions to universal knowledge in their respective fields. The recipient of the third medal, presented on November 1, 2018, was Professor Metin Sitti, for his pioneering and outstanding contributions to micro and nanoscale robotics for biomedical applications.

The third Koç University Rahmi M. Koç Medal of Science was presented to Professor Metin Sitti for his globally acclaimed work in the fields of Science, Engineering and Health Sciences. Sitti was deemed worthy of the medal for his pioneering and outstanding contributions to micro and nanoscale robotics for biomedical applications.

When Metin Sitti scored in the top 100 in the nationwide university entrance exam, he took the first step in his career by choosing to pursue his undergraduate degree in the Department of Electrical and Electronics Engineering at Boğaziçi University. His graduation project in 1992 on moving robots convinced him that robotics would best allow him to combine his interests in physics and engineering. During his master's studies in the same department at Boğaziçi University, he gave the first presentation of his work at an international symposium in Athens, Greece. Intrigued by Sitti's work, the Japanese professor who chaired the event invited him to Japan.



Sitti undertook his doctoral studies at Tokyo University. At a time when nanorobotics had not yet emerged, he found a new direction in a disruptive innovation, small robots. After the completion of his doctor's degree in 1999, his work led him to a three-year post-doctoral position at the University of California at Berkeley, where he took part in a project that reduced the dimensions of all robots at a time when mechanically flying, fly-sized robots were unthinkable.

Following his work at University of California at Berkeley, he continued his research as a professor at the Robotics Institute and the Department of Mechanical Engineering at Carnegie Mellon University (2002-2014). Upon being offered a position at the prestigious Max Planck Institute that included a building that would be dedicated to his work, he accepted without hesitation as a base in Europe would mean he could be closer to his homeland. The first Turk to be offered a membership in the Institute, Prof. Sitti became Director of the Max Planck Institute's Intelligent Systems. His current part-time academic engagements include a professorship at Koç University School of Medicine and College of Engineering.

Sitti's research encompasses a wide variety of subjects in robotics and intelligent systems, including medical micro-robots, miniature moving robots and innovative materials inspired by nature, soft miniature robots, physical intelligence and micro/nano-robotics. Since 2002, he has overseen the work of more than 100 undergraduate, 50 master's, 50 doctoral, and 50 post-doctoral students. He has authored two books, registered 11 patents and has more than 20 patent applications pending. With more than 410 articles presented at conferences

ABOUT KOÇ UNIVERSITY RAHMI M. KOÇ MEDAL OF SCIENCE

Koç University Rahmi M. Koç Medal of Science was launched in 2016 to recognize the achievements of exceptional individuals of our nation and of Turkish origin under the age of 50 who have shown outstanding success and contributed to universal knowledge in their respective fields through their work at home or abroad. Koç University Rahmi M. Koç Medal of Science recipients are nominated and selected by a special panel of academic experts. The medal is bestowed in alternating years in the fields of "Science, Engineering, and Health Sciences" and "Administrative Sciences, Social Sciences, Humanities, and Law".

The recipient of the inaugural medal, presented on December 5, 2016, was Professor Aydoğan Özcan, for his outstanding fundamental scientific contributions in computational imaging, microscopy and photonics, and for the development of innovative mobile technologies for medical sensing and diagnosis. In 2017, Professor Daron Acemoğlu was presented the medal for his groundbreaking contributions to labor and political economics as well as macro economics of growth and development.



and published in leading peer-reviewed journals, his work has received over 18,300 citations.

In 2009, Prof. Sitti launched the startup company, nanoGripTech, to commercialize a new adhesive material inspired by the micro/nano-hairs on the feet of geckos, whose working principles he was the first to discover and whose design and manufacturing he led. Commercialized under the name Setex®, the elastic microfiber adhesive has found many applications in a variety of industrial settings, and entered markets in 2017.

On receiving the Medal of Science

Prof. Sitti says that winning an award is an honor, it brings prestige, and also creates new opportunities: “The most important advantage of medals or awards is that they increase the recipient’s visibility. These prizes are excellent tools for making a researcher better known in Turkey or abroad. People learn about you, students hear about you and researchers recognize you – this opens a lot of doors. Students come to study with you or researchers approach you for collaborative studies. In this way, it increases the influence of your scientific efforts. Before this, I had received many awards in foreign countries, but none in Turkey.

“The reason why the Rahmi M. Koç Medal of Science is so special for me is that it’s the first time I have won an award in Turkey. This makes me very happy. I never severed my ties with Turkey, and thanks to this medal, I will be able to participate in more studies here, train students, and find opportunities for collaborations. By doing collaborative studies here, I hope to boost people’s contribution to science. Everyone asks me why I came to Europe from the U.S. when most people are trying to get to the U.S. I wanted to be closer to Turkey – that was one of the most

important reasons. And I did get closer. Collaborations with Koç University and this medal will of course contribute further to this. I will be dedicating 20 percent of my time to conduct research with Koç University students. There are great benefits in supporting and creating collaborations here in Turkey. I also intend to bring contacts and opportunities from abroad. Acting as a bridge is an important role for all of us. I mean, beyond personal success, it is always important to facilitate science, support successful studies, and enable students to do research in our country. Koç University does this very well, so I think it’s valuable to be supportive.”

Awards, scholarships, titles

The numerous awards, scholarships, and titles that Prof. Sitti has earned and holds include: The Monbusho Research Scholarship, awarded by the Japanese Ministry of Education for his doctoral work (1996-1999); the Best Paper Award at the IEEE/RSJ Intelligent Robots and Systems Conference, among the most prestigious conferences in the field of robotics, in 1998 and 2009; the Best Video Award at the 2002 IEEE Robotics and Automation Conference; the Best Biomimetics Paper Award at the 2004 IEEE Robotics and Biomimetics Conference; the 2005 National Science Foundation CAREER Award for his outstanding research and educational contributions in the fields of micro/nano-robotics; the title of IEEE Robotics and Automation Society Distinguished Lecturer (2006-2008); the 2011 SPIE Nanoengineering Pioneer Award for his pioneering work in micro/nano-robotics; the First Prize in the World RoboCup Micro-Robotics Competition in 2012 and 2013; the IEEE Fellowship in 2014; and the 2014 IEEE/ASME Best Mechatronics Paper Award.

Professor Metin Sitti: ‘Beyond personal success, it is always important to facilitate science, support successful studies and enable students to do research in our country. Koç University does this very well, so I think it’s valuable to be supportive.’

ABOUT PROF. METİN SİTTİ

After completing his undergraduate studies in the Department of Electrical and Electronics Engineering at the Boğaziçi University (1992), Sitti received his master’s degree from the same department (1994). Following his doctoral research at the Tokyo University Department of Electrical Engineering in Japan (1999), Sitti worked as a post-doctoral researcher and lecturer at the University of California at Berkeley (1999-2002). He continued his research as a professor at the Robotics Institute and the Department of Mechanical Engineering at Carnegie Mellon University (2002-2014). He was also a visiting professor at Harvard University, École Polytechnique Fédérale de Lausanne, and Sorbonne University (2011-2012). Sitti is currently the only Turkish fellow at the Max Planck Society in Germany, and has been working as Director for the Max Planck Institute’s Intelligent Systems since 2014. His current part-time academic engagements include Professor at Koç University School of Medicine and College of Engineering, Distinguished Professor at Carnegie Mellon University, and Honorary Professor at the University of Stuttgart.

Koç University Rahmi M. Koç Medal of Science 2018 Jury Members

Professor Umran İnan
President, Koç University

Professor Mehmet Toner
Harvard Medical School

Professor Ataç İmamoğlu
Swiss Federal Institute of Technology,
ETH Zurich

Professor Cezmi A. Akdiş
Zurich University

Professor Yusuf Leblebici
École Polytechnique Fédérale de
Lausanne, EPFL
President, Sabancı University



Transdisciplinary approach

■ Koç University School of Medicine

When problems arise in the process of diagnosing, treating or monitoring diseases, physicians may not be able to come up with immediate solutions by themselves like superheroes. Different disciplines need to come together and collaborate on specific issues. Considering that a new definition of community is emerging, it is possible to anticipate that the world's perspective will shift toward social, economic, and ethical values as well as groundbreaking medical research. This calls for an all-encompassing network of transdisciplinary cooperation, especially in the field of medicine.

Koç University School of Medicine Dean Professor Şükrü Dilege and Associate Deans Professor Kemal Baysal, Professor Barış Ata and Professor İhsan Solaroğlu discuss these topics...

The story of Koç University School of Medicine, celebrating its tenth anniversary in 2019, dates to an earlier time. Following the decision to establish a new kind of medical school in Turkey with strong infrastructure upon the proposals of the Board of Trustees and Advisory Board, moving forward with the mission of “bringing a new and different approach to medical education” had a catalytic effect on this process. Today, Koç University School of Medicine is moving forward with the aim of training physicians with strong personal and leadership skills who are team players prioritizing research, generating knowledge, and serving public health.

Our graduates are professionals who are able to process and apply the information

they receive through critical analysis and advocate for healthcare rights on various platforms to contribute to the community.

Beyond standards

Attaining this goal seems possible only with the educational system that Koç University School of Medicine provides. Our educational structure offers the kind of system-based, student and instructor-focused, six-year standard teaching of medicine with vertical and horizontal integration that accreditation bodies already seek. However, the education system at Koç University School of Medicine goes beyond these in three areas. First of all, we want our students to be strong both academically and in areas that enable them to be versatile. For this purpose, they take

the Core Program, which is unique to Koç University, in the early years. At the beginning of their education, they build a foundation across a wide range of topics from economics and strategic thinking to cinematography. This foundation, mandatory for all future physicians but not delivered in most medical schools, provides an important advantage.

Second, we take a system-based approach in terms of our teaching principles. Rather than gathering students in a classroom and focusing on theory, we transform the classroom into an environment in which students are able to process a case in their minds and learn as they actively work with patients or discuss the topics with each other. We adopt a modern, dynamic, and self-



Many research groups in Koç University School of Medicine have passed the challenging panel processes of TÜBİTAK (The Scientific and Technological Research Council of Turkey) in Turkey and have won grants. Our junior faculty has been awarded numerous starting grants, enabling them to establish their research groups. These grants motivate scientists who are just starting out and help them be recognized in their respective fields. Currently, large-scale projects spanning multiple centers from different universities in Turkey are also ongoing. Some of the most advanced, comprehensive, product-focused health science projects in our country are conducted at Koç University School of Medicine. These projects enable the training of our second- and third-year medical students, but most importantly, they support the graduate education of numerous Master's and PhD students in the Graduate School of Health Sciences. We value the importance of these projects with regard to their deep impact on our school and university, and even more so for universal science.

Professor Kemal Baysal, M.D.
Associate Dean, Koç University School of Medicine



renewing educational system. In doing so, we are keeping pace with the rapid progress of technology and constantly reducing the course load in order to enable the students to learn the basic and most indispensable skills perfectly instead of a lot of details that are destined to be forgotten or become obsolete in a short while.

After teaching the foundation, we give them time for other elective courses so they can study in depth for their future endeavors. For instance, if a student is planning to become a gynecological oncologist, we try to offer the flexibility for him or her to learn the basics of the topic in the regular obstetrics and gynecology clerkship, and have enough time to complete an elective clerkship on gynecological oncology. This allows our students to become more versatile.

The last aspect that sets education at Koç University School of Medicine apart who spends time with whom. Today, theory is accessible everywhere, and even if there are some differences between hospitals, institutions, and technologies, most of the topics are similar when you look at the basics. At Koç University we believe there is a greater chance of creating more versatile physicians when students and



September 2014

opening

220,000 m²

area

400+

single inpatient rooms

73

intensive care unit beds

16

operating rooms

14

intervention rooms

12,237

inpatients

202,542

outpatients

16,246

international patients



Ihsan Solaroğlu: 'KUTTAM enables the students at Koç University School of Medicine, whose mission is to train physician-scientists, to become familiar with different disciplines beginning from their undergraduate studies.'



instructors are given ample opportunity to spend time together drinking coffee and chatting, and to observe each other in the research laboratory, operating room or in the outpatient clinic (a so-called secret curriculum).

Training future researchers

Instilling an entirely different vision in our students through the Core Program, the instruction they receive, the internships they undertake, as well as the “secret curriculum” are essential. Every year, approximately 15 thousand students matriculate from nearly 110 graduate medical education programs in Turkey. Adding the 40 students who graduate from Koç University to this total can be meaningful only when it comes to training the medical leaders and scientists of the future. In order to increase their experience and ensure that they actively participate in laboratories in line with our mission of becoming a medical research school, our second- and third-year students participate in research groups two half days every week. This experience leads them to have a strong background in scientific thinking and reasoning, together with a solid knowledge of modern laboratory techniques, enabling them to be equipped to become basic or clinical researchers after graduation. Our faculty is composed of some of the best instructors and lecturers in Turkey in terms of publication quality, skills, and recognition. Bringing the students and

faculty together in such an environment supports our efforts to fill the physician-scientist gap in Turkey rather than produce mere physicians.

Research opportunities

Overall, the biggest obstacle to the research process in Turkey is the lack of a research environment that prioritizes science and emphasizes the power of collaboration. In the last decade, the multidisciplinary and interdisciplinary studies highly valued by our President Umran İnan have shaped how the other faculties view our school and have played a key role in the creation of this environment within our university.

We previously believed that we would be able to solve the problems starting from the molecular basis of a disease through clinical studies, medical trials, and drug research across a wide spectrum by bringing together different branches within the field of medicine. But now, engineers, life scientists, and all other fields work together. For example, our physicians are trying to grow an artificial cornea in collaboration with our engineers and life scientists. Another group of researchers is focused on solving the mechanism of drug resistance of certain types of cancer. Another physician-scientist is working on developing devices that can delay, alleviate, or eliminate the symptoms of various diseases through wearable health technology.

Since the solution of the problem requires an ecosystem, the school provides an all-encompassing space that extends to international policies. At this point, we become transdisciplinary. As the years go by, we will move even further to the forefront with our transdisciplinary approach in research with high impact in direct correlation with the strength of scientists and researchers in specific fields. This joining of forces will be the most critical feature of our school, as international research will drive us toward becoming an internationally recognized institution in the coming years.

KUTTAM integration

Koç University Research Center for Translational Medicine (KUTTAM) familiarizes students at Koç University School of Medicine with different disciplines beginning from their first year of undergraduate studies. KUTTAM, which aims to provide the process of translating the information generated in the laboratory to the patient bed, is a research center that not only is a part of the School of Medicine but also unites different disciplines of the university. It provides

KOÇ UNIVERSITY HOSPITAL

The first three years at Koç University School of Medicine include basic science courses such as biology, physics, statistics, and other medicine theory. Since these courses do not require a hospital setting, the students attend their classes at our Rumelifeneri Campus. The last three years are spent at the Koç University Hospital and Health Sciences Campus in Topkapı, İstanbul. This system allows the students to engage with different disciplines. The Health Sciences Campus at Koç University Hospital, a teaching and research hospital, includes the School of Medicine, the School of Nursing, research laboratories, and the Advanced Learning Center.



In Turkey, having the same instructor teach a course and give the exam causes a vicious cycle. Instead of delivering universal competence, topics that an instructor prioritizes due to his/her specific field of interest receive more weight. As a result, the students are forced to reduce the scope of their perspective to pass. The vast majority of the medical schools in the U.S. and Canada collaborate with the National Board of Medical Examiners, an independent body, to administer their exams. This eliminates the arbitrariness of instructors as well as the dependence of the students on the instructors. We have now implemented a system where our students take the same exams as all the other medical students around the world, which allows them to compare themselves with their cohort. This system removes the burden of exam preparation from the instructor and provides us with feedback so that we can monitor the course content and improve our curriculum. Once we implement this exam system across all teaching processes in our school, we will achieve a first in Turkey.

Professor Barış Ata, M.D.
Associate Dean, Koç University School of Medicine





an ideal technological and physical infrastructure for graduate students in other schools of the university to conduct research in an interdisciplinary ecosystem.

We believe that the projects at KUTTAM are proof that interdisciplinary studies can be conducted successfully. We will be able to demonstrate that we

have launched benchmark structures for Turkey and the region in terms of effective resource utilization. We are still quite young and the many different kinds of biomedical devices that will be developed at KUTTAM may be utilized in healthcare for therapeutic, diagnostic, or preventive solutions. In the near future, we will be able to see the real impact of our studies and their socio-economic

benefits for the community and the national economy.

Focus on neurotechnology

Koç University School of Medicine seeks to play an active role in shaping the future rather than anticipating what will happen and simply taking precautions. We know that in the next 50 years some of the most important research, not only

BIOGRAPHIES

■ ABOUT PROFESSOR ŞÜKRÜ DİLEGE, M.D.

Şükrü Dilege is a graduate of İstanbul University Medical School, where he also completed his specialization in general surgery. He worked at the Oregon Health Sciences University's Department of Thoracic and Cardio-Vascular Surgery and later joined the faculty of İstanbul University Medical School, Department of Thoracic Surgery, which he helped establish in 2000. Professor Dilege served as director of the American Hospital Thoracic Surgery Department and joined the faculty of Koç University School of Medicine in 2011. He was appointed the dean of Koç University School of Medicine in 2018.

■ ABOUT PROFESSOR İHSAN SOLAROĞLU, M.D.

İhsan Solaroğlu is a neurosurgeon and a professor at Koç University's Department of Neurosurgery. His secondary appointment is as adjunct professor of basic science research at Loma Linda University School of Medicine, California. With a clinical interest in neurovascular surgery and neuro-oncology, Professor Solaroğlu's research focuses on hematopoietic growth factors in neuro-protection and neuro-oncology. He has received numerous awards including the Professor Raja Award for Young Neurosurgeon 2007, and the AACNS Young Neurosurgeon Award 2007. He serves as a member on advisory boards and reviewer of several scientific journals, including Stroke, Experimental Neurology, Neurological Research, Acta Neurochirurgica, and Spine. Professor Solaroğlu is the founder and former president of International Basic Neurosurgery Courses, the president of SeENS Neurosurgery Courses, and a member of the World Federation of Neurosurgical Societies' Neuro-Oncology Committee and Neurovascular Disorders Committee. Professor Solaroğlu also served as the scientific chairman at the 2017 WFNS World Congress.

in medicine but in all other fields, will be related to neuroscience. Solving how the human brain and nervous system work is essential for advanced technologies such as artificial intelligence, deep learning, machine learning, and drones further, and also to better understand behaviors. This is why we are planning to establish a research center for neuroscience and neurotechnology in the near future. We intend this center to be a place that generates the foundational knowledge needed for innovative products both in the field of medicine and in other fields of engineering such as the defense industry. The kind of research center we dream of does not yet exist in Turkey or in the surrounding region; indeed, only a handful of such research centers can be found in the world. We will obtain patents for the academic outputs created in this center and as we commercialize them we will contribute to the national economy.

