

ATAFOM

Education For Integration - Learning Without Borders

ISSUE 42 AUGUST 2026

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Up close with
Prof. Dr. Michael Bauer
Rector of ATAFOM University
International

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CELEBRATION DAYS

HONOURING A LIFE OF LEADERSHIP, EDUCATION & INTEGRATION

PROF. DR. MICHAEL BAUER

Founding Rector | 80th Birthday | Five Formative Years

VISION

SERVICE

ACADEMIC EXCELLENCE

FUTURE

ALLES GUTE ZUM 80TH GEBURTSTAG

HAPPY 80TH BIRTHDAY

Zum 80. Geburtstag von Prof. Dr. Michael Bauer

Lieber Herr Professor Dr. Michael Bauer,

zu Ihrem 80. Geburtstag gratuliere ich Ihnen von ganzem Herzen. Ich wünsche Ihnen Gesundheit, Glück, Zufriedenheit und Gottes reichen Segen für die kommenden Jahre. Mögen Sie diesen besonderen Ehrentag im Kreise Ihrer Familie, Ihrer Freunde und aller Menschen feiern, deren Leben Sie durch Ihr Wirken bereichert haben.

Es gibt Begegnungen im Leben, die den Lauf der Zeit überdauern. Und es gibt Menschen, die nicht nur unseren Weg begleiten, sondern ihn entscheidend mitgestalten. Sie gehören zu diesen außergewöhnlichen Menschen.

Seit dem Jahr 1994 gehen wir gemeinsam einen Weg, der von Vertrauen, gegenseitigem Respekt und gemeinsamen Zielen geprägt ist. In mehr als drei Jahrzehnten haben wir unzählige schöne und erfolgreiche Momente miteinander erlebt. Gleichzeitig standen wir auch vor Herausforderungen und schwierigen Zeiten. Doch gerade in diesen Augenblicken haben sich Ihr Charakter, Ihre Loyalität und Ihre außergewöhnliche Persönlichkeit besonders gezeigt. Auf Sie war stets Verlass.

Als ich die Vision einer internationalen Universität entwickelte – einer Universität, die Bildung als Brücke zwischen Menschen, Kulturen und Nationen versteht –, gehörten Sie zu den ersten Menschen, die an diese Idee glaubten. Sie glaubten nicht nur an die Gründung der ATAFOM University, sondern vor allem an mich und an die Werte, für die diese Institution bis heute steht.

Von den ersten Gesprächen über die Gründung bis hin zur internationalen Entwicklung unserer Universität haben Sie jede einzelne Etappe mit außergewöhnlichem Engagement begleitet. Sie haben unermüdlich gearbeitet – oftmals Tag und Nacht –, Verantwortung übernommen, Lösungen gefunden und mit Ihrer wissenschaftlichen Kompetenz, Ihrer Erfahrung und Ihrer menschlichen Größe die Geschichte der ATAFOM University als Gründungsrektor geprägt.

Aus einer Vision wurde Wirklichkeit. Aus einer Idee entstand eine internationale Universität. Dass die ATAFOM University heute Menschen aus vielen Ländern verbindet und akademische Qualität mit gesellschaftlicher Verantwortung vereint, trägt auch Ihre unverwechselbare Handschrift.

Unsere gemeinsame Geschichte ist weit mehr als eine berufliche Zusammenarbeit. Zunächst waren wir Kollegen, die gemeinsame Ziele verfolgten. Aus Kollegen wurden Führungspersonlichkeiten, die gemeinsam Verantwortung trugen. Aus dieser Zusammenarbeit entstand eine vertrauensvolle Partnerschaft.

Mit den Jahren wurden Sie für mich zu einem Mentor, dessen Erfahrung, Weisheit und Rat mich immer wieder inspiriert haben.

Schließlich wurden Sie Teil meiner Familie – und heute darf ich mit großer Dankbarkeit sagen: Sie sind für mich ein wahrer Freund.

Freundschaft entsteht nicht durch Worte, sondern durch gemeinsame Erlebnisse, gegenseitiges Vertrauen und gelebte Loyalität. Genau das verbindet uns seit über drei Jahrzehnten.