In this era when technology is advancing at an incredible speed and making people's lives easier, understanding the human brain will give us a distinct advantage in the global competition for cutting-edge research in health sciences.

After graduation

Many graduates of Koç University School of Medicine go onto pursue studies at renowned international centers abroad. Their success has inspired us to do much more. We have applied to the Ministry of Health for permission to offer specialization programs in medicine with the aim of taking the successful undergraduate education in our school to the next level with graduate studies. We have been authorized in ten fields and accepted our first students in July 2018 and February 2019. The students who selected our training programs had scores much above the national averages. This gives us an entirely different responsibility.



Şükrü Dilege: 'Koç University School of Medicine is moving forward with the aim of training physicians with strong personal and leadership skills who are team players prioritizing research, generating knowledge, and serving public health, and who can process and apply information through critical analysis.'

ABOUT PROFESSOR BARIŞ ATA, M.D.

Barış Ata is a Professor of Obstetrics and Gynecology at Koç University School of Medicine. He completed a clinical and research fellowship in Reproductive Endocrinology and Infertility at McGill University. He holds a Master's Degree in Clinical Trials from the London School of Hygiene and Tropical Medicine. His research covers female infertility, endometriosis, clinical aspects of assisted reproductive technology, and gynecological surgery. His scholarly activity has been recognized by several awards from the Department of Obstetrics and Gynecology of McGill University, the Turkish Society of Reproductive Medicine, the American Society of Reproductive Medicine and UNESCO-International Cell Research Organization. He has served on the editorial boards of several scientific journals, including Human Reproduction. He currently serves as the vice president of the Turkish Society of Reproductive Medicine, and as an executive committee member of the European Society of Human Reproduction and Embryology. Professor Ata is the associate dean for Undergraduate Education at Koç University School of Medicine and the director of the Assisted Reproduction Unit of Koç University Hospital.

ABOUT PROFESSOR KEMAL BAYSAL, M.D.

Kemal Baysal obtained his M.D. degree at İstanbul University, İstanbul Medical Faculty in 1985. He received his PhD in biochemistry from Ohio State University and continued his post-doctoral studies in different universities in the United States. Upon his return to Turkey, he worked at the TÜBİTAK Marmara Research Center as the head of the Molecular Cell Biology Laboratory, where he directed several national and international projects on medical biotechnology. Currently, Professor Baysal is a faculty member at Koç University School of Medicine, where he serves as the associate dean and head of the Biochemistry Department. His areas of research are vascular biology, cardiovascular diseases, angiogenesis and its role in tissue engineering.



Closest partner facing the global business world

■ Koç University Graduate School of Business

Business leaders of the future will be those who recognize the importance of collaboration and ethical values over competition, who act with the notion of leaving a better world for the following generations, adopt innovative approaches, and are able to mobilize and lead society with these qualities. These are some of the reasons why business schools should train visionary leaders with open minds, creativity, and constructive perspectives, who embrace integrity and honesty as their basic values, take responsibility for long-term sustainable strategies, and drive change by protecting the interests of their companies as well as their communities. And all of these require global recognition, organic connectivity with the business world, and an interdisciplinary approach.

Koç University Graduate School of Business Academic Director Professor Zeynep Gürhan Canlı and Executive Director Nida Bektas tell us about the school...

Koç University Graduate School of Business (GSB) was founded in 1993, the same year as Koç University, with the aim of training business leaders committed to ethical and democratic values who will contribute to the Turkish economy. In line with Koç University's mission to become a research university, the programs of Graduate School of Business were structured with a view to connect recent scientific developments and thinking in administrative sciences and economics with the business world. In order to equip the students with the right vision, capabilities, and skills to take their place in global business, the school began to work on creating non-thesis master's programs with a strategic focus.

Connected with the business world

Education at the Graduate School started with the MBA program. We initially planned the MBA as a two-year program to endow the global leaders of the future with the knowledge, understanding, and skills needed to drive change in their organizations and communities. But then we considered the dynamics that emerged in line with the demands and requirements of the business world and compressed the MBA program from two years to one. Later, the program took on a modular form to accommodate students who wanted to spread their education over two years while working or to complete it in one year by taking a break from work and studying full time. We are the only MBA program in Turkey with work experience as a prerequisite for admission. Applicants are expected to have at least three years of professional experience for the MBA program and seven years for the Executive MBA (EMBA), which provides mid-level executives with the foundation they would need for higher positions in their careers.

The MSc in Finance, which develops applied financial analysis and research skills, is another program that calls for professional experience. Theoretical courses that provide financial theories and corporate financial concepts are followed by case-study-focused elective courses where the acquired knowledge is applied.



ACCREDITATION AND MEMBERSHIPS



EQUIS
(European Quality Improvement System) Accredited



AMBA
(Association of MBAs) Accredited



Global
Network for Advanced Management



PIM
(Partnership in International Management)



CEMS
(The Global Alliance in Management Education)



CFA Partner



GBSN
(Global Business School Network)



UNGC
(United Nations Global Compact)



PRME
(Principles for Responsible Management Education)



EFMD
(European Foundation for Management Development)



Zeynep Gürhan Canlı: 'In line with Koç University's mission to become a research university, the programs of the Graduate School of Business were structured with a view to connect recent scientific developments and thinking in administrative sciences and economics with the business world.'

Raising well-rounded candidates

We launched the CEMS MSc in International Management program, which we run in partnership with the Global Alliance in Management Education (CEMS), for students with no or less than three years of work experience. The students, who are admitted in August, join the program and preferably take the first term in the home school, which is Koç University, and the next term in the host school. As part of the program's nature, they are required to do an internship in a third country. In the end, they graduate with a Koç University and a CEMS diploma, ready to work for a multinational firm.

World-class academics

Our programs are structured in such a way that our students can apply what they learn immediately in their work. In addition to our applied focus, we are very strong in research as well. For those who plan to become researchers/ academics rather than going into business, we offer a PhD in Business Administration program that covers areas such as marketing, finance, management and strategy, operations management and quantitative methods. This program

is focused on educating students to become leading researchers in their respective fields and find places in top research schools worldwide. Some of our PhD in Business Administration graduates currently work as academics in the best business schools in Europe. Our graduates who go on to work in the business world are positioned as professionals in important posts in some of the most prominent companies such as Google and Facebook, both in Turkey and abroad.

International recognition

When you look at where the graduates of our program are currently positioned, you see a graduate school of global caliber. This is why we regard GSB as the face of our university both internationally and in the business world. Our international partnerships naturally have a significance as we are the only Turkish member of the Global Network for Advanced Management, comprising of the top 30 business schools in the world and we are also a part of the CEMS Alliance in International Management. Such alliances provide a common ground for us to collaborate with some of the world's top business schools and peers





Nida Bektaş: 'At the school, apart from graduate programs, we are also responsible for the Executive Development Programs designed specifically for corporations.'

and help us in designing our programs and adapting to change. Furthermore, exchange programs enable our students to meet with their peers from schools such as Yale University and IE Business School, which are part of the Global Network for Advanced Management. Depending on the program, students get a chance to study at a different school for a week or up to four weeks. They may take a course in their field of expertise in member countries, and visit two or three companies during their time there. As a result, they strengthen their business culture while the course they take is added to their studies as an elective course. If a student takes an online course offered by schools such as Yale or FGV in the Global Network Advanced Management, it is also counted as an elective.

Our CEMS program partners, such as Bocconi, ESADE and LSE, which are part of the Global Alliance, also provide us with world standards in designing the curriculum. Our students

can attend these schools through the exchange program and meet with their peers from these institutions. We also host the students of these schools. This is why our programs are recognized internationally.

A bar set very high

Koç University Graduate School of Business is positioned in the top 100 among all the GSBs worldwide. Our Executive MBA is number one in Turkey according to Financial Times rankings. Since we are named among the world's leading universities, we are expected to deliver programs just like any other leading global business school, in terms of both education, facilities and global connections. This is why we have set such a high bar. Our difference from the other graduate schools in Turkey lies in the fact that we are included in many of the top networks alongside the world's leading universities. We are ranked competitively in the Financial Times rankings and are accredited by

MILESTONES OF KOÇ UNIVERSITY GRADUATE SCHOOL OF BUSINESS

- 1993** Launched MBA Program
- 1994** Launched EMBA Program
- 2009** Launched MSc in Finance Program
Launched MSc in International Management (KOÇ MIM & CEMS MIM)
Received EQUIS Accreditation
Koç University EMBA Program listed in the Financial Times Global Executive MBA Rankings
- 2012** Joined Global Network of Advanced Management
- 2013** Launched Modular MBA Program
- 2014** Joined Partnership in International Management (PIM)
Joined Executive MBA Council
- 2015** Launched Technology and Innovation Management Track (TECH MBA)
- 2016** Received AMBA Accreditation for five years
- 2017** Renewed EQUIS Accreditation for five years
- 2018** EMBA Program ranked as 6th in the Global Ranking and 3rd in the European Ranking

STRONG INTERNATIONAL CONNECTIONS

Double Degree Program: Koç University offers a double degree program in cooperation with the highly ranked Darla Moore School of Business at the University of South Carolina. This joint master's program allows students to graduate with two different degrees from two different universities: a Koç University Master of Science in International Management (MIM), and a USC Master of International Business (MIB). The Double Degree Program allows highly qualified students to further enhance their business competence and their cultural and social skills. It is also a unique chance for students to study from a truly international perspective, develop diversity of thought, and in doing so, enhance their possibilities in the international labor market.

Yale Master of Advanced Management Program: MBA and EMBA students at Koç University, a member of Global Network for Advanced Management, may apply for the one-year Yale Master of Advanced Management (MAM) program at Yale University.

the European Quality Improvement System (EQUIS). Such criteria enable us to establish relationships with these universities and attract better students.

Accreditations matter

In total, 116 schools from 36 countries, have EQUIS accreditation, and Koç University's GSB is the only EQUIS-accredited school in Turkey. We also hold AMBA accreditation, which is granted to our EMBA and MBA programs. We made excellent progress with our Association to Advance Collegiate Schools of Business (AACSB) accreditation application. Once we receive AACSB accreditation, we will have "triple crown." Less than one percent of the business schools worldwide have triple accreditation. We are well on our way to be in that one percent.

Organic connections with the business world

In addition to international connections, GSB is linked very organically to the business world as well. At the school, apart from graduate programs, we are also responsible for the Executive Development Programs designed specifically for corporations. In reality, these two contexts are parts of the same ecosystem because the executive development programs that businesses

require actually define the skills that we need to embed in our graduate programs. The fact that these two are under the same umbrella is beneficial for us and enhances our connectivity.

Interdisciplinary approach

Our connectivity within the university is another aspect of our strength. We recognize that interdisciplinarity is becoming increasingly important for the business world in the 21st century. TechMBA, the Technology and Innovation Management Specialization Program that we developed together with the School of Engineering, is a good example of this approach. The program includes courses such as design thinking, cloud computing, project management, technology, innovation and management, data analytics, and nanotechnology. Once the Core Program is completed, students are required to take six elective courses. Those who choose four out of these courses in the tech field qualify for the Technology Track certificate. For the Design Thinking course offered in this program, we partner with the Media and Visual Arts Department. Our plan is to take the interdisciplinary approach within the university to even higher levels, thanks to our connections.

BIOGRAPHIES

ABOUT

PROF. ZEYNEP GÜRHAN CANLI

Zeynep Gürhan Canlı earned bachelor's and master's degrees in business administration at Boğaziçi University and received a PhD in marketing from New York University. Her research areas include consumer behavior, brand image, and corporate responsibility. Prior to joining Koç University in 2005, she was a tenured faculty member at the Ross School of Business, University of Michigan. She holds the Migros Chair in Marketing since 2008. She was the director of Graduate School of Business and associate dean of the College of Administrative Sciences and Economics between 2010 and 2016. She is currently dean of the College of Administrative Sciences and Economics and director of the Graduate School of Business.

ABOUT NİDA BEKTAŞ

Nida Bektaş had over 20 years of experience in finance and banking as a senior manager before joining Koç University as the executive director of Graduate School of Business. Her passion for education made her change her career to lead academic graduate programs and executive education programs, aiming to add value to the university by amplifying university and industry relations and enriching the programs by sharing her experiences with executives and young managers as well as fresh college graduates. She earned her BA degree in marketing from Marmara University and her MBA in finance from the University of San Diego and proceeded to work in İstanbul, enjoying the dynamics of a growing and fast-changing emerging market. Later in her career, she also had board memberships in Yapı Kredi Factoring and Factoring Association Turkey. Her career challenges made her value management education to cope with global complexities focusing on corporate governance, disruptive strategies, change management, and work-life balance.



The rise of creative industries

■ Koç University Media and Visual Arts Department

When it comes to media technologies, breakthroughs occur every day. The continuous stream of innovations brings with it expectations for new approaches, better responses, and different communication platforms. As one of the fastest growing sectors in today's economy, creative industries offer a wide range of opportunities for professional content producers worldwide.

Professor Aylin Küntay, the dean of the College of Social Sciences and Humanities, Dr. İpek A. Çelik Rappas and Dr. Asım Evren Yantaç, both assistant professors, talk about Media and Visual Arts Department.



The establishment of the Media and Visual Arts Department (MAVA) at Koç University dates back to the early 2010s, coinciding with the rise of creative industries as people working in this field began to move into other sectors and a need for professional training in media management was evident. Considering the relevance of combining theory and practice, education in this discipline rests on three pillars: media management, design, and video/film production.

Building blocks

Education in these three areas in the department initially was delivered in required and elective courses. Then, with a radical change introduced in 2014, the required courses were redesigned to create a media theory foundation. In a world where communication technologies and the required skills are constantly evolving, the university's

role is not only to mediate, but also to teach the underlying logic of this rapid change. Whether they choose design or video/film making, graduates need to be knowledgeable about the management part of the job as it lies at the core of creative industries. Supporting their specialization process with a broad portfolio of courses shaped in line with their wishes is also essential. Along with their required courses, students take elective courses in design, visual arts, or film according to their personal objectives. Students who gain a basic understanding of media management are now able to continue their education in the same field or move into design or film if they wish.

Interactive courses

The overlap in activities between the courses in these fields naturally promotes interaction. Faculty members work together to design the curriculum and



LABORATORIES



Design Lab

Koç University Design Lab, part of the Koç University-Arçelik Research Center for Creative Industries (KUARI), was founded under the Media and Visual Arts Department with the aim of developing media, products, and spaces of the future. A wide range of topics such as lifestyle, entertainment, cultural heritage,

info-assistance, transportation, education, healthcare lie within the scope of the research conducted at the Design Lab in collaboration with Koç University's College of Engineering and the Department of Psychology. The Lab also collaborates with researchers from Mälardalen University in Västerås, Sweden, and Aalto University's Media Lab and Sound and Physical Interaction Research Group in Helsinki, Finland. Our research partners include the Optical Microsystems Lab. Our projects aim to develop novel technologies and methodologies that add value to related industries, primarily in Turkey.



KARMA Mixed Reality Lab

Koç University KARMA Mixed Reality Lab, a part of the Koç University-Arçelik Research Center for Creative Industries (KUARI), was established with support from the Istanbul Development Agency to develop next-generation interfaces

using virtual reality and augmented reality technologies in creative industries, and design tools that interact with users such as IoT, biosensors, digital twins, and 3D models. Equipped with AR/VR, IoT, BIOSensor, and Motion Capture equipment and software, the laboratory develops custom-designed applications by bringing together graphic designers and narrative artists, psychologists, neurologists, engineers, and computer scientists with AR/VR developers.



after the courses are delivered, the students prepare their term projects based on this collaborative framework. For example, if a course on filmmaking using augmented reality/virtual reality (AR/VR) technology is added to the curriculum, the instructors specializing in user experience work with the instructors who teach filmmaking. There are so many intersection points at which typography or illustration can be combined with film, graphic arts, and more. As students are not graded based on tests but on the projects they create, such collaborative efforts are essential at MAVA.

Learning from the students

At the core of all the intersection points, there is the act of building a knowledge source. This begins at the instruction level with interaction in the classes, and is enhanced with the

contributions of the PhD students. For instance, the training we provide as part of the Development Agency Project also enables us to build an infrastructure for the way we educate MAVA students. In this interaction, the instructors learn from the students. We're talking about an area of incredibly rapid change in which the skills required are constantly evolving. Even if the students, affected by these changes, develop an expectation to learn software, application or tools, etc., it is not possible for us to deliver them all. The university's role is not to mediate but to teach the underlying logic of the sector. What we teach here is different from the other certificate or specialization programs out there.

Sustainable impact

We must stay up to date in terms of the research we conduct on this



The creative industry particularly needs professionals who are well versed and have the capacity to engage in innovative uses of new displaying technologies, social networks, and computerized entertainment. To meet this demand and to conduct interdisciplinary research we have efficient laboratories. New ones are established when the need arises. When instructors ask for space to conduct their research in settings that align with their needs, we assess feasibility and take the action necessary. This is how the Mixed Reality Lab was born. With the funds and grants secured, the equipment is also sourced from outside, contributing to the development of the university. Depending on the requirements of our research studies or the needs of the community, we may establish new laboratories in line with the agenda. Our aim is not to multiply the number of labs, but rather to ensure that they are used more productively in various fields.

Aylin Küntay
Dean and Professor of College of
Social Sciences and Humanities



SIMLab

Founded in 2012 with the collaboration of Media and Visual Arts Department and Department of Psychology at Koç University, the Social Interaction and Media (SIM) Lab

is an interdisciplinary research unit that focuses on social interaction, relationships, and mediated communication from social, psychological, and policy perspectives. Research at Simlab focuses on questions such as online socialization and interpersonal relationships, impression formation in dyadic relationships, predictors of social media and SNS use, social interactions in educational contexts, prosocial behavior, privacy policies in interactive and/or mobile media, attitudes about privacy, digital labor and blogging, game studies, citizen journalism, and the use of ICTs during emergencies.



Creative industries have a strong appeal to young people. For instance, everyone wants to take part in film industry and yet unfortunately there is a possibility of not getting paid for your labor. At Media and Visual Arts Department at Koç University our main objective is to train professionals for the media component of the creative industry by providing an education that not only focuses on theoretical studies and creative practice, but also on management skills. After graduation, our students turn to many different areas such as sales, marketing, coordination, and content creation. This shows that we provide a well-rounded education that will help to cover the deficit in the industry.

İpek Azime Çelik Rappas
Assistant Professor, Koç University Media and Visual Arts Department

slippery ground in order to remain relevant. We try to avoid studies that directly address the changing landscape, giving emphasis instead to the importance of defining user experience and viewing the user not solely as a consumer to ensure the sustainability of our work. For example, even though “Consumer Behavior,” which focuses on human attention, memory, and problem-solving skills, is one of the required courses of the department, we also emphasize the significance of not adopting an advertising or product marketing approach. An example of this is a project by Assistant Professor Aykut Coşkun. While it involves an application that reminds people to drink water based on their individual needs, it is definitely not an advertisement in the sense we know. So, based on what is lacking in managing human behavior, we steer the students toward studies that aim to have a positive impact on user experience, to understand what consumption is, and to instill new perspectives.

Integration into research projects

In line with Koç University’s mission as a research university, studies are carried out to comprehend this age of rapid technological advancement, recognize the needs of our students and society, and introduce new points of view. One aspect that makes university education different at Koç University is the ratio of undergraduate students integrated into research projects in our laboratories and even having some occasionally cited in.

Our laboratories also provide a significant contribution to supporting such research. The studies at the Social Interaction and Media Laboratory (SIMLab) provide students with data to examine the relationship between the personalities and social media posts of individuals and organizations. For example, they are able to conduct targeted text analyses on Twitter accounts to follow an emerging social phenomenon. Several lines of research that can be pursued in this field. Students



There are many graduate programs around the world with written theoretical theses and research studies in the field of AR/VR. However, the non-thesis master’s program, soon to be available at Koç University, will open new horizons. It has great potential for transformation into a program that will train people quickly for creative production in the market. The need for such a program is quite high in Turkey and we can expect to see great demand from the outside.

Asım Evren Yantaç
Assistant Professor, Koç University Media and Visual Arts Department



CIRCLE

CIRCLE GRAPHIC COMMUNICATION DESIGN STUDIO



Circle was formed to utilize the technical skills and design experience acquired in courses focusing on graphic design at MAVA and create diverse portfolios through projects developed with innovative approaches. Students, under the supervision of instructor Çağla Turgul, meet the graphic design needs of the laboratories and research centers of the College of Social Sciences and Humanities. This practice supports students in gaining creative expertise and experience at a professional level expected in real businesses.

also can work at the Design Lab and the Mixed Reality Lab, which are part of the Koç University-Arçelik Research Center for Creative Industries (KUAR). In addition to MAVA students/instructors, graduate students can also conduct research in these labs. MAVA is a department that interacts both within its own structure and with other departments.

Even though technologies are developed by engineers, they also require input from social scientists. The environment created with the launch of Koç University Research Center for Translational Medicine (KUTTAM) already pushes us to work with the School of Medicine. For instance, we have collaborated with the departments of mechanical engineering, computer engineering, psychology, and medicine to develop an AR/VR technology for enhancing the social skills of people with autism. As another example, we are partnering with engineering, linguistics, philosophy, psychology, and sociology departments in a series of workshops on introducing “undefinable words” such as melancholy to artificial intelligence. The emotional content of the projects leads us to this interdisciplinary approach as we look at the impact of these technologies on users and also because visual presentation is an important part of the work. This is made possible thanks to the opportunities that technology enables and the interdisciplinary structure at Koç University.

In order to advance this structure further, steps that we can take in the near future will strengthen the areas open to development. Since such a program that encompasses so many areas is not available anywhere else in Turkey, we need to promote and explain the education provided at MAVA better to the relevant audiences. An initiative to enhance relations with other departments of the university is also a possibility. Even though all of the department faculty members are already involved in outward-looking projects, there may still be even more presentations, symposia, and exhibitions to expand their work further.

BIOGRAPHIES

ABOUT PROF. AYLIN KÜNTAY

Aylin Küntay received a BA in psychology from Boğaziçi University and then an MA and PhD in the same field from the University of California, Berkeley. Her research interests include language and communication development in young monolingual and bilingual children. Aylin Küntay joined Koç University in 1999 and also served as a visiting professor at Boğaziçi and Utrecht Universities (2012-2014). Among others, Prof. Küntay is a recipient of the Turkish Academy of Sciences Young Scientist Award and was named to the Netherlands' prestigious Prince Claus Chair of Development and Equity.

ABOUT ASST. PROF. İPEK AZİME ÇELİK RAPPAS

İpek A. Çelik Rappas has a background in political science (BA, Boğaziçi University, İstanbul), cultural studies (MA, The Ohio State University), and in comparative literature (PhD, New York University). Before her current job, she was a postdoctoral fellow in the Cogut Center for the Humanities at Brown University and assistant professor in the Cultures, Civilizations and Ideas Program at Bilkent University (Ankara). She studies the representation of refugees and migrants in European cinema, popular genre films in Europe, the role of arts and screen industries in the urban renewal of European cities. Her book *In Permanent Crisis: Ethnicity in Contemporary European Media and Cinema*, was published by the University of Michigan Press in 2015. She also has published articles in international peer-reviewed journals such as *Cinema Journal*, *Television and New Media*, *French Cultural Studies*, and *Continuum and Studies in European Cinema*.

ABOUT ASST. PROF. ASIM EVREN YANTAÇ

Asım Evren Yantaç is research fellow at the Koç University Arçelik Research Center for Creative Industries (KUAR); and co-coordinator of KARMA Mixed Reality Lab. After completing his BA, MA, and PhD in Interaction Design at Yıldız Technical University, he worked as a post-doc fellow and lecturer at Chalmers University of Technology, Sweden, before coming to Koç University. He focuses on exploratory research studies on user experience design, interaction and information design, and extended reality.



Sharing an exciting past and a promising future

■ Koç University Alumni Relations Office

From the first day students step foot on campus, they become a part of the Koç University community; this mutually beneficial relationship continues after graduation. Ensuring that alumni maintain contact and stay connected with Koç University as well as fellow alumni and students at the school is paramount because alumni, who go on to achieve more in life, add to the quality of Koç University with every successful step they take.

Corporate Relations and Resource Development Director Zeynep Başak Çivi, Alumni Relations Manager Güneş İngin and Alumni Relations Senior Specialist Pelin Küney share...

Prior to 2010, Koç University maintained relationships with the alumni through the Alumni Association. The donation campaign “Birlikte Varız” (We are together) that began in 2007 and lasted until 2009 with the aim of building the culture of giving back to the university clearly revealed the need for stronger connection with the alumni. With the introduction of a new organizational structuring following Prof. Umran S. İnan’s appointment as President in 2009, the Corporate Relations and Resource Development Directorate was established, with fundraising among its many activities. The Alumni Relations Office, identified as a real need in this process, was launched in 2010 as part of the development activities. The mission of the new office was envisioned as to “friend-raise” more than “fund-raise.” When the initial donation campaign came to an end, the focus shifted toward

reconnecting with alumni, providing them with updates about the university, and building a comprehensive alumni database about them.

A beneficial cycle

At the Alumni Relations Office, we maintain communication with our alumni, knowing that the university plays a key role in their future success, and base our efforts on strengthening Koç University’s relationship with them as well as with our current students. This approach enables us to create a beneficial cycle according to which Koç University alumni become successful, these achievements enhance the reputation of the university, which in turn attracts more successful students, who go on to graduate and succeed in their careers themselves. Through this cycle, the culture of solidarity within the community is further reinforced and our impact multiplies exponentially.

Staying connected

The main requirement to ensure the continuity of this cycle is to keep all the data on our alumni complete and up-to-date. This is important because no matter what you do and how well you do it, it has no meaning if you fail to communicate it to the world. The achievements of our alumni in academic or business life are also very important as they reflect the university’s success. If we claim that “Our alumni are very successful,” we must have the data to prove it.

About KÜME

KÜME, the database created to meet the demands of alumni is structured as a social network to enable interaction among them. Alumni are able to update their data through KÜME, communicate with other alumni registered in the system, follow events, donate to



TIME CAPSULE

To commemorate Koç University’s 25th anniversary, Alumni Relations Office initiated a new tradition in 2017 that embraces all of our alumni, past, present and future. Commemorative “Time Capsules” are prepared for each graduating class and placed on the concrete ledge surrounding the “College Green” grass area, thus establishing the “alumni pathway”, now extending from the bottom of the Administration building to the Henry Ford buildings. Each year, during Homecoming, members of each class get together and place mementos reminiscent of their time at Koç University inside the Time Capsules. All of the objects, including floppy disks, pajamas, photos, messages for future and all kinds of other memorabilia, are photographed and then exhibited on the project web page.



campaigns, pay their membership fees to the alumni association, and post job announcements to support each other professionally.

A variety of networks

The alumni representatives program helps us reach more people, allowing us to build a network of Koç University graduates wherever they may be. The Class Agents, Corporate Alumni

Representatives and Overseas Liaisons help us build our community and strengthen alumni engagement.

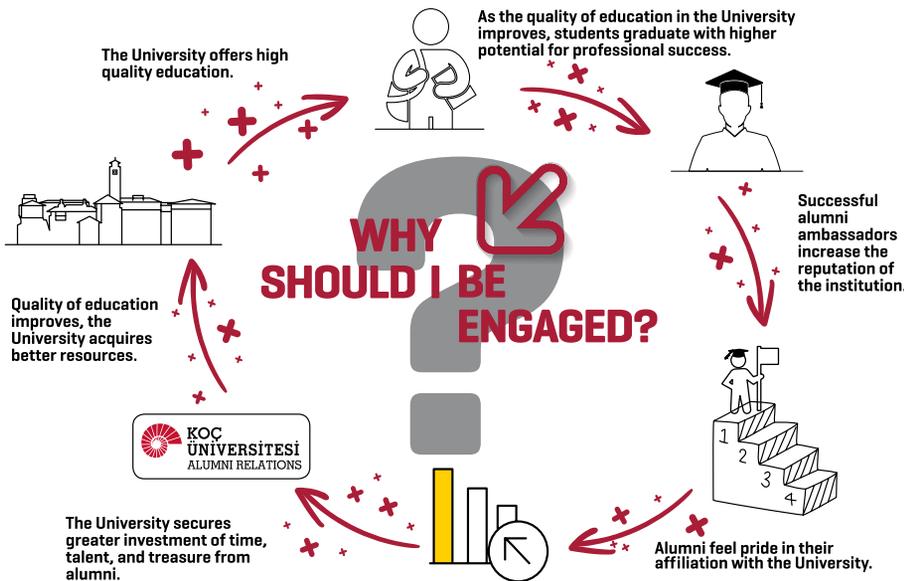
Promoting a sense of belonging

In addition to maintaining contact with the alumni, we also create benefits for them. Leveraging our location on Koç University campus, we are able to provide them with news of events at the university as well as of opportunities to support their personal and career

'We consider the alumni as the closest potential donor group to fund the university. Our Alumni accept it as a social responsibility to share their own resources with the community through Koç University.'

Koç University places great importance on its alumni. Since all of the activities of the university culminate in alumni, the relationship with them must evolve to meet their needs over time. Since we are still a young university, our alumni may be few in number compared to other major universities; however, initially, this in itself created an opportunity for us because our data was fresh and we were in a position to reach many more alumni with the advantage of technology. I think this is how we captured momentum. Of course, this process has evolved in line with the vision of the university. As President Umran İnan always says, "A university makes the alumni, and the alumni make the university." Indeed, the two parties nourish one another.

Zeynep Başak Çivi
Director of Corporate Relations and Resource Development





Güneş İngin: 'We care about keeping in touch with our alumni as well as creating benefits for them. At the Alumni Relations Office, all of the activities we carry out aim to build a structure for them that offers lifelong learning and promotes a sense of belonging to Koç University.'

2010

Alumni Relations Office established

13,899

alumni

33

median alumnus age

+80%

of alumni in contact

95%

of alumni with available data

development. We also organize professional and social events and programs by which they can improve themselves and share information about their skills and experiences. Through these efforts, we aim to build a structure that enables Koç University graduates to continue their lifelong learning and enjoy a true sense of belonging.

Resource development

We strive to frame our relations with our alumni in a manner to support the university financially as well. Therefore, we consider the alumni, whom we see as individuals that will drive Koç University to the future, as the closest potential donor group to fund the university. Already committed to the mission of the university, they accept it as a social responsibility to share their own resources with the community through Koç University. As part of our donation campaigns, they take the lead in mobilizing their friends



and develop their own initiatives to raise funds.

Fundraising

Our donation campaign focuses on the Anatolian Scholarship Program, which has been embraced by our graduates.

Through a campaign launched on the occasion of the 25th anniversary of Koç University with the goal of getting each graduating class to support one student, we have provided 18 students with equal opportunity in education. The alumni were already supporting the scholarship program with their donations, but with the new fundraising campaign, they saw the opportunity to have

an even greater impact; both the number of donors and resources increased in number. We saw once again how strong the culture of giving back to the university is among our alumni.

Alumni expectations

Naturally, we need to consider what the alumni expect from us and the university



*Pelin Küney:
'The alumni are committed to the mission of the university and accept it as a social responsibility to share their own resources with the community through alumni community.'*

as we carry out our activities. Expectations focus on two key issues: communication and community building. The alumni expect the Alumni Relations Office to create an environment that fosters learning about what is going on at the university, developing career relations, building new connections, attending events, making sure their voices are heard, keeping in touch with the faculty, and communicating with current students. They follow the newsletters featuring news about their school closely and take ownership in order to build a mutual relationship. The fact that two alumni were elected to the Koç University's Board of Trustees may also be associated with the alumni's expectations to engage with the university.

Relations with future alumni

The activities we carry out to meet these expectations and ensure mutual engagement are targeted at two groups, alumni and current students. As discussed already, the first involves strengthening our relations and communication with our alumni. The second is ensuring that the communication with future alumni begins the moment students begin their studies at Koç University. For this purpose, we monitor the needs of the students and work closely with the Career Center and other academic and administrative units. We host panel sessions with the alumni, encourage them to get involved in mentoring programs, and do our best to invite as many students as we can to the events we organize throughout the year so they can become acquainted with the alumni as early as possible. As graduation approaches, we work closely with the Alumni Association and reach out to graduating students, providing them information about who we are, what we offer, what to expect after graduation and how they can benefit from the opportunities provided to Koç University alumni. Following graduation, we keep in close contact, providing them with information and support through our network. In this way, our alumni continue to benefit from the support of the university and go on to give back to the university.

BIOGRAPHIES

ABOUT ZEYNEP BAŞAK ÇİVİ

Zeynep Başak Çivi earned a BA in both history and psychology at the University of Virginia, an MA in Near Eastern studies at New York University, and an MA in Public Administration at Columbia University. Ms. Çivi started her professional career at the United Nations Development Program (UNDP) in New York City, where she worked on an array of development projects particularly in the areas of gender, energy, and environment. Prior to joining UNDP, she worked as a researcher at various international organizations, including Amnesty International USA, the Human Rights Watch, and the East West Institute. Upon her return to Turkey in 2007, she joined IBM Global Business Services as a management consultant. Since 2009, Ms. Çivi has been the director of Koç University's Corporate Relations and Development Office, focusing her efforts on creating fundraising opportunities for the university, where she also heads the Anatolian Scholarship Program.

ABOUT GÜNEŞ İNGİN

Güneş İngin graduated from Koç University, Department of Psychology (2003), and started her professional career as a Student Development and Support Coordinator at Koç University (February 2004). After focusing on student clubs, volunteer activities, and peer support programs, she transferred to the Resource Development Department under the Rectorate (2007) and ran the first resource development program "Birlikte Varız" (We are together). She later became the Alumni Relations Coordinator (2010) in the Alumni Relations Office, established under the Office of Corporate Relations and Resource Development. She currently serves as the Alumni Relations Manager (2019). Ms. İngin has trained at some of the leading Turkish and international institutions on alumni relations and resource development. After serving on the Alumni Association's Board of Directors (2005-2017) as member, treasurer, and secretary, she is currently a member of the Advisory Board of the Association (since 2017). In 2019, she received the Koç University Service Excellence Award.

ABOUT PELİN KÜNEY

Pelin Küney completed her undergraduate studies in International Relations at the Middle East Technical University. Following graduation, she started her first job in Ankara on EU harmonization projects. She joined Koç University in April 2015 as an Alumni Relations Assistant Specialist and was later promoted to Alumni Relations Senior Specialist. As part of her duties, she coordinates Koç University's communication activities and events aimed at the alumni, the updating and reporting of alumni data, and running the Alumni Donation Campaign.



A small touch for a better world

■ Koç University Volunteers

We are not born into equal opportunities. Some are more fortunate, some not so much, and yet it seems we can create some kind of balance. The most important thing we can do to make the world a better place is to spread volunteerism as far as we can. Touching a life, making someone happy, promoting equal opportunities in education, or raising awareness on various issues, no matter how you do it, transforms all and opens doors to a new world.

Koç University Volunteers Club President Minel Güler and Vice Presidents Ekin Berk Polat and Samet Ağca talk about how they make a difference...



Koç University Volunteers is a student club that operates under the University's Office of Student Activities and Volunteer Projects. Led by Koç University faculty and students, since 2001, the club has organized activities and projects focused on children, animals, and the environment. Combining the dynamism and drive of a student club with the discipline of a civil society organization, we aim to reach all areas of society, starting with our district, Sarıyer. As the Club's Board, we launch two major projects every year, while our subgroups, Koç University Tiny Hearts Project (KÜMYÜP), KU Volunteers - Awareness

Group, the Society for Education (KET), Share My Dream project, and KU Volunteers Environment Group and Animal Friends organize regular events.

Supporting the little ones

KÜMYÜP, is the first project of its kind and approved by the Ministry of Family, Labour and Social Services of Republic of Turkey. The Tiny Hearts project, which has inspired similar projects in other educational institutions, carries out activities at the Şeyh Zayed Orphanage in Bahçelievler, İstanbul. The project, which in 2004 initially focused on the education of mothers who worked at the group foster homes linked to the Sheikh Zayed Foundation for Children Protection (Şeyh Zayed Çocuk Koruma Vakfı) and were responsible for the care of children, has evolved and continues with the work of volunteers, who spend time with the children.