Lieber Herr Professor Bauer,

Sie haben Generationen von Studierenden geprägt, Kolleginnen und Kollegen inspiriert und unsere Universität entscheidend mitgestaltet. Noch wertvoller aber ist das, was Sie als Mensch hinterlassen: Ihre Integrität, Ihre Bescheidenheit, Ihre Herzlichkeit und Ihre Fähigkeit, Menschen zu motivieren und zusammenzuführen.

Für all das möchte ich Ihnen heute meinen tief empfundenen Dank aussprechen.

Danke für Ihre Treue.
Danke für Ihr Vertrauen.
Danke für Ihren unermüdlichen Einsatz.

Danke dafür, dass Sie immer an meiner Seite standen – in den guten wie in den schwierigen Zeiten.

Sie haben mein Leben bereichert und die Geschichte der ATAFOM University nachhaltig geprägt. Dafür werde ich Ihnen stets dankbar sein.

Im Namen der gesamten ATAFOM University, unserer internationalen Gemeinschaft und ganz persönlich wünsche ich Ihnen von Herzen Gesundheit, Freude, Frieden und viele weitere erfüllte Jahre.

Mögen Sie mit Stolz auf Ihr beeindruckendes Lebenswerk zurückblicken und gleichzeitig die Gewissheit haben, dass Ihr Wirken noch lange in den Herzen vieler Menschen weiterleben wird.

Herzlichen Glückwunsch zu Ihrem 80. Geburtstag, lieber Herr Professor Dr. Michael Bauer.

Mit tiefem Respekt, großer Dankbarkeit und herzlicher Freundschaft

Şakir Yavuz
Gründer und Präsident
ATAFOM University International

On the Occasion of the 80th Birthday of Professor Dr. Michael Bauer

Dear Professor Dr. Michael Bauer,

On the occasion of your 80th birthday, I extend to you my heartfelt congratulations. I wish you good health, happiness, contentment, and God's abundant blessings for the years ahead. May you celebrate this remarkable milestone surrounded by your family, your friends, and all those whose lives have been enriched by your work and your character.

There are encounters in life that transcend the passage of time. And there are people who not only accompany our journey but profoundly shape it. You are one of those extraordinary individuals.

Since 1994, we have walked a shared path defined by trust, mutual respect, and common aspirations. Over more than three decades, we have celebrated countless joyful and successful moments together. At the same time, we have faced challenges and difficult periods. Yet it was precisely in those moments that your character, your loyalty, and your exceptional personality shone most brightly. I could always rely on you.

When I envisioned an international university—one that regards education as a bridge connecting people, cultures, and nations—you were among the very first to believe in that vision. You believed not only in the establishment of ATAFOM University, but above all in me and in the values that this institution continues to uphold to this day.

From our earliest conversations about its foundation to the international development of our university, you accompanied every single stage with extraordinary dedication. You worked tirelessly—often day and night—accepting responsibility, finding solutions, and, through your academic excellence, your experience, and your humanity, shaping the destiny of ATAFOM University as its Founding Rector.

A vision became reality. An idea evolved into an international university. The fact that ATAFOM University today brings together people from many nations while combining academic excellence with social responsibility also bears your unmistakable signature.

Our shared journey has become far more than a professional collaboration. At first, we were colleagues pursuing common goals. From colleagues, we became leaders who shared responsibility. From that collaboration grew a partnership founded on profound trust.

Over the years, you became a mentor whose experience, wisdom, and counsel have inspired me time and again.

Ultimately, you became part of my family—and today I can say with profound gratitude: You are a true friend to me.

Friendship is not created through words, but through shared experiences, mutual trust, and unwavering loyalty. That is precisely what has united us for more than three decades.

Dear Professor Bauer,

You have shaped generations of students, inspired colleagues, and played a decisive role in the development of our university. Yet even more valuable than your professional achievements is the legacy you leave as a human being: your integrity, your humility, your kindness, and your remarkable ability to inspire and unite people.

For all of this, I wish to express my deepest gratitude today.
Thank you for your loyalty.
Thank you for your trust.
Thank you for your tireless dedication.

Thank you for always standing by my side—through times of success as well as times of challenge.

You have enriched my life and have left an enduring mark on the history of ATAFOM University. For that, I shall remain forever grateful.

On behalf of the entire ATAFOM University, our international community, and personally from the bottom of my heart, I wish you continued good health, joy, peace, and many more fulfilling years ahead.

May you look back upon your extraordinary life's work with pride, while knowing that your legacy will continue to live on in the hearts of countless people for generations to come.