KÜMYÜP works specifically with children aged three to five. Even though most of the children at the institution have been found to have difficulty connecting and building relationships or struggle to deal with separation due to detachment from their families, this age group is deemed most receptive to help in terms of development. Each of our 30 volunteers is matched with a child at the beginning of the term. The volunteers



I was introduced to KU Volunteers on Orientation Day when all of the university clubs set up booths and presented themselves to the incoming freshmen. I was very touched by their video and then attended KÜMYÜP's introduction meeting. After passing the interview stage, I became part of KU Volunteers by joining KÜMYÜP and started visiting the care homes for children. On one visit, I ran into a child with whom we had previously worked. Normally, we don't see the children after the farewell process, and the boy was sad because he was not included in the program. I told him, "You are a big boy now and going to primary school. I'm here to visit the children younger than you." We said goodbye like old friends. It was very sweet. This encounter made me realize that our work to teach children the feeling of secure attachment and healthy separation provides results.

Ekin Berk Polat

Koç University Volunteers Vice President, Junior, History & Archaeology and Art History Double Major

A LIBRARY IN MEMORY OF BERKAY ŞİT

In the first semester of the 2018-2019 academic year, the Awareness Group completed its 19th library project at Vakıflar Primary and Middle School in Ergene, Tekirdağ. It was named after Berkay Şit, a student of Mining Engineering Department at İstanbul Technical University, who had died in a tragic accident. Berkay had been one of the students from Sarıyer tutored by KET. As a university student, he had believed that it was his turn to help and reached out to KU Volunteers. His death was a great loss for the members of KET, who wanted to commemorate his passion for education.

visit the children at the same set time every Saturday and help them deal with attachment and separation issues. By being there “only for them” regularly every week, we provide the children with the experience of secure attachment and healthy separation.

Each case is unique, therefore the volunteers take a general training course from two psychologists at the beginning of each term and meet with them every two weeks in supervision meetings along with the Dean of Students. They share the problems of children, the challenges they face, their happiness and joy, and discuss how they can improve their work. In order to help these children understand the concept of passing time, we give each child a box, and during every visit, the passage of time is marked by painting the box together. In this way, the children know how long the visits will continue so that they are able to connect with us, and in the end, say goodbye in a healthy way. Occasionally, there are heartbreaking separations when the children are adopted, returned to their parents, or sent to foster families, but most of the time we complete the process in the best way through the right actions.

Raising social awareness

The Awareness Group works to increase the interest of Koç University students in social issues and develops projects to bring more visibility to various problems in the community. Unlike the other volunteer groups, the Awareness Group runs multiple projects.



As part of the No School Without a Library Project, every year our group builds libraries within two village schools in Anatolia. Our main consideration in school selection is size. We choose schools with a minimum 300 students, yet not more than 600, as we want to be sure there are enough books and other equipment for everyone in the school. The second consideration is space. Each school must have an unused, empty space that can be transformed into a library. Since most of us come from cities other than İstanbul, we can offer them suggestions from our own experiences. We raise funds for the bookshelves, desks, chairs, and computers for the library through a 90s-themed “Chill Out Festival” on university campus twice each academic year. We also set up a book donation booth several times a year





and place the books we purchase from partnering publishing houses on the shelf of the Awareness Group. This academic year, we built two libraries in schools in Tekirdağ and Kahramanmaraş.

Every year, all of our groups and the Board get together to organize events for International Volunteer Day, on December 5. We organize a mini-concert or related civil society organizations are invited to come and set up booths. At the event, we set up a bookstand to raise awareness and collect donations. In addition, we have audiobook projects during which volunteers record their voice reading books for visually impaired.

As a first in the 2018-2019 academic year, an Awareness Summit consisting of a series of seminars and workshops was organized in collaboration with other universities.

We also work with the “Çorbada Tuzun Olsun” (Give a Hand) Association, a soup kitchen in the Beyoğlu district of İstanbul that feeds homeless people. The Awareness Group provides volunteers and partners with the project team by covering the cost of the grains needed for soup from its own budget. On campus, we operate the Happiness Piggy Bank, with three compartments that vary in theme (clothes, second-hand goods, animal food, books, toys, etc.) to motivate people to donate.

I became part of KU Volunteers through KET. Since my parents are teachers, I grew up wanting to be an educator. I have always believed that sharing knowledge and teaching as a profession are sacred. Naturally, ideals can change over time, but teaching has always remained a part of me. As an active member of KET, I am able to help young students reach their potential.

Samet Ağca
Koç University Volunteers Club Vice President, Senior, Molecular Biology & Genetics and Chemistry Double Major





For equal opportunity in education

Koç University Society for Education (KET) offers tutoring to children with insufficient means in the hope of providing equal opportunity in education and boosting their self-esteem. On Saturdays and Sundays, we bring nearly 120 fourth to eighth-grade students from two or three schools in Sarıyer by shuttle bus to the campus. Our volunteer tutors reinforce what the students learn at school and help them study for exams. The curriculum of the tutoring is based on school books and prepared by the five volunteering leaders of the project. TEGV's booklets are used as guides for other courses. The play-based "Thinking Children" activities for younger age groups aim to provide an environment in which children can express themselves freely to become confident, creative, conscious individuals. We also get

support from different clubs and departments. For instance, one of the clubs teaches children how to move robotic components by coding, starting with the basics of algorithms. Law students prepare a course on human rights. We give lessons on wellbeing to enable children to identify themselves, their bodies, and their emotions. In addition to academic courses, we also try to get children involved in social activities such as theater, music, dance, and folklore. At the end of the school year, they perform a show at the Sevgi Gönül Cultural Center with their families and teachers in attendance.

Make a wish

Share My Dream volunteers partner with Make-a-Wish Foundation, an international not-for-profit organization. As a subgroup of both the Association

and KU Volunteers, we make the seemingly impossible wishes of children aged three to ten who are struggling with life-threatening medical conditions come true. First, we find out the wishes of the children selected by Make-a-Wish Foundation, and then we organize a New Year's sweepstakes with gifts from sponsors. Students at school also buy tickets and pitch in with gifts for the event. We also hold a cupcake sale during the week of Halloween to raise more funds.

Environmental Awareness

The Environment Group believes that environmental consciousness should be developed from a young age. The group works to support nature, promote recycling, and raise awareness in İstanbul, particularly at Koç University and in Sarıyer. We set up a booth to promote the notion of environmental

KOÇ UNIVERSITY VOLUNTEERS CLUB BOARD

President
Minel Güler

Vice Presidents
Ekin Berk Polat
Hakan Gündoğdu
Samet Ağca

**Communications
Coordinator**
Melike Coşkun

**Sponsorship
Supervisor**
Furkan Avcı

As a club active since 2001, some of our activities are well established and can be executed easily. Students who join KU Volunteers can be involved in volunteering work throughout their years of study at Koç University and beyond. We strive to reach as many people as we can and plan to reach out to other groups of people, such as immigrant women and children in prisons. This is one of our goals for next year. We already have a firm foundation on how to proceed from the work that has been done by club members in previous years and passed down to us. We will increase the scope of our activities to include more students in our events and gave a greater impact on society.

Minel Güler
 Koç University Volunteers Club
 President, Senior Psychology
 and Sociology Double Major



cleaning to students on campus and hold seminars on industrial agriculture and animal husbandry for primary school students in Sarıyer. The group partners with Turmepa Clean Seas Association and organizes monthly coastal cleanup activities in Rumelifeneri.

Animal-friendly activities on campus

The Animal Friends Group aims to raise awareness on animals in need, advocates for animal rights and provides support to the stray animals around the campus or in shelters in İstanbul. On regular visits to shelters, the group donates animal food, raise money by selling cookies and sell calendars and notebooks with the sponsorship of Giller. The proceeds are used to purchase cat and dog houses for

the stray animals around the school. The group uses social media to find homes for stray cats and dogs and raises money through donors for treatment of sick animals.

Major projects

Apart from the activities of our sub-groups, two major projects we undertake are Koç University's Magical Wishes in the Fall and Koç University Volunteers Children's Festival in the Spring. Both projects require months of planning and preparation. Every September, we begin our search for two schools, one in Central Anatolia and one in Eastern Anatolia, and identify students in need by collaborating with the teachers. Once the selection is made, we send blank wish cards and instructions for the project to





the teachers of the selected schools. We explain that we will not be able to meet every single wish and that the wishes need to be kept within the limits of our budget. The students are instructed to make three wishes each. The wishes are recorded on the cards, which are put in envelopes and sent to Koç University campus, where they are hung from trees. Our students, employees, and visitors choose cards and turn the wishes into reality. Working with more than 30 volunteers, we deliver most of the gifts in person to share and witness

the happiness of the children. Last year, we made the wishes of 1,000 children come true and this year we raised our goal to 1,100.

Our second major project is Koç University Volunteers Children's Festival, organized in the week of April 23, in observation of National Sovereignty and Children's Day. We prepare for this festival in three stages. Approximately 500 children attend the event. Most of them are children we have worked throughout the year; others are invited to participate through various non-

governmental organizations. The children attend performances at the Sevgi Gönül Cultural Center, participate in workshops, dance, and have lots of fun in outdoor activities.

Reaching more

As KU Volunteers, we regard volunteering as an essential part of making the world a better place and believe that spreading it will only return mutual benefits. With more and more volunteers joining our ranks every year, we hope to extend our reach across Turkey.





2018/19 SCIENCE

& RESEARCH

AWARDS

Faculty at Koç University received 13 awards for research projects in 2018/19 academic year. These consist of 7 Science Academy (BAGEP) Awards, 1 Scientific and Technological Research Council of Turkey (TÜBİTAK) Incentive Award, 2 Turkish Academy of Sciences Young Scientist (TÜBA GEBİP) Awards, and 3 national research awards.

Science Academy Young Scientist Awards (BAGEP) - 2019

- Asst. Prof. Ayşe Koca Çaydaşı (Molecular Biology and Genetics)
- Asst. Prof. Barış Yıldız (Industrial Engineering)
- Asst. Prof. Çağlar Akçay (Psychology)
- Asst. Prof. Didem Unat (Computer Engineering)
- Asst. Prof. Erdem Yörük (Sociology)
- Asst. Prof. Gizem Erdem Gürel (Psychology)
- Asst. Prof. Hasan İnci (Mathematics)

The Scientific and Technological Research Council of Turkey (TÜBİTAK) Incentive Award - 2018

- Asst. Prof. Sedat Nizamoğlu (Electrical and Electronics Engineering)

Turkish Academy of Sciences Young Scientist (TÜBA GEBİP) Awards - 2018

- Assoc. Prof. Nilüfer Zümrüt Aydınoglu (Business Administration)
- Asst. Prof. Tilbe Göksun (Psychology)

ANTIKAD Academician of the Year Award

- Assoc. Prof. Sinem Çöleri Ergen (Electrical and Electronics Engineering)

Mustafa Parlar Foundation Research Award - 2018

- Assoc. Prof. Ertuğrul Başar (Electrical and Electronics Engineering)

Sabri Ülker Science Award

- Assoc. Prof. Tamer Önder (Molecular Biology and Genetics)

Year in Review

June 2018



Exhibition at ANAMED: 'Picturing a Lost Empire'

ANAMED hosted the exhibition “Picturing a Lost Empire: An Italian Lens on Byzantine Art in Anatolia, 1960–2000,” which focused on the research on Byzantine art carried out by Italian scholars in the second half of the twentieth century and examined its mutual relationship with the history of Byzantine art historiography in Turkey. Featuring a selection of previously unpublished archival photographs of extraordinary monuments preserved in Anatolia, the exhibition stayed open from June 1 to December 31, 2018.



24th Commencement Ceremony

Koç University held its 24th Commencement on June 23, 2018. The class of 2018 was feted by the university community, family, and friends during the ceremonies that featured an inspiring speech by Professor Andrew Hamilton, president of New York University and member of the Koç University Board of Overseers. 1,154 students received their diplomas.



3rd International Conference on Sign Language Acquisition

The College of Social Sciences and Humanities hosted the 3rd International Conference on Sign Language Acquisition (ICSLA), on June 27-29, 2018. More than 100 participants from 20 countries attended the conference, including many hearing-impaired people from Turkey. The presentations were translated into seven languages, including Turkish, English, and various sign languages. The conference created a unique platform where academicians working on sign language acquisition as a first and second language met non-academicians, such as teachers for the deaf, language education policy makers, and others interested in the subject.

■ July 2018

Most Successful Koç Employees Awards to ANAMED and Optical Microsystems Laboratory

Koç University received two awards at the Most Successful Koç Employees Awards Ceremony. ANAMED was awarded in the “Digitalization” category with a media installation created by Refik Anadol, media artist. The installation was developed using the Çatalhöyük Research Project’s archive of 2.8 million data points, representing records from 25 years of excavation as part of the exhibition “The Curious Case of Çatalhöyük.” The second award was granted to the Koç University Optical Microsystems Laboratory in the category of “Creative Innovations.” The Laboratory, under the supervision of Professor Hakan Ürey, developed CYCLOPS, an untethered head-mounted AR platform utilizing a laser beam scanning projector, a variety of cameras and sensors for ambient intelligence, as well as on-board mobile computing to locally capture and process data that the operators on-duty require.



Semahat and Dr. Nüsret Arsel Science and Technology Building opened

The Semahat and Dr. Nüsret Arsel Science and Technology Building, designed to provide new space for the development of research programs at the university, is now fully operational. The new building houses the Law School; over 3,000 m² of classroom space, offices, and laboratories for all Colleges; a common use, high-tech laboratory with unique equipment; a high-tech clean-room; a high-bay laboratory; the Research Center for Translational Medicine (KUTTAM); and a courtyard.



■ August 2018

Koç University Wins Two Awards at the 2018 International Business Awards

The Koç University Anatolian Scholarship Program and the Koç University Annual Report both received honors at the Stevie Awards, the world’s premier business awards ceremony. Launched in 2002, the Stevie Awards Competition recognizes business achievements by organizations and individuals from more than 60 countries. The “Together We Can Achieve More” campaign for the Anatolian Scholarship Program is a series of short documentary films telling the story of six young Anatolian scholars. The campaign won Gold in the “Non-Profit Fund Raising” category. The 2018 Koç University Annual Report received a Silver Stevie for “Best Annual Report - Print.”



September 2018



Freshman Orientation 2018

Koç University Orientation Program welcomes new students, offering them friendly guidance in their preparations for their first semester, and introduces them to the campus community and its resources to make their transition easier. The students also learn about the extraordinary academic and extra-curricular opportunities at the university during their first days.



Homecoming 2018

On September 9, alumni, their families and friends gathered together for a day of festivities and fun at the Rumelifeneri Campus. The recently graduated Class of 2018 continued the Time Capsule tradition, placing their memorabilia inside a capsule and on the Alumni Pathway.



CEMS Club Presidents Conference at Koç University

The CEMS (Global Alliance in Management Education) Club Support Team of the Student Board held its second CEMS Club Conference from September 27-29, 2018. The conference is an event at which the CEMS Club Presidents share best practices, learn about CEMS Head Office and Student Board projects, and address common topics and network.

October 2018



25th Birthday Celebrations

After a full year filled with 25th Anniversary events, the celebration came to an end with an ultimate finish on Koç University's birthday, October 4. The day of activities culminated in a ceremony that took place during the evening at the Sevgi Gönül Cultural Center (SGKM). Following the performances at SGKM and CASE Courtyard, the audio-visual show that symbolically narrated Koç University's 25 years was unforgettable for all guests, students, faculty, and staff.

'AccessAbility' Exhibition

Koç University hosted the AccessAbility Exhibition, a photography exhibition organized at the MAVA Tunnel with the cooperation of the Swedish Institute, the Human Rights in Mental Health Association (RUHİSAK), the Disabled Women's Association (ENKAD), and the Swedish Institute Department of Cultural Affairs. The AccessAbility project continued on campus with seminars, workshops, and films throughout November.



Global Network Week

The Graduate School of Business hosted Global Network Week in October 2018 with 36 students from the Yale School of Management, UBC Sauder School of Business, Pacific Union College (PUC), ESMT Berlin, EGAD Business School, IE Business School, Lagos Business School, Indian Institute of Management Bangalore (IIMB), and Koç University Graduate School of Business (GSB). Participants attended classes, site visits, and team building activities throughout the week. This event aims to leverage resources from business schools across continents, positioning future leaders to thrive in roles requiring a broad understanding of the differences between markets and diverse stakeholders.



'The Curious Case of Çatalhöyük' Exhibition in London

Upon the invitation of the University of London School of Oriental and African Studies (SOAS), ANAMED's major exhibition from 2017, "The Curious Case of Çatalhöyük" opened in London. The exhibition revealed the "behind the scenes" of a pioneering excavation and research project of one of the most complex societies of its time.



■ November 2018

Koç University Rahmi M. Koç Medal of Science

Koç University Rahmi M. Koç Medal of Science, in its third year, was presented on November 21 in the fields of "Science, Engineering, and Health Sciences" to Professor Metin Sitti from Max Plank Institute for his pioneering and outstanding contributions to micro and nanoscale robotics for biomedical applications. The day following the ceremony, Prof. Sitti presented an enlightening seminar on "Small Scale Mobile Robots for Medical Applications" at SGK.





AKMED's First Exhibition

The first-ever AKMED (Suna and İnan Kıraç Research Center for Mediterranean Civilizations) exhibition, "The Charm of the Market: Shopping in the Mediterranean World throughout History," opened in Antalya on December 1, 2018. The exhibition, open until August 30, 2019, presents ancient coins, scales, and weights.



Koç University Press Bookstore Now Open in Beyoğlu

The first bookstore of Koç University Press (KUP) opened its doors to book lovers on the ground floor of Merkez Han on Istiklal Street in Beyoğlu. All of the titles of KUP together with the works of Koç University's research centers ANAMED, VEKAM, AKMED, as well as those of the Sadberk Hanım and Pera Museums will be available in the store. The bookstore carries more than 200 titles with special discounts up to 50%.

December 2018



Koç University-Korea Joint Research Symposium

A two-day research symposium organized by the Koç University Tüpraş Energy Research Center (KUTEM) and Koç University Center for Asian Studies (KUASIA) on December 6-7 gathered students and professors of chemical and biological engineering and other disciplines interested in learning about cutting-edge research in Turkey and Korea on carbon dioxide capture and conversion.



Mock Interview Days

The 7th Mock Interview Days, a week-long event organized in December by the Career Development Center and Marketing Club, brought together Koç University students and HR specialists of the corporate world, giving third and fourth-year students the opportunity to experience the recruitment process, from interview to feedback.

Symposium on Robots for Language Learning

Koç University Language and Communication Development Laboratory, as one of the project partners of the L2TOR, hosted a two-day symposium on December 12-13 where the final outcomes and the scientific findings were presented. L2TOR is a three-year European research project that studies how robots can support young children in learning a second language.



January 2019

Social Impact Laboratory is Launched

Koç University Social Impact Forum (KUSIF) launched the Social Impact Laboratory to help transform undergraduate and graduate students interested in social entrepreneurship to the social entrepreneurs of the future. The Social Impact Laboratory will provide students with access to research tools, as well as mentoring, professional support in funding and other areas. Workshops, interviews, and film screenings will also be held at the Social Impact Laboratory in order to increase the interest of Koç University students and enhance their skills in social entrepreneurship, civil society, and other social impact areas.



EÇADEM in its New Location

The Koç University Support Center for Disabled Children and their Families (EÇADEM) moved to its new building in Yeniköy. The center held an opening ceremony on December 3, the International Day of Persons with Disabilities, in its new home.



Reduced Inequalities Award to Anatolian Scholarship Program

The Koç University Anatolian Scholarship Program received the Reduced Inequalities Award at the 10th Social Responsibility Summit Sustainable Development Academy Awards for its activities and initiatives that contribute to the 10th goal of the UN Sustainable Development Goals which is "Reduced Inequalities."





Koç University's Second UN Global Compact Report

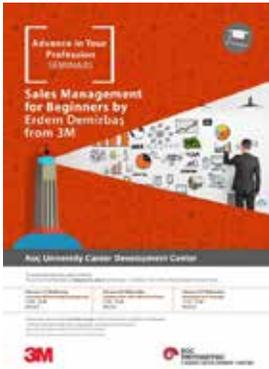
Koç University signed the United Nations Global Compact in November 2007. Now entering the 12th year of the agreement, the University continues its support for the project and its ten principles. Co-created by the University's Communications Office and the University Social Impact Forum (KUSIF), the *Communication on Engagement Report 2016-18* provides an overview of the manner in which Koç University puts these principles into practice.

February 2019



KUTTAM Opening Ceremony

KUTTAM (the Koç University Research Center for Translational Medicine) opened with a ceremony on February 12 in the Semahat and Dr. Nüsret Arsel Science and Technology Building at the Rumelifeneri Campus, with the attendance of Naci Ağbal, Head of the Presidential Office of Strategy and Budget. The ceremony, launching this groundbreaking interdisciplinary research center, included speeches by the President, Professor Umran İnan, and Naci Ağbal, with a keynote speech by Professor Metin Sitti, and concluded with a tour of the center and its laboratories.



Seminars on Professional Advancement

"Advance in Your Profession" Seminars by Career Development Center aim to provide students with knowledge about professional fields they are interested in. As a part of the series, a Sales Management Seminar in February was organized in cooperation with Erdem Demirbaş from 3M Company.



Photography Exhibition 'Transformation,' from Arçelik Factory to Koç University Hospital

The exhibition at the Koç University Hospital rotunda, showcasing photographs of Laleper Aytek and Onur Gürkan, documents various stages of the transformation from Arçelik Factory to Koç University Hospital and will be open until September 1, 2019. The exhibition project is a part of the 10th anniversary of Koç University School of Medicine.

■ March 2019

White Coat Ceremony

National Doctor's Day, celebrated on March 14 every year in Turkey, marked a special day for Koç University School of Medicine as we held our annual White Coat Ceremony, during which our first-year Medical students wore their white coats. This year also marks the 10th anniversary of our School of Medicine which was celebrated with a reflective mini documentary film.



KOÇ-KAM Celebrated International Women's Day

As a celebration of International Women's Day, the Center for Gender Studies at Koç University (KOÇ-KAM) organized the panel "Egalitarian Campuses" to draw attention to women's experiences in universities. Moderated by Associate Professor Özlem Altan Olcay, the panel hosted four women deans from Koç University, Professor Bertil Emrah Oder from the Law School, Professor Aylin Küntay from the College of Social Sciences and Humanities, Professor Ayişe Karadağ from the School of Nursing, and Professor Zeynep Gürhan Canlı from the College of Administrative Sciences and Economics.



Symposium: 'Philanthropy in Anatolia through the Ages'

"Philanthropy in Anatolia through the Ages," a symposium organized by AKMED, ANAMED, and GABAM in celebration of the 50th anniversary of the Vehbi Koç Foundation, was held between March 26-29 at AKMED in Antalya. The symposium focused on topics like understanding philanthropy in the Ancient, Byzantine, Seljuk and Ottoman worlds, how charitable foundations served public benefit, and the role of philanthropy in society. The papers presented in the symposium will be published as a proceedings book in 2019.



■ April 2019

Symposium: 'A Profound Legacy: Philanthropy and Ankara Foundations'

Organized by VEKAM in celebration of the 50th Anniversary of the Vehbi Koç Foundation, the symposium focused on the term "philanthropy," its meaning, contemporary perspectives and models of philanthropy, and featured Ottoman-period Ankara foundations in the light of archival documents.





The Annual Koç University-Kadir Has University Rowing Race

The annual eight-man rowing race between Koç University and Kadir Has University took place on April 13. Since its inception in 2011, the race has become a great tradition and an opportunity to celebrate sportsmanship. This year the Kadir Has University Team won in the first varsity category, with 8 minutes 28 seconds. At the end of the race, Presidents Professor Umran İnan and Professor Sondan Durukanoğlu Feyiz presented medals and awards to the students and congratulated them on keeping up with their academic success while participating in a demanding team sport.



Professor Çiğdem Kağıtçıbaşı Human Development Research Award

This year, the third Professor Çiğdem Kağıtçıbaşı Human Development Research Award was presented to Dr. Anıl Özge Üstünel Balcı from Altınbaş University and Dr. Şebnem Feriye Gezer from Leuphana University. The award ceremony was held on April 3 and was followed by the screening of a documentary directed by MAVA faculty member Ali Vatansever about the late Professor Kağıtçıbaşı (1940-2017), founder and director of KOÇ-KAM, a highly accomplished scientist and a true humanist.



Corporate Governance Forum Conference

The Corporate Governance Experience and Sustainable Development in Turkey Conference was organized by Koç University Corporate Governance Forum on April 18. Sponsored by Siemens Turkey, the conference included a panel on “The Role of Women in Best-managed Family Businesses and SMEs & Compliance Principles in Corporate Governance,” moderated by Professor Bertil Emrah Oder; and presentations from Assistant Professor Eda Aksoy and Seçkin Savaşer from TEID, The Ethics and Reputation Society. In her closing remarks, Professor Zeynep Gürhan Canlı spoke about sustainable development goals and reducing inequalities.

May 2019



Circle Event: 'Global Political and Economic Outlook'

The Anatolian Scholarship Program Donors Gathering, which took place on May 14 at ANAMED, hosted Professor Şuhnaz Yılmaz from College of Administrative Sciences and Economics and Erda Gerçek, from Koç University Graduate School of Business. The speakers co-presented a seminar on global political and economic outlook. Representatives from donor companies attended this illuminating seminar where they exchanged thoughts and ideas about the coming trends in the private sector shaped by changing demographics, politics and global economy.



KARMA Mixed Reality Laboratory

The opening ceremony of KARMA Mixed Reality Laboratory was held at SGKM on May 9. Albert Skip Rizzo and Arno Hartholt from the University of Southern California gave the keynote speeches which were then followed by an interactive dance performance using sensors and mixed reality technologies.



Nurses Week Symposium: 'Healthcare for Everyone'

Koç University School of Nursing in collaboration with SANERC (Semahat Arsel Nursing Education and Research Center) and Vehbi Koç Health Institutions on May 3 hosted a Nurses Week Symposium on "Healthcare for Everyone." Keynote speaker Annette Kennedy, president of the International Council of Nurses, spoke about how investing in nursing is an investment for the future.



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THE VICE PRESIDENCY FOR ACADEMIC AFFAIRS (VPAA)

BARIŞ TAN, VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Vice President for Academic Affairs (VPAA) is responsible for developing academic policies and strategy, academic planning and development, institutional analysis, academic projects, coordinating Academic and Executive Council meetings, overseeing academic regulatory issues, and program quality and assurance at Koç University. The VPAA works closely with the Deans in all academic and faculty-related processes.

The Directors of the Academic Planning and Development Directorate, the Registrar's and Student Affairs Directorate, the Core Program, the English Language Center (ELC), Koç University Office of Learning and Teaching, Koç University Press, and the Suna Kıraç Library units report to the VPAA.

The highlights of the recent initiatives and the main priorities of the VPAA and the associated units in recent years include:

- improving the institutional analysis capability to support the long-term strategic planning process of the University;
- improving faculty recruitment, evaluation, and support processes, student advising, and international student recruitment;
- undertaking a major revision of the inter-disciplinary Core Program;
- establishing the Quality Commission and initiating the periodic program reviews for 22 programs;
- leading the initiatives to support academic processes with technology: Academic Information system, Course Learning Management System, Faculty Information and Evaluation System developments, Business Intelligence projects;
- continuing current Summer Programs and establishing new academic projects, such as the Academic English Program for Researchers, mainly for academic researchers who aim to improve their English language and teaching skills by integrating education technologies;
- developing an incoming faculty training program on effective teaching and providing continuous individualized support;
- improving the teaching and communication of our graduate-level students' skills via various workshops and feedback sessions;
- introducing mid-semester online course evaluation surveys that have been extended to end-of-semester surveys;
- leading the transformation of Koç University Press (KUP);
- providing the best learning and research experience for its

community through its various libraries;

- expanding the digital resources of the libraries and contributing to the internationalization of activities.

The detailed reviews, highlights, and issues of the Academic Planning and Development Directorate, the Registrar's and Student Affairs Directorate, the Core Program, the English Language Center, Koç University Office of Learning and Teaching, Koç University Press, and the Suna Kıraç Library are given in separate sections below.

THE ACADEMIC PLANNING AND DEVELOPMENT DIRECTORATE

The main activities of the Academic Planning and Development Directorate (APDD) are in the areas of academic planning and development, institutional analysis, regulatory issues, and academic projects.

Highlights of the Year

We work closely with IT and the Registrar's and Student Affairs Directorate in projects related to the Student Academic Information System (KUSIS). The Business Intelligence (BI) project was also initiated in coordination with IT to produce and share key student analytics reports. Also last year, Graduate Research Tracking was implemented to oversee graduate student milestones on the KUSIS system. For improving the student course enrollment self-service pages, we worked on upgrading the system. In 2018-2019, international and transfer student application processes were moved to a new platform (www.apply.ku.edu.tr). The system now allows users to view the most up-to-date application statuses instantaneously based on security levels and processing time also decreased notably.

Analysis

All academic programs are planned to go through the academic review process every five years. In this academic period, twelve departments of the university went through this process. In 2019, the International Relations program will be reviewed. Other academic programs have been reviewed by external accreditation bodies.

We are also coordinating the student satisfaction survey, which was conducted for the first time in 2017 and will be repeated during Spring semester each academic year. The results of the survey provide valuable feedback and actionable items for the work plans of the administrative and academic units.

Academic Projects

Our office currently offers three summer programs. Our faculty members and instructors teach the Summer Academy and Summer English Camp program courses based on Koç University's current undergraduate and ELC courses.

We support all of these programs with extracurricular and on-campus activities. Meetings with faculty members to answer participants' questions regarding their major areas as well as meetings with business professionals to give students a taste of different professional opportunities were also organized. In 2019, 26 courses will be offered within the Summer Academy.

Our new program, the Academic English Program for Researchers, is designed for faculty members, researchers and PhD students who seek to improve their skills in English language, academic and article writing, and teaching in English by integrating education technologies. The program has been announced to all Turkish Universities.

THE CORE PROGRAM

The Core Program at Koç University aims to promote a deeper scientific literacy and develop students' intellectual, moral, artistic, and civic capacities as independent thinkers. The Core curriculum, which was established in 1993 and extensively revised in 2011, encompasses seven knowledge areas: Humanities, Artistic and Interpretive Understanding, Ethical Reasoning, Social Sciences, Empirical and Quantitative Reasoning, Sciences, and Economic and Strategic Analysis.

Highlights of the Year

Evaluation of the current structure of the program was conducted based on previous quantitative and qualitative data, new qualitative data based on focus group interviews with students and faculty, and the examination of syllabi of all core courses and of the diverse range of core programs at leading universities in the United States.

A new document revising the philosophy of the Core Program was drafted. In defining the principles of the core education, this new document was much shorter, more concrete and operational than the previous document (the 2011 revision).

More concrete and operational definitions for the seven knowledge areas were drafted and concrete content criteria for all knowledge areas were developed. This was intended to provide a guideline in designing new core courses and evaluating the existing courses for their suitability for the Core Program.

Based on the newly developed core courses criteria, syllabi of all of the core courses were evaluated and a series of revisions were asked from the faculty for more than 25 percent of the courses.

A series of meetings with the core faculty was held to receive feedback from the faculty, and to communicate the revised philosophy of the Core Program.

New procedures were established for the approval of the new Core courses. A group of experienced faculty members was asked to design new courses that truly reflect the idea of the Core. Examples of such courses are Curiosity (HUMS), Why be Good? (ETHC), and Design Thinking (ASIU).

The Core committee designed a survey to measure the perceptions of students regarding the courses. At the beginning of the 2018-2019 academic year, as part of the general university orientation program, an independent core education orientation was designed for the first time. This orientation was tailored for each college with appropriate examples and given separately to different colleges.

Individual meetings were held with the new faculty who were to teach core courses for the first time. Instead of having a general meeting with them, lengthy individual discussions regarding our core philosophy and their possible contribution to the Core Program were held.

THE ENGLISH LANGUAGE CENTER (ELC)

The English Language Center (ELC) prepares students for academic success at the university level. Since Koç University is an English-medium university, the ELC offers courses designed to enhance students' ability to use English in the areas of speaking, listening, reading, and writing.

Highlights of the Year

The ELC continues to focus on improving its curriculum, assessment, and instructional methods. The ELC is doing so by:

- implementing an ongoing program of curriculum development and follow-up review that tracks the implementation of changes to the curriculum as recommended by the administration, the students, and the instructors, in addition to feedback provided by two program reviews;
- creating a Professional Development Unit that focuses on teaching-related practices and issues identified as being of interest or of particular relevance to our program;
- defining more clearly the assumed knowledge and skills students bring to each instructional level, and the learning objectives they should meet by the end of each ELC course. This will improve both curriculum development and learning assessment.

We also offer a broader range of instructional programs and services to Koç University stakeholders beyond our traditional constituency of English preparatory students. These programs and services include:

- The High School Summer English Camp, a summer program overseen by the Academic Planning and Development Directorate of the VPAA and designed and taught by the ELC;
- Academic English for Researchers, a summer program to be offered to faculty members and graduate students from higher education institutions who wish to improve their English skills in general, and their academic writing skills in particular;

- School of Medicine Instruction: Five ELC instructors assist in the diagnostic simulations program in six different subject blocks, such as internal medicine, pediatrics, and so forth. These instructors coordinate with SOM to explore other areas of student instruction in which they may be of help in the coming academic year.

KOÇ UNIVERSITY OFFICE OF LEARNING AND TEACHING (KOLT)

The mission of Koç University Office of Learning and Teaching (KOLT) is to establish a learner-centered learning and teaching environment at Koç University by providing services in line with the mission and vision of the university. KOLT activities consist of support for faculty, students, and graduate teaching assistants (TAs); course and curriculum development; and the integration of educational technologies.

Highlights of the Year

In the 2018-2019 academic year, KOLT provided support for the faculty by:

- designing a new incoming faculty training program on effective teaching and providing continuous individualized support to the new faculty to facilitate their adaptation to the student-centered learning and teaching environment at the university;
- assisting faculty in the use of educational technologies (the Blackboard learning management system, lecture capturing, clickers, etc.) for improving student engagement and interaction;
- offering teaching innovation grants for the integration of educational technologies, learning-centered teaching and course redesign, and experimenting with new teaching methods;
- providing workshops and full-day training programs to groups of faculty with shared interests and concerns;
- assisting faculty in video recording their lectures and sharing them with students online via Blackboard;
- conducting online mid-semester course evaluations to provide feedback to instructors;
- providing individual consultations to faculty who request them, to discuss and resolve areas of concern;
- providing new teaching tools and resources to help faculty design activities in line with the premises of experiential learning to improve teamwork, communication, strategic thinking, project management, etc.

KOLT's services for undergraduate students in the reporting period:

- a tutoring center employing tutors for providing peer assistance in courses for weekly tutoring hours and additional review sessions and group studies mainly for large courses;
- weekly conversation circles to promote fluency in spoken

English, French, German, and some other widely spoken languages for ELC, undergraduate, and graduate students;

- weekly reading and writing circles in English, especially for ELC students;
- online UNIV101 workshops to help students adjust to university life and increase their awareness about plagiarism and its detrimental effects on academic life;
- customized academic poster and video preparation workshops for the students of some specific courses upon request of the course instructors;
- small group or individual support to promote basic academic skills such as effective reading, note taking, exam preparation, taking an exam, project development, and preparing and delivering effective presentations;
- individual consultation and follow up with students who have severe academic problems; and
- provide help for ad hoc requests of students.

Workshops, Courses, and Surveys

In Fall 2018 and Spring 2019, the KOLT 500 TA Training Program was attended by new coming graduate students who are considering an academic career. The KOLT staff spent a considerable amount of time on leading these sessions.

KOLT's rigorous efforts for the institutionalization of educational technologies continued in Fall 2018 and Spring 2019. KOLT assumed a key role in the widespread use of Blackboard and its third-party tools such as publishers' supplementary course materials, Turn it in, and Quickly Attendance Tool. KOLT also helped faculty who wanted to use different immediate response systems such as Kahoot, Poll Everywhere, and Turning Points.

In order to support KU with the best possible teaching and learning services, KOLT continued to follow new trends in learning and teaching in higher education. Also, KOLT's engagement with the scholarship of learning and teaching (SoTL) produced another publication in the SSCI index journal, Assessment and Evaluation in Higher Education. KOLT continued to work with the ten principles of European Forum for Enhanced Collaboration in Teaching (EFFECT). KOLT collaborated with the European University Association and University of Hamburg to deliver a workshop to spread the ten principles during the 13th European Quality Assurance Forum.