Happy 80th Birthday, dear Professor Dr. Michael Bauer.

With the deepest respect, profound gratitude, and heartfelt friendship,

Şakir Yavuz
Founder and President
ATAFOM University International





THE ARCHITECT OF INTEGRATION: **HONORING** PROF. DR. MICHAEL BAUER AT 80

Some occasions invite congratulations; others invite reflection. The eightieth birthday of Prof. Dr. Michael Bauer, Founding Rector of ATAFOM University International, calls for both.

Eighty years is not merely a milestone of time — it is a testament to contribution, stewardship, and enduring purpose. The true measure of a life is found in the opportunities created for others. In that regard, Dr. Bauer's legacy is already firmly established.

Born in Berlin in 1946, Prof. Dr. Michael Bauer belongs to a generation that witnessed extraordinary transformations across Europe and the world. His own professional journey mirrors that spirit: from pioneering studies in cybernetics, mathematics, and data processing at the Technical University of Merseburg, through doctoral research on the use of electronic data processing for planning and controlling large-scale research projects, and onward into decades of leadership in industry, information technology, systems architecture, governance, and compliance.

Spanning more than half a century, his distinguished career includes senior roles at some of Germany's most respected organizations — Chemische Werke Buna (now Dow Chemical), Industriemontagen Merseburg, COMTEXT KG, Systemhaus Hemminger GmbH, Vattenfall Berlin, and Perfect Timing Holding. Across these positions, his focus remained consistent: designing, organizing, and stewarding complex systems that serve people, institutions, and society.

Those who have worked with Prof. Dr. Bauer recognize a leadership style defined by precision, discipline, reliability, and quiet authority — qualities more often associated with accomplished diplomats or senior statesmen than with modern executives. His influence has never depended on spectacle; it has rested on competence, consistency, and integrity.

It was therefore natural that a career devoted to the architecture of complex systems would find its highest expression in education — humanity's most vital system for transmitting knowledge, values, opportunity, and hope across generations.

As Founding Rector of ATAFOM University International, Prof. Dr. Michael Bauer has helped transform an ambitious vision into a living institution. Under his stewardship, the principle of "Education for Integration" has become practice: creating learning pathways that transcend geography, language, culture, and circumstance. Students separated by continents now share classrooms, ideas, and futures through the ATAFOM University International Online Campus and growing global network.

History celebrates bold founders and visionaries. It less frequently recognizes the patient architects who turn vision into enduring structure. Every lasting institution depends upon such individuals — those whose contributions are measured not in moments of applause, but in foundations built to support generations yet to come. In this respect, Prof. Dr. Michael Bauer's service to ATAFOM extends far beyond administration. It lives in the systems established, the standards upheld, the culture nurtured, and the opportunities opened for students who may never fully know the depth of his contribution — yet who will benefit from it throughout their lives. In an era often drawn to immediacy and spectacle, such steady, principled leadership carries special resonance. Institutions endure not because they are loudly proclaimed, but because they are carefully built and faithfully guided. Like the giants upon whose shoulders future generations stand, Prof. Dr. Michael Bauer continues to create the conditions under which others may rise higher, see farther, and pursue possibilities that might otherwise have remained beyond the horizon.

The story of ATAFOM University International will unfold across decades and continents. When future generations look back on its formative years, they will recognize Prof. Dr. Michael Bauer as one of the quiet architects who gave it lasting form, direction, and soul.

On the occasion of his eightieth birthday, the global ATAFOM family pauses to celebrate not only the passage of years but a lifetime of service, leadership, and stewardship. May the years ahead bring continued health, happiness, and fulfillment — and may the legacy already established continue to inspire all who follow.

Happy 80th Birthday, Rector.
ATAFOM University International
Education for Integration – Learning Without Borders



80TH

BIRTHDAY
CELEBRATION

Happy Birthday



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TRUST TO LEARN

Happy Birthday ~ Alles Gute zum Geburtstag ~ Doğum gününüz kutlu olsun
Joyeux anniversaire ~ Feliz cumpleaños ~ Buon compleanno
С днём рождения ~ जन्मदिन मुबारक हो ~ عيد ميلاد سعيد

Dear Rector Prof. Dr. Michael Bauer,

On the occasion of your birthday today, ATAFOM University International extends its warmest and most heartfelt wishes for a day filled with joy, laughter, and unforgettable moments.