KOÇ UNIVERSITY PRESS (KUP)

Koç University Press (KUP), founded in 2010 and expanded in 2014, contributes to science and scholarship through the publication of new research. It publishes state-of-the-art books in all fields of science that are accessible to a wider audience, thus contributing to Turkey's cultural life. KUP is in the process of becoming the leading academic press in Turkey.

Highlights of the Year

- By using distinctive series titles, various classifications were made in order to represent the variety and width of the book range in the publishing program.
- KUP moved to the Rumelifeneri Campus from İstiklal Street, Beyoğlu, in order to strengthen the relationship with the academic staff.
- In May 2018, the new Editorial Board was assigned. Board meetings are held bimonthly, and all the members participate and contribute actively.
- In June 2018, the new Executive Director took the lead and the team was also renewed in due course.
- In November 2018, KUP Bookstore opened in Beyoğlu, İstiklal Street. Along with KUP titles, the works of the university's research centers (VEKAM, ANAMED, AKMED) and books of Sadberk Hanım Museum and Pera Museum are also on display.
- In order to reach to a wider audience, extension of the distribution network was put on the agenda and a new sales organization was planned.

THE REGISTRAR'S & STUDENT AFFAIRS DIRECTORATE

The Registrar's and Student Affairs Directorate is where all academic procedures concerning students take place, records are kept, and documents are safeguarded, prepared, and distributed. The newcomer student registration period traditionally takes place in the first week of September.

Highlights of the Year

The main activities in 2018 included:

- User experience of the Koç University Student Information System (KUSIS) is expected to be significantly improved with the recent upgrade to the latest software version. The system enhancement project is planned to be completed by the end of July 2019.
- With the all-new online international/transfer application platform completed in December 2018, international, transfer and special student applications were received within the designated dates and their application folders were made ready for respective committees' evaluations. This platform made monitoring application processes easier, faster, and more transparent for all users.
- Following the completion of the Semahat and Dr. Nüsret Arsel Science and Technology building (SNA), the classroom distribution of courses and exams became much more efficient.
- During course enrollment periods, which take place in the last weeks of September and January, our students

enroll in courses within the designated dates. About 65 percent of our students were able to enroll in their courses within the first five seconds by means of successful preliminary planning approved by their academic advisors.

THE SUNA KIRAÇ LIBRARY AND ITS BRANCHES (ANAMED, AKMED, KUH AND VEKAM)

The Suna Kiraç Library continues to be at the heart of academic life on campuses. It provides access to knowledge as an academic library and provides a place and atmosphere for learning. It is the pivot point of research activities and open science initiatives, serving users in three cities and at five locations. These locations are the Main Library at Rumelifeneri Campus, the ANAMED Library in Taksim, the AKMED Library in Antalya, the KUH Library at Koç University Hospital, and the VEKAM Archive and Library in Ankara. Each branch library is actively engaged with its community and prioritizes the provision of high-quality service.

The Suna Kiraç Library in Numbers

The Library's collection reached 345,476 items in 2018. The online collection now encompasses 73,479 e-journals, 188,209 e-books, and 125 databases.

Koç University Institutional Repository (KU IR) as a centralized location for digitized research and scholarship continues to grow. It provides access to 1,535 articles. The KU Theses and Dissertations section has reached 1,494 items.

Highlights of the Year

- The Library is dedicated to the internationalization efforts of the university. Between March 26-30, 2018, the Library hosted 18 International academic librarians from 13 countries and five continents at the 1st International Library Staff Week. In June 2018, eight colleagues from the American Beirut University Libraries spent a week at Koç University and later in October, the Library hosted the Greek and Turkish Library Staff Week.
- The Library's first ever publication, *Koç Üniversitesi Suna Kiraç Kütüphanesi Yazmaları Kataloğu 1*, brings 425 manuscripts from the Special Collections together in this first volume.
- In 2018, the Library sustained its efforts to expand its digital collections and its digital cultural heritage initiatives. Projects that started and completed in 2018 include AKMED the Stereoscopic Glass Slides and Collection of İsmail Hami Danişmend Correspondences.
- A donated collection that is received by the Library in 2018 to be digitized and made accessible is the Cahide Tamer Collection. The KU-CIM (Koç University, Collection of Institutional Memory) that holds 15,547 items is also accessible.

OFFICE OF THE VICE PRESIDENT FOR RESEARCH AND DEVELOPMENT

M. İRŞADİ AKSUN, VICE PRESIDENT FOR RESEARCH AND DEVELOPMENT (VPRD)

The Office of the Vice President for Research and Development (VPRD) oversees the operations of and provides necessary guidance to the Graduate Schools, the Project Development and Technology Transfer (RPDPT) Directorate, the Office of Research, and the Research Centers, each of which presents their current states, future goals, and challenges in the following sections of this report. In addition, Online Programs, the Global Recruitment Office, and the Researchers Development Office have been established under the VPRD Office. The VPRD is involved in other faculty-related activities, such as the hiring and promotion of faculty and the decisions regarding the extension of faculty contracts.

Graduate Schools

For the financing of the graduate students at Koç University, approximately 12 percent of the MS/A students (excluding MBA students) and 50 percent of the PhD students are supported by Koç University; the rest are covered by outside sources. These numbers demonstrate that our strategic goal of reducing the number of MS/A students and increasing the PhD students has been achieved.

Research, Project Development and Technology Transfer

The Research, Project Development, and Technology Transfer Directorate works closely with the faculty to provide a full range of administrative services in their pursuit of externally-funded research projects while reducing the administrative burden on researchers. I would like to note that, from its first inception in the 2009-2010 academic year, this office has increased the number of sponsored projects from external sources and their financial contribution to the research in the University.

As of 2019, Koç University continues to be the leading institution in Turkey in terms of ERC grants, hosting 11 out of the 20 ERC grants active in Turkey, including three Proof of Concept grants given to ERC grant holders for the commercialization of technologies. In addition, I am pleased to note that three of our ERC applications for 2019 have been retained for the second round for an interview; two Consolidator Grant applications by Asst. Prof. Sedat Nizamoğlu from Electrical and Electronics Engineering and by Seda Ertaç from Economics, and one Starting Grant application by Assoc. Prof. Belgin Şen Akça from International Relations.

Research Centers

The purpose of research programs at Koç University is to make qualified and genuine contributions to universal science and to positively influence the intellectual, technological, economic, and social development of Turkey. The academic members recognize the value of interdisciplinary collaboration and work as a team while also sustaining their independent research. For this reason, Research Centers play a crucial role in the creation of an interdisciplinary research environment and operation at Koç University.

Online Programs

Due to the increasing popularity and importance of online education, Koç University established an Office of Online Programs in September 2016 and piloted its first online certificate program in September 2017. The Office works closely with all the faculties of the University in offering online courses, certificate and degree programs, in addition to close collaboration with the Office of Learning and Teaching (KOLT) and with the Audio/Visual department on technical issues.

In its first operational term, Fall 2017, the Office piloted its first Online Certificate Program, a one-year program in Data Science, where attendees from the industry took courses in Artificial Intelligence, Machine Learning, and Deep Learning as well as attended labs twice a month and worked on a term project to utilize the knowledge and the tools they had learned. So far, we have granted 42 certificates to the employees of QNBFinansbank, Arçelik, Tekkredi, and Yapı Kredi Bankası (YKB), and are about to grant 25 certificates to the second batch of students from Arçelik, YKB, Eczacıbaşı Holding, and Tekkredi in June 2019. In Spring 2019, we received 61 new applications to the program from the same group of companies in addition to Ford, Tofaş, and İş Bankası, whose employees are expected to graduate in December 2019. The team is also developing or planning to develop courses and various certificate programs in Marketing, Psychology, Organization/HR Studies, Nursing, and Archaeology.

In addition to professional education services, Online Programs also supports the regular student body by videotaping selected undergraduate and graduate courses for later reviewing. Since its inception, over 50 courses have been recorded and made available to students to help them in their studies.

Global Recruitment Office

The Global Recruitment Team works closely with the colleges and graduate schools at Koç University in all matters related to developing promotional and marketing activities for international student recruitment and improving the application and admissions processes at the undergraduate and graduate level for international students.

The Researcher Development Office

The Researcher Development Office was established to:

- understand the challenges and opportunities for developing KU researchers (mainly PhD students);
- provide appropriate resources and support for researchers for their academic, professional, and personal skills development;
- prepare KU researchers for diverse future career directions, such as, transitions to other sectors, self-employment and entrepreneurship, combining practice and scholarship.

With the goal of putting student feedback at the heart of our decision-making, we have decided to participate in the Postgraduate Student Experience Survey (PRES), which is administered by the Higher Education Academy (HEA), an independent non-profit organization committed to support student success in higher education. Koç became the first university in Turkey to take part in such a survey. The survey had seven core scales relating to responsibilities, resources, research skills, research culture, professional development, supervision, progress and assessment, and well-being. The survey was launched on March 9 and remained open until May 16, 2018. Out of 1,020 master and doctoral students, 276 students completed the survey with a 27 percent response rate. After an in-depth analysis and discussion of the results, the main points of the survey were gathered in several reports, conclusions were presented, and action recommendations were made.

THE RESEARCH PROJECT DEVELOPMENT & TECHNOLOGY TRANSFER (RPDTT) DIRECTORATE

The Research Project Development and Technology Transfer (RPDTT) Directorate is positioned under the Vice Presidency for Research and Development. The RPDTT Directorate provides intellectual property rights management-licensing and entrepreneurship-new venture development services in addition to project development, management, and university-industry research collaboration services. The Directorate works very closely with KWORKS, the Koç University Entrepreneurship Research Center.

Highlights of the Year

In the 2018-2019 academic year, the RPDTT Directorate

continued to provide support for grants applications and actively pursued project development opportunities. These efforts led to solid performance in terms of growth in the number of projects as well as the amounts granted from these projects.

There were 94 externally-funded projects in 2018, with a total budget of TL 48 million. The most significant additions to the external funding portfolio were 1,003 large-budget TÜBİTAK projects (TL 7.3 million), two new ISTKA projects (TL 2.1 million), and the renewal of the funding of Koç University-TÜPRAŞ Energy Center by TÜPRAŞ (TL 8 million). Between January and April 2019, 31 projects were funded with a present value of TL 17.8 million.

Throughout 2018, the university's leadership among Turkish universities in the European Commission's Horizon 2020 Program for research and innovation projects continued. As of April 2019, Koç University had 28 projects under Horizon 2020, running with a budget of € 12.1 million. To raise the profile of Koç University in Horizon 2020's cooperative calls and prepare the University for the forthcoming Horizon Europe (2021-2027) Program, the RPDTT Directorate signed a one-year agreement with a Brussels consultancy company, White Research SPRL.

Concerning the European Research Council (ERC) awards, Koç University held 11 of the 20 ERC awards received in Turkey since 2012, as of April 2019. Three of these awards were ERC Proof of Concept grants awarded to active ERC grant holders for the commercialization of the technologies researched. Two of these studies were run by Prof. Hakan Ürey, Electrical and Electronics Engineering, and one by Dr. Kerem Pekkan, Mechanical Engineering.

Current Externally Funded Projects

As of April 2019, the total number of ongoing projects was 207, with a present value of TL 246.1 million. Active European funding (mainly Horizon 2020 projects, worth TL 66 million) was almost equal to national funding (mainly TÜBİTAK grants and the Ministry of Development support for the Koç University Research Center for Translational Medicine (KUTTAM), worth TL 93 million), a result due mostly to the recent devaluation of the Turkish lira. In 2018, the RPDTT Directorate continued its support to the strengthening of faculty's relations with European research networks with an increase in faculty efforts to participate in individual and cooperative calls under Horizon 2020. Success rates were higher in individual applications; European competition is tougher in cooperative calls. ERC projects comprised the bulk of the university's active European funding (76 percent).

TÜBİTAK projects are strategically important for Koç University. The university, due to its high performance in these calls, was included in the group of universities that

began to receive 50 percent overheads (an increase from the previous ten percent) from TÜBİTAK grants beginning in 2015.

The third main source of external research funding is industry, supporting 20 active projects with a total budget of TL 22 million. Other sources, such as non-governmental organizations, universities abroad or umbrella organizations, comprise the rest of the project portfolio of the university with 25 running projects, with a total budget of about TL 33.5 million.

Share of Colleges and Units in Currently Active Projects

The College of Engineering (CE) has 52 active projects with a current worth of TL 58.8 million. Most of this active funding, TL 39.6 million, comes from CE's European projects, mainly ERC grants. School of Medicine (SOM) projects are on the increase (TL 47.2 million worth), but the high amount is due to a Ministry of Development grant (TL 33 million) to the new KUTTAM. The College of Social Sciences and Humanities (CSSH) follows with 13 active projects with a value of TL 43 million. CSSH's significant grants are its two ERC projects (TL 15 million), the Stavros Niarchos Foundation support (TL 12 million) for the new Koç University-Stavros Niarchos Foundation Center for Late Antique and Byzantine Studies (GABAM), and Arçelik's grant for the Koç University-Arçelik Research Center for Creative Studies (KUAR). The College of Sciences (CS) has TL 26.7 million worth of 45 active projects, mostly granted by TÜBİTAK, but also including an active ERC grant. The College of Administrative Sciences and Economics (CASE) holds TL 10.9 million of grants, with 13 projects. The Law School has one active project worth TL 0.4 million and the School of Nursing runs three projects worth TL 0.2 million.

On the side of administrative units, the Office of International Programs (OIP) increased its Erasmus+ activities and now has a portfolio worth TL 9.1 million. The Social Impact Forum (KUSIF) continues its rising profile, with six projects worth TL 1.5 million. The RPDTT Directorate expects to run its 1,513 project with a 2018 budget worth TL 1.7 million. ALIS, the Women Studies Center, and KWORKS are also running one project each. CE has 62 active projects with a current worth of TL 62 million. Most of this active funding, TL 34.7 million, comes from CE's European projects, mainly ERC grants. CSSH follows with 17 active projects with a value of TL 53 million. CSSH's significant grants are its two ERC projects (worth TL 19.5 million), the Stavros Niarchos Foundation support (TL 15 million) for GABAM and Arçelik's grant for KUAR (TL 8.5 million). SOM's project portfolio continues to expand (TL 50.5 million worth), but the high amount is due to the Ministry of Development grant (TL 33 million) to the new Translational Medical Research Center. College of Sciences (CS) has TL 38.8 million worth of 67 active projects, mostly granted by TÜBİTAK, but also including an active ERC grant and two Marie Curie Individual Fellowship projects (total worth TL 12 million). The College of Administrative Sciences and Economics (CASE) holds TL 16.8 million of grants, with 19 projects. The Law School

has one active project worth TL 0.1 million and the School of Nursing runs three projects worth TL 0.2 million. Also, the Office of International Programs (OIP) leads external funding with its Erasmus+ activities and now has a portfolio worth TL 11.8 million and six projects. The Social Impact Forum (KUSIF) runs three projects worth TL 2.5 million. The RPDTT Directorate expects to run its 1513 project with a 2019 budget worth TL 1.7 million. KWORKS also runs three projects worth TL 1.4 million.

Development of Research Grants (by years and funding institutions)

The total number of externally-funded projects, starting from January 2004 up until April 2019, is 892 and the total amount granted is around TL 390 million (present value). Exactly half of the funds have been received from the public sector, amounting to around TL 195 million. The second major source of funding is the European funding institutions, with TL 110 million funding (28 percent). The third source of funding is industry, with TL 56 million funding (14 percent) since 2004. Other funding institutions (for example, NGOs, non-EU organizations, embassies) comprise the rest of external funding.

Project Development at Koç University

Since 2014, the RPDTT Directorate has especially increased its efforts on university-industry collaboration and entrepreneurship supports. The Directorate further improved its support and evaluation services provided to the researchers for licensing, patent applications, and commercialization. Activities raising awareness and distributing information continued as usual throughout the third year of the new seven-year research and innovation support program of the European Commission, namely Horizon 2020. The Directorate continued to support the strengthening of Koç University researchers' networks with European research organizations.

Interest of researchers in the EC's Horizon 2020 Program continued to increase, although success, especially in cooperative projects, continues to prove difficult because of very high Europe-wide competition. Throughout 2018, the RPDTT Directorate supported 24 cooperation proposals and 22 individual applications under this program, across all disciplines represented at the university. The grant agreements of five new Horizon 2020 projects were signed in 2018, two of them Marie Curie Individual Fellowships projects, and three cooperative projects. As of April 2019, with 28 participations, the university is the most successful university in Turkey under the Horizon 2020 Program.

Workshops, Conferences and Events

The team members of the RPDTT Directorate attended several key events in 2018 such as EU Industry Day, the PATLIB 2018 Conference, the BIONNALE 2018 Partnering Event, and the FICPI-TÜRKİYE Round Table Meeting.

THE COLLEGE OF ADMINISTRATIVE SCIENCES AND ECONOMICS (CASE)

ZEYNEP GÜRHAN CANLI, DEAN

Overview

Recruiting and retaining faculty is an important issue and a challenge for the College of Administrative Sciences and Economics (CASE). Our recruitment efforts have been successful in accounting, finance, operations management, management and strategy, and international relations during the past two years. We faced difficulty in recruiting economics and marketing PhDs given the level of global and local competition. We still need to grow our faculty groups in finance and management and strategy. We need to continue our recruiting efforts in economics and marketing. We remain committed to maintaining and developing these groups further in the years to come. In addition to our efforts to support faculty members in their research as much as possible, we are developing our research potential by relying on our strong PhD programs. We value the research programs developed in an interdisciplinary fashion within our research centers.

CASE remains a productive center for research in the global arena. We will continue with our recruitment efforts and focus more on our current faculty members and their needs. As such, we remain focused on our goal of becoming the leading school in Europe and in this region with our students, faculty, international outlook, and research and teaching programs in business administration, economics, and international relations.

Review of the Current State of the College

As of April 2019, CASE has 65 full-time faculty and 1,563 active undergraduate students in its three programs, Business Administration, Economics and International Relations. CASE provides interdisciplinary opportunities to students through double major, minor, and 13 different track alternatives. Students are able to specialize in substantively important areas in addition to their major and minor programs.

Faculty

CASE has an internationally-recognized faculty. Ninety-seven percent of the faculty members received their PhDs abroad and many of them worked at international institutions before joining Koç University (43 percent women; five percent international). Four new members (assistant professors) will join the faculty in September 2019. Four faculty members will leave at the end of summer and one will retire.

Research Activities

The CASE faculty members continue to have the highest number of publications in top international journals, the highest number of citations, and the highest number of awards received from the Turkish Academy of Sciences and Scientific and Technological Research Council of Turkey among their peers at other schools in Turkey. There are currently 19 active research

projects funded by the European Union, the Turkish Scientific and Technological Research Council, and other sources at CASE with a total budget of TL 16.7 million. In 2018, 10 new projects were funded with a total budget of TL 4 million.

Students

With respect to the minimum entrance scores, CASE undergraduate programs with full scholarship are at the top among all the universities in terms of student selectivity. The median level of students admitted to our programs is as follows: 98,885 for Business Administration, 133,178 for Economics, and 107,917 for International Relations. Twenty-three percent of the students admitted in 2018 came from ten extremely well-regarded high schools with established traditions of excellence in especially foreign language curriculum.

Another major point to note is the extent to which our students undertake double major programs. Of our 1563 CASE students, 403 (26 percent) undertake a double major program. Typically, most of these are within our faculty (172). We receive a significant number of students (231) from other faculties doing double majors in our three departments, Engineering (131), Social Sciences and Humanities (60), the College of Sciences (9), the Law School (26), and the School of Medicine (5). As such, we have experienced a significant increase of student numbers in the classes we teach at the undergraduate level. These student bodies create approximately 20 percent additional students for the courses offered by our faculty.

Our graduates start their careers in leading international and national companies, organizations. Some of our graduates (five percent) start their own businesses. Our graduates (ten percent) also pursue master's and PhD programs and are accepted to prestigious programs both nationally and internationally.

Internationalization

CASE is the only EQUIS accredited college in Turkey. EQUIS stands for EFMD (European Foundation for Management Development) Quality Improvement System. Institutions that are accredited by EQUIS must demonstrate not only high general quality in all dimensions of their activities but also a high degree of internationalization. Our Graduate School of Business is accredited by AMBA (Association of MBAs). The other major international accreditation is AACSB (Association to Advance Collegiate School of Business). We made excellent progress in our AACSB accreditation process during the past year. Our objective is to acquire triple accreditation, known as a Triple Crown, a status enjoyed by less than one percent of business schools in the world.

THE COLLEGE OF ENGINEERING (CE)

FİKRİ KARAESMEN, DEAN

Overview

The College of Engineering (CE) is in a unique position to be recognized as the leading Engineering College in Turkey and a world-class institution with its excellent faculty and facilities. One of our main distinguishing features is our insistence on high impact, high tech, interdisciplinary research.

Review of the Current State of the College

We are very enthusiastic about the rapidly growing collaborations with the School of Medicine. Koç University Research Center for Translational Medicine (KUTTAM) will be an important vehicle in triggering and better targeting our biomedical engineering research.

The new Data Analytics track program implemented last year continues to grow. The parallel online professional certificate program also grew in its second year. The success of the online program is encouraging us to introduce other such offerings.

So far, all of our undergraduate programs are currently accredited by MÜDEK-ENAAE (European Network for Accreditation of Engineering Education). Our accreditations in Electrical and Electronics Engineering and Industrial Engineering were renewed in 2018 for six years, until 2024. The MÜDEK-ENAAE campus visit for Computer Engineering, Mechanical Engineering and Chemistry, and Biology Engineering programs took place in December 2018 and the final results should be announced by July 2019.

Faculty

The College of Engineering currently has 54 full-time faculty members. One new faculty member started in Fall 2018. We are targeting to grow by another ten faculty members in the coming years.

Research Output and Grants

The quantity and quality of our scholarly research output has been maintained. The new facilities of our university have been completed and our research infrastructure is improving rapidly. The facilities and infrastructure along with a new generation of talented young faculty members should give a boost to our output in a few years. In terms of external funding, 2018-19 was a successful academic year despite the general economic slowdown.

Students

The number of new students admitted through the central university entrance exam in 2018 increased by 13 percent from

2017. Despite the increase in numbers, with a better allocation of scholarships and a record number of incoming Anatolian Scholars, our rankings slightly improved with respect to 2017. The total number of active undergraduate engineering students is over 1600 and our undergraduate student-faculty ratio within the college is still relatively high especially to provide individual advising and project supervision.

Promotions

Dr. Lerzan Örmeci (Industrial Engineering), Dr. Seda Keskin (Chemistry and Biology Engineering), Dr. Sibel Salman (Industrial Engineering), Dr. Deniz Yüret (Computer Engineering), and Dr. Öznur Özkasap (Computer Engineering) were promoted to Professor and Dr. Arif Karabeyoğlu (Mechanical Engineering) was promoted to Associate Professor. We anticipate several promotions in 2019-20.

Major Awards and Achievements

In the 2018-2019 academic year, the Engineering Faculty received several awards. A summary of the highlights are as follows:

- Seda Kızılel, Associate Professor of Chemical and Biological Engineering, received the 2018 College of Engineering Outstanding Faculty Award.
- Demircan Canadıncı, Associate Professor of Mechanical Engineering, received the 2018 College of Engineering Outstanding Faculty Award.
- Sedat Nizamoglu, Assistant Professor of Electrical and Electronics Engineering, received the 2018 College of Engineering Outstanding Faculty Award.
- Athanasia Manou, Assistant Professor of Industrial Engineering, received the 2019 College of Engineering Outstanding Teaching Award.
- Sedat Nizamoglu, Assistant Professor of Electrical and Electronics Engineering, received the 2018 TÜBİTAK Encouragement Award.
- Didem Unat, Assistant Professor of Computer Engineering, received the 2019 Science Academy Encouragement Award (BAGEP).
- Barış Yıldız, Assistant Prof of Industrial Engineering, received the 2019 Science Academy Encouragement Award (BAGEP).
- Ertuğrul Başar, Associate Prof of Electrical and Electronics Engineering, received the 2018 Mustafa Parlar Foundation Encouragement Award.

COLLEGE OF SCIENCES (CS)

A. LEVEND DEMİREL, DEAN

Overview

The mission of the College of Sciences (CS) is to educate future leaders who can design strategies based on scientific principles and to conduct cutting-edge research with high impact. Our criteria for success are not only to attract the best students, but also to create opportunities for our students to improve themselves so that our graduates are the top choice of both industry and academia. For this, we include our students starting from their first year as researchers on our ongoing projects that seek answers to important scientific questions and combine fundamental science and applications implementing interdisciplinary approaches. The College has four departments, Chemistry, Mathematics, Molecular Biology and Genetics, and Physics.

Review of the Current State of the College

In 2018-2019 academic year, the faculty of the CS offered core and required courses to a total of 7,777 students in 166 sections of 117 different courses corresponding to 47 students per section.

Faculty

As of Spring 2019, CS comprises 45 full-time research faculty, 11 full-time instructors, and three part-time instructors in four disciplines (Chemistry, Mathematics, Molecular Biology and Genetics, and Physics).

Students

Currently, there are 56 incoming double-major students in CS. Of these, 43 are from other Colleges.

The rankings of full scholarship students enrolled in CS continued to improve in 2018 compared to previous years.

Research Output

The College continues to produce high-impact research output in leading scientific journals. As of March 2019, the total number of CS publications since 1993 has reached 1,640. Based on the total research output of the university as documented in the ISI Web of Science (as of March 2019), the top three highest cited Koç University publications have come out of the CS. In 2018, the CS faculty published 114 research articles (including proceedings) as listed.

In 2018, 29 new external projects led by CS faculty were funded with a total budget of TL 9,881,243. Currently, there are 62 active, externally-funded projects led by CS faculty with a total budget of approximately TL 38,300,000. The total amount of

external project funding received by the CS faculty since 2004 has reached TL 74,313,716.51.

The College currently houses 24 research laboratories in Chemistry, Molecular Biology and Genetics, and Physics.

Promotions

In Fall 2018, six new faculty members joined CS. As of April 2019, three new faculty members accepted our offer to join CS for Fall 2019. In addition, two outside faculty members continued as Distinguished Research Fellows.

Major Awards and Achievements

In 2018 and up to April 2019, two awards were received by the CS Faculty members from external organizations. Of the 42 full-time research faculty members, seven received the prestigious TÜBİTAK (Turkish Scientific and Technical Research Council) Science Award, 11 the TÜBİTAK Young Scientist Award, 21 the TÜBA (Turkish Academy of Sciences) Young Scientist Award, and 15 the Science Academy Young Scientist Award.

COLLEGE OF SOCIAL SCIENCES AND HUMANITIES (CSSH)

AYLİN KÜNTAY, DEAN

Overview

The College of Social Sciences and Humanities (CSSH) is a challenging and inspiring unit of Koç University committed to the advancement of knowledge and creative activity through the pursuit of teaching, learning, research, and arts. Our departments and support programs encourage students to build their capacity to think freely, critically, and incisively about ideas, people, communities and societies in the past and contemporary world. CSSH offers a vibrant, multi-disciplinary research environment revolving around several innovative, high-quality research groups. Our internationally-recognized faculty members pursue research questions relevant to the needs of our students and stakeholders for meeting global and local challenges in many areas ranging from education to health, from migration to human development.

Review of the Current State of the College

CSSH is composed of seven degree-granting departments and four supporting programs. The departments are Archaeology and History of Art, English Language and Comparative Literature, History, Media and Visual Arts, Philosophy, Psychology, and Sociology. The supporting programs are Academic Writing, Foreign Languages, Turkish Communication Skills, and the Academic Writing Center (fully launched in November 2018).

CSSH offered 277 course sections in Fall 2018 and 283 in Spring 2019. These correspond to the largest proportion of courses taught by a college in the university. In addition, ten research centers are associated with the CSSH, making a major contribution to the research as well as to the teaching activities of the College.

Faculty

Currently, there are 73 faculty members in seven departments (17 full professors, 17 associate professors, and 39 assistant professors). With the full-time and part-time instructors as well as part-time adjunct professors, the number of faculty reaches 132. In the next academic year, we expect the number of the total number of full-time faculty members to increase at all levels through new hires and promotions.

Appointments and Promotions

Nine new faculty members joined CSSH in the 2018-2019 academic year, two of them at the level of full professor, two at the level of associate professor, and five as assistant professors. The hiring of two assistant professors is pending. One faculty

member at the level of assistant professor left CSSH. Several faculty members were promoted.

Research Activities

The upward trend in the total active amount of external research funding continued in the 2018-2019 academic year, rising from around TL 42 million to nearly TL 50 million. This year, a considerable proportion of funding received from EU funding institutions was again from two European Research Council (ERC) grants. This underlines an important success for the College in terms of securing funds from a highly competitive funding environment.

The research productivity of CSSH is increasing. However, what is needed more is to encourage and facilitate the faculty to disseminate and publish their research findings in high-impact venues, such as well respected interdisciplinary journals. Public scholarship is also actively encouraged.

Students

The College continues to focus on attracting the best students to its programs. We are on track to select students only from those who score above 50,000 on the national university entrance exam.

COLLEGE OF LAW (CL)

BERTİL EMRAH ODER, DEAN

Overview

Koç University College of Law aims to nurture responsible, creative, and critical-minded lawyers with its content-rich courses in public law, private law, and its core program. The curriculum combines the liberal arts approach with legal knowledge and professional skills. It puts emphasis on ethical principles of law as well as international and comparative law perspectives. The courses with international and comparative content are taught in English. The College of Law provides a high level of proficiency in national law topics, with courses taught in Turkish. It targets to contribute to the molding of a lawyer profile with an understanding based on reliable academic research as well as practical experience. The exchange programs, in partnership with outstanding universities around the globe and institutional or international internship opportunities, are designed to support the learning-by-doing experience.

Students

The total number of students at College of Law is 471 (283 female and 188 male). There are 12 full-scholarship students in 2018 admitted from the highest ranking cohort (3-62nd students in the ranking). The number of non-scholarship students is 104. The bottom ranking of admitted non-scholarship student is 58,885. The highest ranking of admitted non-scholarship student is 148. There are 14 Anatolian Scholarship students.

Four students participated in international exchange programs in 2018-2019. The Erasmus+ exchange is preferred since the law curriculums of EU member states are comparable with the Turkish law curriculum. The Erasmus+ Program provides an affordable international experience for Koç University students. The School hosted 12 incoming exchange students.

Each year, half of the admitted law students attend the English Language Center (ELC) in a preparatory academic year. The total number of law newcomers at ELC was 83 in 2018-2019.

PhD in the Law Programs

The PhD in the Law Programs in the fields of private law and public law was launched by the College of Law under the umbrella of the Graduate School of Social Sciences and Humanities. The PhD in the Law Programs offers a structured research framework in national, comparative, and international legal studies with its commitment to cutting-edge research. Its unique approach with a strong focus on research skills and bilingual coursework (Turkish-English) prepares candidates for

sincere legal scholarship under the close supervision of leading scholars in an intellectual environment dedicated to excellence in research and teaching. In the first three years of the program, we recruited 15 successful students from Brazil, South Africa, Italy, Ukraine, Romania, Palestine, Kyrgyzstan and Turkey, which broadens the international vision of our graduate education and research. In the 2018-2019 academic year, five of these students passed their qualification exams and started the thesis writing phase as qualified PhD candidates focusing on their cutting-edge research.

PhD research trips are a prominent activity in our academic calendar. This year, PhD students paid visits first to the Turkish Constitutional Court and to the UK Supreme Court in London. The Court visits will be followed by a workshop titled "How to Get a PhD in Law: Researching, Disseminating and Publishing in the Digital World," organized by the Institute of Advanced Legal Studies, University of London.

LLM Programs

LLM Programs also receive remarkable interest nationally and internationally. The selection process is highly demanding. At the final stage, the relevant College of Law committees accept only outstanding students with limited numbers (including students from Russia, Kenya, Greece, Ukraine, Germany, USA, Pakistan and Kazakhstan, besides exchange students). The first five years of the program have been very successful and current applications from qualified national and international institutions are highly remarkable.

Every year, the College of Law organizes intensive legal research methodology workshops for LLM and PhD students to assist them as regards their research questions, literature review, description, and justification of the chosen methods. These workshops are designed to create a platform for researchers to deepen their knowledge on the fundamentals of legal research methodology and its variations.

Faculty

The College of Law has 16 full-time faculty members. Additionally, the number of adjunct professors is seven. There are ten research assistants at the College of Law and one post-doctoral fellow.

Fifteen guest professors provided intensive courses in the field of jurisdiction in global competition law, international contract

law, comparative constitutional law, intellectual property law, public international law, and international trade law. All of our full-time and adjunct professors hold doctorates in law. The total number of full-time faculty members who served in academic year 2018-2019 was 23, excluding research assistants, post-doctoral fellows, and guest professors. There is an ongoing process for the recruitment of new faculty members. The recruitment committee voted in favor of inviting new and qualified candidates after examining their academic records. The final decision will be made after hearing seminars or lectures delivered by the applicants.

Invited candidates are:

- Dr. Kristina Cufar, Research Fellow at European University Institute
- Dr. Daley J. Birkett, University of Amsterdam
- Dr. David Testa, University of Nottingham
- Dr. Christopher Roberts, European University Institute
- Dr. Işıl Aral, Manchester University
- Dr. Tleuzhan Zhunussova, New York University
- Dr. Bérénice K. Schramm

New research assistants are:

- Begüm Gürcüoğlu, Research Assistant for Constitutional Law (LLM candidate)
- Abdurrahman Kayıklık, Research Assistant for Commercial Law (LLM candidate)

The distinguished experts from different fields of law who contributed LLM programs in the academic year 2018-2019 are as follows:

- Professor Dr. Mark Graber, Professor of Constitutional Law, University of Maryland, USA
- Professor Dr. Sebastian Besson, Professor of Commercial Arbitration Law, University of Neuchâtel
- Professor Dr. Francisco de Elizalde Ibarbia, Professor in International Contracts and Property Law in IE Madrid Law School
- Professor Dr. Emin Köksal, Professor in Department of Economics, Bahçeşehir University
- Onur Andreotti, European Court of Human Rights, Directorate of the Jurisconsult
- Dr. Amrita Bahri, Assistant Professor and Director of Global Legal Skills and Common Law Program, ITAM University, Mexico
- Dr. Fruzsina Orozs, Hungarian Academy of Sciences, Hungary
- Can Yeğinsu, Barrister, 4 Newsquare, London

- Dr. Giuseppe Mazziotti, Emile Noel Fellow, New York University, USA
- Dr. Kaya Köklü, Attorney at Law at SGP Legal, alumni of the MPI for Innovation and Competition, visiting lecturer at LMU Munich, Bucerius Law School Hamburg

The total number of the students assigned to a full-time professor in the courses (Fall and Spring semesters) ranges from five to 150 in each semester. In terms of students assigned to courses, there is no uniform application and pattern. Due to the increase in admitted students, teaching in sections is preferred for some of the courses.

The following data as to the academic activities of full-time faculty members is based on Faculty Information System (FIS) data for 2017-2018. The number of research faculty publications for 2017-2018 (including technical reports) amounted to 66. Faculty members participated as invited speakers at major 26 conferences (invited lectures and similar activities are not included).

Research Conferences

Research conferences organized by the College of Law during this academic period include:

- Differential Treatment in Insurance: Collateral Damage?
- Swansea – İstanbul Colloquium on Unmanned Ships
- The 8th International Student Symposium on Law and Global Issues

In this period, the College of Law also organized five workshops and panel meetings and 18 seminars and eight certificate programs on a wide range of topics of law with the participation of eminent speakers from Turkey and abroad.

Legal Awards

- Law Schools Global League (LSGL) Legal Tech Final (25 July 2018)

Books and Reports

- *Cross-Border Tax Challenges in the 21st Century* (Oniki Levha Publishing, 2018)
- *Young Labor Law Scholars Series –III* (İstanbul: Oniki Levha Publishing, 2018).
- *Young Private International Law Scholars Symposium- II* (İstanbul: Oniki Levha Publishing, 2018)
- *Report on the Gender Lens to the UN Guiding Principles on Business and Human Rights* (2018).