May this new decade of your life be as colourful, beautiful, and inspiring as this bouquet of flowers, bringing you good health, happiness, continued success, and many meaningful encounters along the way.

On behalf of Dr. Şakir Yavuz, we extend our sincere congratulations and wish you every success, happiness, and blessing for the years ahead.

We value and cherish you deeply. Thank you from the bottom of our hearts for your remarkable dedication, your outstanding contributions, and your humanity.

With our warmest greetings from:

Sehr geehrter Herr Rektor Prof. Dr. Michael Bauer,

die ATAFOM University International wünscht Ihnen zu Ihrem heutigen Geburtstag von Herzen einen Tag voller Freude, Lachen und unvergesslicher Momente.

Möge Ihr neues Lebensjahrzehnt so bunt, schön und inspirierend sein wie dieser Blumenstrauß und Ihnen Gesundheit, Glück, Erfolg sowie viele erfüllende Begegnungen schenken.

Im Namen von Dr. Şakir Yavuz gratulieren wir Ihnen von ganzem Herzen und wünschen Ihnen für Ihren weiteren Lebensweg alles erdenklich Gute.

Wir schätzen und lieben Sie sehr. Herzlichen Dank für Ihr Wirken und Ihre Menschlichkeit!

Mit den besten Grüßen aus:



Berlin – Düsseldorf – Neubrandenburg – Hamburg – Merseburg – Munich – Dubai –
Manchester – Miami – Bangui – Lusaka – Accra – Malabo – Freetown – New Delhi –
Hanoi – Zagreb – Paris – Zurich – Vienna

06 AUGUST 2026



**HAPPY BIRTHDAY ~ ALLES GUTE ZUM GEBURTSTAG ~ DOĞUM
GÜNÜNÜZ KUTLU OLSUN ~ JOYEUX ANNIVERSAIRE ~ FELIZ CUM-
PLEAÑOS ~ BUON COMPLEANNO ~ С ДНЕМ РОЖДЕНИЯ ~ जन्मदिनि मुबारक हो**

~ ديعس داليم ديع ~

DEAR RECTOR PROF. DR. MICHAEL BAUER,

On the occasion of your birthday today, ATAFOM University International extends its warmest and most heartfelt wishes for a day filled with joy, laughter, and unforgettable moments.

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With our warmest greetings from:

Istanbul – Ankara – Erzurum – Bursa – Berlin – Düsseldorf – Neubrandenburg –
Hamburg – Munich – Dubai – Manchester – Miami – Bangui – Lusaka – Accra –
Malabo – South Africa – Freetown – New Delhi – Hanoi – Zagreb – Paris –
Zurich – Vienna

80

UP CLOSE WITH PROF. DR. MICHAEL BAUER

FIVE FORMATIVE YEARS AS FOUNDING RECTOR

From the Founding Vision to Academic Reality



On the occasion of the 80th birthday of Prof. Dr. Michael Bauer and five years after his appointment as Founding Rector of ATAFOM University International

When Prof. Dr. Michael Bauer assumed responsibility as Founding Rector of ATAFOM University International in 2021, a decisive phase began in the development of the young university: the translation of an ambitious founding vision into academic and institutional practice.

At its origin stood the vision of Founder & President Şakir Yavuz to develop an internationally oriented university that connects people, cultures and educational pathways. At the heart of this vision is Education for Integration, an educational approach that understands integration not as a supplementary element, but as a fundamental principle of international higher education.

As Founding Rector, Prof. Dr. Michael Bauer assumed academic responsibility for contributing to the institutional implementation of this vision. This included the establishment of academic structures, the development of responsibilities and processes, the introduction of quality standards, and the shaping of an international university community.

The years from 2021 to 2026 thus became formative years of development: characterised by academic advancement, internationalisation, institutional consolidation and a digital transformation that is presenting universities worldwide with new opportunities and new responsibilities.

Under the strategic vision of Founder & President Şakir Yavuz and the academic responsibility of Founding Rector Prof. Dr. Michael Bauer, ATAFOM evolved from institutional preparation towards academic practice and established foundations for its further international development.

On the occasion of Prof. Dr. Michael Bauer's 80th birthday and five years after he assumed office, we speak with him about responsibility and leadership, the formative phase of a young university, Education for Integration, international cooperation in higher education, artificial intelligence, and the question of what a university must accomplish in the twenty-first century.

ATAFOM Newsletter: Prof. Dr. Bauer, five years is a short period in the life of a university, yet it can be decisive during its founding phase. Looking back on the years since 2021, what do you consider the most important achievement?

2021—2026

FIVE FORMATIVE YEARS



From founding vision to academic reality

UP CLOSE WITH PROF. DR. MICHAEL BAUER

Prof. Dr. Michael Bauer: Whenever a new institution is established, its first years are of particular importance. It is during this period that its character, its standards and, ultimately, the direction in which it can develop over the long term begin to take shape.

Looking back, I believe that one of the most important achievements is that ATAFOM University International has begun to develop a clear educational identity.

From the outset, the intention was not simply to reproduce existing academic models. The aspiration was to understand education as a unifying force: between people, cultures, disciplines and countries.

For me, this is precisely where the significance of Education for Integration lies.

Our task was to translate this principle, step by step, into academic structures, educational programmes, international relationships and digital forms of learning.

After five years, therefore, the decisive question is not how much has already been completed. What matters is whether a resilient foundation has been established upon which a university can continue to develop over the long term.

I believe that we have created such a foundation.

ATAFOM Newsletter: The founding vision originated with Founder & President Şakir Yavuz. As Founding Rector, your task was to help shape this vision academically and translate it into institutional practice. At what point does a vision truly become a university?

Prof. Dr. Michael Bauer: A vision is the point of departure. A university, however, only comes into being when that vision is transformed into functioning academic reality.

For this to happen, many elements must come together: academic structures, programmes, responsibilities, quality standards and organisational processes. Above all, however, it requires people who are prepared to assume responsibility and work together to build an institution.

One of the central tasks of the founding phase was therefore to develop an academically and organisationally sustainable framework.

A particularly formative moment occurs when academic operations genuinely begin and students become part of the institution. At that point, the perspective changes fundamentally.

Concepts become concrete academic processes. Faculty members assume responsibility. Students move to the centre of the institution. And structures that were previously developed must now prove themselves in everyday practice.

From that point onwards, the task is no longer merely one of building. It becomes a question of quality, reliability and continuous improvement.

Growth alone is not an indicator of quality. A university should grow because its academic foundations are capable of supporting that growth.

02

FOUNDATION & IDENTITY

A resilient academic foundation

VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM Newsletter: What principles guided you personally in establishing academic structures?

Prof. Dr. Michael Bauer: To serve as the Founding Rector of a university entails a particular form of institutional responsibility. In an established university, structures, traditions and routines exist that may have evolved over decades. During a founding phase, much of this is initially absent. Structures must be created, standards defined and processes developed. At the same time, trust must be established. This requires a long-term perspective. A decision does not affect only the immediately forthcoming academic year. It may have consequences for students who will not begin studying at the university until years later, for faculty members, staff, cooperation partners, and for the institution's international reputation. I have therefore always sought to consider decisions in light of the question: Is what we are creating today sustainable in the long term? This responsibility is demanding. At the same time, it is extraordinarily rewarding, because it offers the opportunity to contribute to something intended to enable access to education across geographical and cultural boundaries.

ATAFOM University: After these first five years, is there already a recognisable institutional DNA at ATAFOM University International?

Prof. Dr. Michael Bauer: Yes, I believe that such an identity has begun to emerge. We proceed from the conviction that high-quality education should be internationally accessible. We do not regard academic excellence and integration as opposites. We view digital technologies as instruments through which geographical distances can be overcome and people can be connected. And we do not understand higher education solely as preparation for the attainment of an academic degree. A university should enable people to apply knowledge, think critically, assume responsibility, and collaborate in an increasingly interconnected world with individuals from different cultural and disciplinary backgrounds.

Academic standards must remain reliable. At the same time, universities must understand how rapidly society, science, technology and the economy are changing.

I regard this combination of stability and adaptability as an essential component of a modern institutional identity.

03

ACADEMIC RESPONSIBILITY

Structures, standards and trust



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: “Education for Integration” lies at the heart of the educational philosophy developed by Founder & President Şakir Yavuz. What does this principle mean to you from an academic perspective?

Prof. Dr. Michael Bauer: For me, integration begins with a simple recognition: education should bring people together rather than separate them.