SCHOOL OF MEDICINE (KUSOM)

SÜKRÜ DİLEGE, DEAN

Overview

In its 10th year, with consistently outstanding results by its graduates, the Koç University School of Medicine (KUSOM) continues to attract the best and brightest high school graduates who want to pursue careers in medicine. This result is achieved with our high-quality faculty, innovative teaching and assessment methodology coupled with a continuously improved curriculum, active student participation in research, spiral integration of basic and clinical sciences, and close monitoring and advising of students, spread mostly by word of mouth among prospective med students and their families. This remarkable progress should be continued in clinical teaching, research, and service. We have been able to expand our educational spectrum to post-graduate education, including residency and subspecialty training in some disciplines. Our current search and recruitment process for new faculty show that KUSOM remains the most desirable academic institution in Turkey for scientists, academicians, and physicians.

Review of the Current State of the School

The curriculum at KUSOM is continuously monitored and revised by the Curriculum Development Coordination Committee (CDCC). The freshman curriculum has recently been revised to better suit and serve freshmen.

In the 2018-2019 academic year, KUSOM's first residents placed by the Turkish Medical Specialty Training entrance exam (TUS) started their postgraduate training in 8 departments. KUSOM's residency positions have been proved popular with some of the residents preferring KUSOM as their first choices with TUS grades high enough to enable them to enter into residency programs elsewhere. Also, some of our graduates, who have first-hand experience with Koç University Hospital (KUH) and KUSOM, indicated that they would prefer KUSOM for their residency training, if their department of choice offered such a program.

Communicating the vision and the long-term plans to leaders in clinical departments and setting realistic goals and plans for faculty development are always challenging. KUSOM prioritizes its postgraduate programs without neglecting undergraduate education.

In the 2018-2019 academic year, KUH steadily continued to increase its caseload, by an average 26 percent over the last year; and the Koç University Translational Medicine Research Center (KUTTAM) laboratories in the new Semahat and Nüsret

Arsel Science and Technology building are complete and operational.

Research

Early exposure of medical students to research is one of our founding principles. This system is now fully in place and functional, providing KUSOM students with the necessary clinical exposure and adequate bedside teaching and role modeling.

Students

KUSOM continues to attract a great deal of the best students in Turkey. USMLE Results so far are very promising, with the average students consistently performing better than 90 percent of their U.S.-trained counterparts.

In the 2018-2019 period, over 100 international students applied for KUSOM. More than 20 applicants with high international test scores have been interviewed. We are expecting more applications before the deadline of August 2, 2019.

KUSOM graduates' performance in residency entrance, either in the U.S or through TUS is outstanding. KUSOM has outperformed all other medical schools in TUS by any measure.

Faculty

Since July 2018, 4 instructors, 6 assistant professors, 6 associate professors, 20 professors have been appointed. KUSOM criteria on Appointments and Promotions has been reset to define different career tracks as researcher, educator and clinician categories and to recognize research, educational and clinical activities.

Seminars and Events

Since July 2018, 4 workshops and symposia have been organized.

Awards and Research Grants

The KUSOM faculty has received 13 grants and 7 prestigious awards from national and international organizations.

SCHOOL OF NURSING (KUSON)

AYİŞE KARADAĞ, DEAN

Overview

The Koç University School of Nursing (KUSON) was founded in 1998 in collaboration with the Johns Hopkins University School of Nursing to provide a four-year undergraduate program in nursing. KUSON aims to continue to be a leading institution that emphasizes the impact of nursing in the improvement and development of health at national and global levels by pursuing excellence in nursing care, education, research, and practice.

Review of the Current State of the School

The nursing students who enrolled in the school in 2016 started to take their sophomore classes at the Health Sciences Campus for the first time in the 2018-2019 academic year. Sophomore students attend their applied and practice-based courses at the Rahmi M. Koç Academy of Interventional Medicine, Education, and Simulation (AIMES) laboratory and simulation center and the Koç University Hospital. Compared to the previous year, the number of funded projects and publications has increased. The international relations of KUSON have been strengthened by hosting more visiting international staff and faculty as well as encouraging faculty and staff to take part in international exchange programs.

KUSON has been accredited by the prestigious American Institute Accreditation Commission for Education in Nursing (ACEN) since 2016 Fall.

The Semahat Arsel Nursing Education and Research Center (SANERC)

SANERC, which was re-accredited by ANCC on October 13, 2018, until March 31, 2023, continued to offer courses and certification programs for nurses and other healthcare providers. SANERC organized ten continuing education programs between May 2018 and May 2019. In total, 265 nurses, nursing students, and healthcare providers received training.

The Journal of Education and Research in Nursing published four issues in 2018 and became available online.

The VKV Nursing Research Fund provided grants for nine projects in 2019.

The Koç University First Aid Education Center (KUIYEM)

Founded in 2010, the Koç University First Aid Education Center (KUIYEM) provides first aid training for companies and their employees. There are currently three training sessions, Basic

First Aid Training, Refresher First Aid Training, and First Aid Information Seminar. KUIYEM organized 33 Basic First Aid and 20 Refresher First Aid training sessions, and four First Aid Information Seminars between May 2018 and May 2019, with 962 participants.

GRADUATE SCHOOL OF BUSINESS (GSB)

ZEYNEP GÜRHAN CANLI, DIRECTOR

Overview

The Koç University Graduate School of Business (GSB) continues to be the leading graduate school of business not only in Turkey but also in the region as evidenced by its accreditations (EQUIS and AMBA) and international partnership and networking programs (CFA, CEMS, GNAM, PIM, and EMBA Council).

Review of the Current State of the School

Following up on our long-term objective of the school to join the select group of triple-crown accredited business schools worldwide, GSB has successfully been reaccredited by EQUIS and received AMBA accreditation for the MBA and EMBA programs by the Association of MBAs (AMBA), representing the highest standard of achievement in postgraduate business education, and we are in the process of AACSB accreditation.

Despite the economic and geopolitical uncertainty in Turkey and the constraints it poses on incoming international students and incoming study trips, GSB has upheld, and in various ways improved, the quality of its academic and executive education programs.

Currently, there are 233 students in the academic programs of GSB. All the programs are reviewed to ensure that they reflect the latest trends in business education. GSB is uniquely positioned in Turkey and the surrounding region with its global connectivity, a unique selling point that we intend to use consistently in our communications to various stakeholders.

In addition to our existing programs like Change Management, the Arçelik Technical Academy and the Merck Group Leadership Academy, GSB also started new initiatives in 2018-2019, such as the Design Thinking Certificate Program to meet the high demand coming from the customers and the market.

The GSB Executive Education program has shown significant growth in the portfolio of strategic partners, firms, customers, and Exec Ed participants, leading to an increase in revenues. The total number of participants in both customized and open-enrollment programs reached 6700 annually and 2018 revenues reached a level of USD 2,957,850 (12,000,000 in Turkish Lira). This is an increase of around 12 times of the revenue in six years, between 2012-2018, from TL 1,000,000 to TL 12,000,000.

GRADUATE SCHOOL OF HEALTH SCIENCES (GSHS)

YASEMİN GÜRSOY ÖZDEMİR, DIRECTOR

Overview

The Graduate School of Health Sciences (GSHS) was established in 2011 to offer multidisciplinary graduate programs to students with undergraduate degrees from different disciplines, including science (chemistry, physics, biology, and molecular biology), engineering (chemical and biological, mechanical, electrical), pharmacology, medicine and nursing.

Review of the Current State of the School

Some of the objectives of GSHS for the 2018-2019 academic year included:

- the preparation of a *Faculty Member Handbook* to help our faculty members get involved in the academic and administrative processes of their students;
- the launching of new programs under GSHS;
- the strengthening of the ties between the students and faculty members through regular gatherings;
- the organization of meetings between students and administrative staff in order to receive comments and recommendations from the students about the administrative processes;
- the improvement of communication with the faculty members and informing them about new regulations and current developments at the university through regular meetings.

In order to expand research activities, the school applied to the Ministry of Development fund for the KUNNAM project (Koç University Advanced Neuroengineering and Neurotechnology Research Center) in March 2018. The aim of this project is to provide interdisciplinary infrastructure for understanding the physiology of the nervous system and its implications in neurological diseases. The data that will be collected from this center will provide cutting-edge knowledge about technology, robotics, artificial intelligence for the market and the defense industry.

In 2018, some printed materials were produced to improve students' performance. *GSHS Student Handbooks* were prepared and distributed starting from the first semester of the academic year. To help students to develop a habit of keeping laboratory notes, laboratory notebooks were designed and produced specially for this purpose. At the beginning of each semester, GSHS Orientations were

organized to provide a smoother adaptation to the newcomer students

In communication efforts, the website of the school (www.gshs.ku.edu.tr) was revised. The announcement and news tabs were updated regularly, and a "paperwork" section was added to the website.

Students

In 2018, total number of GSHS students was 55 PhD and 100 MS, overall 155. Total number of graduated students was 16.

Organizations

GSHS prioritized advertising campaigns in 2018 to attract more qualified students from Turkey and abroad. The GSHS team attended various international fairs in 2018.

In 2018, GSHS started a meeting series called "Neuroscience Seminars" in order to broaden the vision and increase the knowledge of researchers and graduate program students about innovations in neuroscience. The first of the seminars, titled "Novel Models, Mechanisms and Behavioral Phenotyping in ALS," took place on December 11, 2018.

GRADUATE SCHOOL OF SCIENCES AND ENGINEERING (GSSE)

A. LEVEND DEMİREL, DIRECTOR

Overview

The Koç University Graduate School of Sciences and Engineering (GSSE) opened its doors to students in 2001. At GSSE, students interested in and enthusiastic about science and engineering prepare themselves for the future under the supervision of faculty members doing cutting-edge research with worldwide impact and in state-of-the-art laboratories and computational facilities.

Review of the Current State of the School

GSSE offers 40 programs (14 MS with Thesis, 14 MS without Thesis, 12 PhD) with a current student population of 449 (171 MS, 278 PhD) supervised by 121 faculty members. The total number of degrees given in 2018 was 97 (47 MS, 50 PhD).

We received 1,519 applications in 2018 (Fall 2018 and Spring 2019). The total number of graduate students admitted in 2018 was 129 (77 MS, 52 PhD), with an acceptance rate of 8.5 percent.

With the addition of new research laboratories, infrastructure, and faculty members in 2018, our challenge in the coming years will be to increase the number of admitted students while maintaining student quality.

This year, we continue our recruitment efforts to attract the best international students. At the moment, we have 133 international students (29.6 percent of registered students) at GSSE. We plan to increase this number by attracting more externally-funded students.

We encourage both our faculty and prospective students to follow the direct PhD path without an MS degree. At the same time, we see those students registering for MS programs as potential future PhD students. As of today, out of 199 PhD students with MS degrees, 21 percent have their MS degrees from Koç University.

A new interdisciplinary graduate program (Non-Thesis MS, MS with Thesis) in Data Sciences started to receive applications in Spring 2019.

The non-thesis option for all our MS programs is active. The basic requirement for a non-thesis MS degree is a minimum of ten courses and a graduation project. We hope to attract students directly from industry by offering various specialization areas in different programs where they can complement their

expertise. Providing online education opportunities for non-thesis MS programs has also been ongoing.

The Graduate (English) Language Program (GLP) within the ELC provides an opportunity for bright graduate students who are unable to satisfy the English requirements for admission. The program supports exceptional candidates to learn English for a year in order to enlarge our pool of graduate student admissions. We started announcing it more effectively.

Only 24.8 percent of our graduate students receive support directly from the University. The current proportion of students who receive scholarships from external sources is 75.2 percent. External support comes mainly from TÜBİTAK, which is the primary funding agency in the country, and other projects including ERC-funded projects. GSSE aims to increase the proportion of graduate students supported by external agencies.

Approximately 100 students are expected to graduate with an increasing proportion of PhD degrees in 2019. The quality of both the students who are admitted and of those who have graduated from Koç University has improved by all standards during the last few years.

GRADUATE SCHOOL OF SOCIAL SCIENCES AND HUMANITIES (GSSSH)

AYLİN KÜNTAY, DIRECTOR

Overview

The Graduate School of Social Sciences and Humanities (GSSSH) completed its 19th year, with 29 graduate programs, a current student population of 377, and an alumni population of 554.

Review of the Current State of the School

In 2018, GSSSH launched a new Non-Thesis program in the field of Applied Public Policy together with the University of Strathclyde, Glasgow. This highly innovative program offers classes on policy evaluation and implementation and hands-on experience in policymaking and design. This is the first MSc PPOL program in Turkey with this content combination.

This academic year marked the completion of the second year of the Global Minds Joint Degree Psychology MA program. Koç University was ranked the best performing university in the student satisfaction survey among all partners which included the University of Oslo, the University of Limerick, ISCTE Instituto Universitário de Lisboa, and the University of Social Sciences and Humanities Warsaw.

Three new joint degree agreements at the PhD level are in the process of being established, two programs with the University of Amsterdam, the Netherlands in the fields of sociology and political science, and one program with the University of Antwerp, Belgium in the field of Visual Studies. The protocol is currently under review at the University of Antwerp.

GSSSH hosted the first visiting graduate students from Cornell University under the auspices of the Institute of Turkish Studies (ITS)-Koç Holding Scholarship Program, a line of research awards affiliated with Koç University for U.S. scholars engaged in Turkish and Ottoman studies in the social sciences and the humanities. Two new visiting students are expected to arrive in Fall 2019.

An upcoming development is a certificate program designed with the partnership of KU units (MAVA, ARHA, Medical school, ANAMED, VEKAM) and non-KU organizations (Anima, Arter, Timelooper VR Production Company, and the University of Southern California). The AR-VR Certificate Program will be launched in Fall 2019.

In the 2018-2019 academic year, we enhanced our social media visibility across LinkedIn, Facebook, and Instagram. We have been more effectively using social media channels to introduce

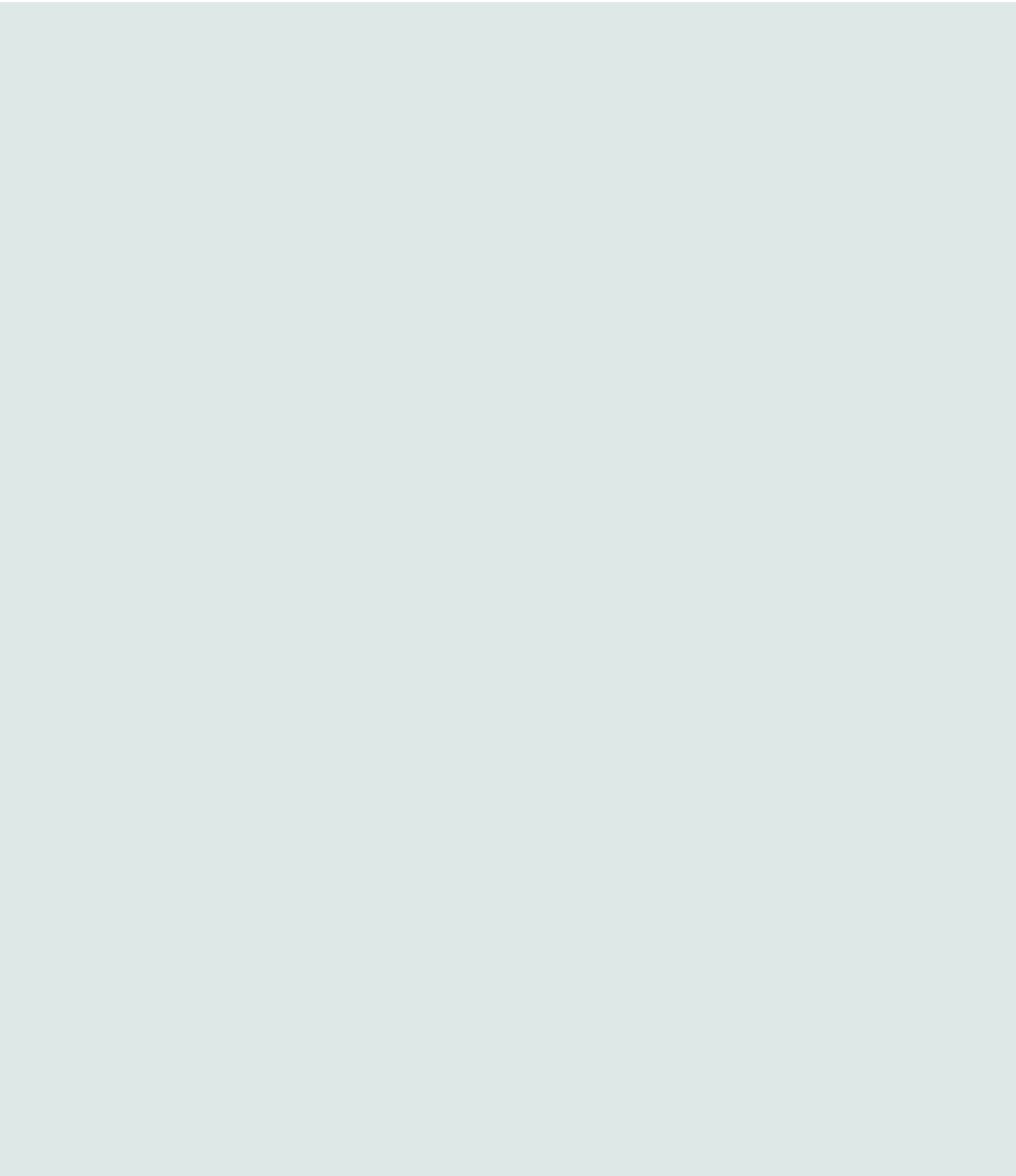
graduate students, publishing posts about their publications and awards, as well as announcing their job placements. We also created basic profiles on our website for current PhD students.

We helped to create a platform within KUSIS to track graduate students' progress (research tracking) in collaboration with the IT department. This platform will enable students (and later graduate program coordinators) to actively track the deadlines for and student accomplishments of program milestones.

Fund-Generating Programs

Currently there are three ongoing and two new fund-generating programs:

- The LLM Program in Public and Private Law: Tuition is charged for the MA program in Law (since Fall 2013),
- Global Minds: Joint Degree MA program in Psychology. Incoming grant through Erasmus+ (since Fall 2017).
- The DTES- Non-Thesis MA program: Tuition fee covers six months in ELC, plus one year in the applied program (since Fall 2018).
- Applied Public Policy: Joint Degree Non-Thesis MSc program with the University of Strathclyde (to be initiated in Fall 2019).
- AR-VR Certificate Program (to be initiated in Fall 2019).



KOÇ UNIVERSITY 2019

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