Students today arrive at university with very different cultural, linguistic, social and economic experiences. Their starting points differ, as do their perspectives and expectations.

An international university must do more than simply accept this diversity. It should understand it as an academic resource and a source of potential.

For me, Education for Integration therefore means creating learning environments in which people learn from one another, develop intercultural understanding, and at the same time acquire the knowledge, competencies and confidence they need to act responsibly within an international society.

Integration, however, concerns not only people and cultures. It also concerns knowledge itself.

In the long term, technology cannot meaningfully be separated from ethics. Economics cannot be isolated from social responsibility. Leadership requires human understanding. Science, in turn, achieves its full societal significance only when knowledge and discoveries are placed within broader contexts.

Education should make these connections visible.

Integration is therefore not an addition to education. It belongs to its fundamental purpose.

ATAFOM University: After five years of building the university together, how would you describe your collaboration with Founder & President Şakir Yavuz?

Prof. Dr. Michael Bauer: When building a university, vision and implementation must remain connected.

Through the founding idea, the strategic orientation and Education for Integration, the Founder & President provides a long-term framework of orientation. Within its sphere of responsibility, the academic leadership contributes to translating this framework into sustainable academic structures, processes and quality standards.

04

INTERNATIONAL ACCESS

Education across borders



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

Such collaboration requires trust. It also requires clarity regarding distinct areas of responsibility.

Particularly within an internationally oriented university, new questions and opportunities continually arise. Strategic objectives and academic requirements must therefore be repeatedly aligned with one another.

Not every idea can be implemented immediately. Not every opportunity is automatically sustainable. What matters is the ability to assess jointly what serves the institution's long-term mission and how it can be implemented professionally.

From my perspective, the interaction between long-term vision and academic responsibility is an essential prerequisite for sustainable institutional development.

ATAFOM University: International cooperation has accompanied your work from the outset. What distinguishes a substantive academic partnership from a merely formal international contact?

Prof. Dr. Michael Bauer: Substance.

International relationships are of fundamental importance to universities today. Research, technology, economic development and many of the major societal challenges of our time transcend national borders.

But internationality cannot be measured solely by the number of agreements that have been signed.

A memorandum or cooperation agreement may constitute an important starting point. What ultimately matters, however, is what emerges from it.

Do academics actually work together? Do joint academic initiatives emerge? Do students benefit? Does a continuous professional and scholarly exchange develop?

Over the past years, I have had the opportunity to participate in discussions and working meetings with colleagues and institutions in different countries. These encounters repeatedly demonstrate that sustainable cooperation develops through personal dialogue, professional respect and trust.

Our objective should therefore not be to accumulate the greatest possible number of international contacts.

Our objective should be to develop partnerships that create academic value.

05

EDUCATION FOR INTEGRATION

Connecting people and cultures

VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION



UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: Many of these discussions took place in person, including in Germany and Türkiye. Why does face-to-face interaction remain important despite digital communication?

Prof. Dr. Michael Bauer: Digital communication is indispensable. Without it, the contemporary international higher education landscape would scarcely be conceivable.

Nevertheless, personal encounters possess a particular quality.

When people sit together at the same table, a deeper level of understanding and a different openness in dialogue often emerge. One comes to understand not only the positions of the other party, but also the institutional culture from which those positions arise.

Complex questions can be discussed with greater nuance. Misunderstandings can be clarified more quickly. And sometimes a conversation gives rise to opportunities that were not originally on the agenda at all.

An internationally oriented university, in particular, requires both: digital reach and personal relationships.

Technology can overcome distance. Trust, however, continues to arise fundamentally between people.

ATAFOM University: What role does the interaction between the Founder & President, the Rectorate, the faculties and the administration play in this context?

Prof. Dr. Michael Bauer: A university does not become strong over the long term by concentrating as much responsibility as possible in individual personalities.

It becomes strong when a shared mission is translated into resilient structures.

The Founder & President represents the founding vision, the strategic orientation and the fundamental philosophy of Education for Integration.

The Rectorate and academic leadership bear responsibility for academic implementation within their respective areas of competence.

The faculties, academic staff, administration and other institutional areas, in turn, contribute their respective professional expertise.

These responsibilities are different. It is precisely for this reason that they must complement one another.

What matters are clearly defined responsibilities, mutual trust, professional dialogue and a shared understanding of what the university should represent over the long term.

Institutional sustainability begins at the point where a mission becomes greater than the individual people who participated in its creation.

06

GLOBAL COOPERATION

Substantive academic partnerships

VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: Digitalisation is transforming universities worldwide. Where do you see the greatest opportunities for ATAFOM, and where do you see the limits?

Prof. Dr. Michael Bauer: Digitalisation has fundamentally changed access to education. Students no longer necessarily have to live in the immediate vicinity of a university campus in order to gain access to academic knowledge. Faculty members, students and experts can collaborate across continents. Learning materials can be updated more rapidly and made internationally available. Artificial intelligence is now adding another dimension to this development. But technology does not automatically constitute progress. The decisive question is: Does it improve education? Does it make learning more accessible? Does it help students understand and apply knowledge more effectively? Does it support educators? Does it enable international learning environments? Does it connect people who might otherwise never have had the opportunity to study together? If technology fulfils these functions, it can become an extraordinarily powerful instrument for educational integration. If, by contrast, technology is used merely because it is available, there is a danger of confusing means with ends. Artificial intelligence is now confronting universities with very concrete questions. What must a university teach its students in the age of AI? Universities must avoid two extremes. The first would be to ignore artificial intelligence. The second would be to assume that artificial intelligence could replace education. I consider both positions mistaken. AI will become an important tool in numerous professional fields. Students must therefore learn to use these technologies competently and productively. Even more important, however, is the ability to evaluate their outputs critically. Is a piece of information correct? Is a conclusion logically comprehensible? What assumptions underlie a particular result? Who bears responsibility? What ethical consequences arise from a decision?

The graduates of the future will therefore not distinguish themselves solely through their ability to operate technological systems. Of particular value will be those individuals who are able to combine technology with critical thinking, creativity, communication skills, cultural understanding and a sense of responsibility. This is precisely where one of the university's central responsibilities in the age of artificial intelligence lies.

07

DIGITAL TRANSFORMATION

Technology serving education



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: What will a graduate need to be capable of in the coming decade that may have been less decisive twenty years ago?

Prof. Dr. Michael Bauer: Knowledge remains fundamental. But knowledge alone is no longer sufficient. People need the ability to continue learning throughout their lives. They require digital competence, communication skills, intercultural understanding and the ability to collaborate with people from different disciplines and backgrounds. From my perspective, ethical judgement will be particularly important. Technological change sometimes advances more rapidly than societal rules and institutional responses. This creates situations for which no handbook and no established solution yet exists. People must then be capable of analysing complexity, understanding different consequences and making responsible decisions. A university should therefore do more than impart knowledge.

It should enable people to use knowledge responsibly.

08

ARTIFICIAL INTELLIGENCE

Innovation with responsibility



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: ATAFOM is a young institution compared with universities that possess long-established traditions. Can this youth itself constitute a strategic advantage?

Prof. Dr. Michael Bauer: Yes, provided that youth is used responsibly. Universities with long traditions possess enormous strengths. Their academic cultures, networks and structures may have evolved over centuries. Young institutions possess a different strength: they can be more agile. They can question established models, respond more rapidly to technological developments, and integrate international and digital collaboration into their structures from the very beginning. The decisive challenge is to combine flexibility with academic rigour. Innovation must never be used as an argument for relativising standards. On the contrary. A young international university must demonstrate with particular conviction that innovation, quality and responsibility belong together.

ATAFOM University: What was the most difficult experience for you personally during these formative years?

Prof. Dr. Michael Bauer: Perhaps the fact that we were building an institution while, at the same time, the environment of higher education was changing at extraordinary speed. Digitalisation accelerated. Artificial intelligence developed within a short period into a major technological force. Economic and geopolitical uncertainties affected international relations. At the same time, the expectations of many students towards universities were changing. We were therefore not building for a stable world. We were building for a world of permanent transformation. That requires patience and adaptability. It also requires a willingness to reassess decisions when circumstances change.

A university therefore needs stable principles and adaptable methods.

Finding this balance is probably one of the most demanding responsibilities of contemporary university leadership.

09

HUMAN JUDGEMENT

Critical thinking remains essential



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: And which moment or development gives you particular satisfaction when you look back?

Prof. Dr. Michael Bauer: Seeing an idea become an institution and an institution gradually become a community. A university ultimately lives through people who believe in education. Students believe that education can expand their opportunities. Faculty members believe that knowledge should be shared, discussed and further developed. Staff create the conditions that allow academic processes to function. Partners decide that they can achieve more together than any institution could achieve alone. When these people begin to identify with a shared mission, a university changes. It is then no longer merely an organisation. It becomes an academic community. To witness this development has been one of the particularly valuable experiences of the past years.

ATAFOM University: When future generations look back on the years 2021 to 2026, what would you like these first five years to represent?

Prof. Dr. Michael Bauer: I would like them to be remembered as years in which foundations were established with courage, seriousness and a strong sense of responsibility. A founding phase should not be judged solely by what was completed within a few years. What matters more is what it made possible. If the structures whose development we helped to shape enable future generations of students to receive a high-quality education, support new academic programmes, foster international cooperation and bring people from different parts of the world together through education, then these years will have achieved something enduring. Institutions acquire significance when their impact extends beyond those who originally built them. That, ultimately, is the measure.

10

SUSTAINABLE DEVELOPMENT

Knowledge translated into impact



EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: You celebrated your 80th birthday in 2026. How does such a personal milestone change one's perspective on leadership, education and responsibility?

Prof. Dr. Michael Bauer: A birthday of this kind naturally invites reflection. Over the course of a long professional life, one sees technologies come and go, institutions change and societies develop new priorities. Some things, however, remain remarkably constant. People want to learn. Young people want opportunities. Educators want their work to have meaning. Societies need people who are capable of sound judgement and willing to assume responsibility. And sustainable progress very rarely emerges from a single spectacular moment. It emerges through continuity. It emerges when a great many things are done carefully over many years. One sentence has accompanied my thinking: "Every detail opens up a new approach." For me, this idea also describes education. Every student brings a different perspective. Every challenge opens up a new possibility. And every generation compels a university to reflect anew on how education can serve society. Perhaps with increasing experience one becomes even more conscious that leadership does not mean having an immediate answer to every question. Leadership also means asking the right questions and creating structures within which other people can assume responsibility and develop answers.

ATAFOM University: As you look towards the next five years together with Founder & President Şakir Yavuz and the entire university community, by what standards should ATAFOM measure its progress?

Prof. Dr. Michael Bauer: The first years were necessarily devoted to establishing foundations. The next phase must consolidate these foundations while simultaneously opening up new opportunities for development. This includes further strengthening academic programmes, expanding substantive international partnerships, making responsible use of new technologies, and continuously advancing academic and institutional quality. At the same time, we must not lose sight of the original mission. Growth is meaningful when it serves the educational mission. Internationalisation is valuable when it results in genuine academic cooperation. Technology represents progress when it improves learning and creates new opportunities for people. The next phase of development should therefore not be measured primarily by size. Quality, academic impact, international relevance and sustainability will be decisive.

11

LEADERSHIP
& RESPONSIBILITY

Continuity, reflection and service



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

ATAFOM University: Finally, Prof. Dr. Bauer, what message would you like to share with the students, faculty, staff, partners and friends of ATAFOM University International?

Prof. Dr. Michael Bauer: Remain curious. Remain open to people whose experiences and perspectives differ from your own. Never stop learning. Use technology intelligently, but never surrender human judgement to it. Strive for excellence, but do not forget that education achieves its greatest societal value when it also creates opportunities for others. The first years of ATAFOM University International have demonstrated what can emerge when people from different backgrounds work together towards a shared educational purpose. The task now is to continue building upon this foundation. The next chapter should be characterised by strong academic programmes, substantive international partnerships, responsible innovation and an increasingly interconnected university community.

If we succeed in combining professionalism with openness, ambition with responsibility, and knowledge with humanity, ATAFOM University International possesses a highly promising foundation for its further development.

The first five years have established the foundation.

The years ahead must demonstrate what sustainable international impact can be built upon it.

12

THE NEXT FIVE YEARS

Quality, relevance and sustainability



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

UP CLOSE WITH PROF. DR. MICHAEL BAUER

FIVE YEARS THAT ESTABLISHED A FOUNDATION

Editorial Conclusion

The significance of a founding phase cannot be measured solely by what has visibly been created within a few years. Its long-term value is revealed above all by the developments it enables in the future.

For ATAFOM University International, the years from 2021 to 2026 mark such a formative period.

The founding vision developed by Founder & President Şakir Yavuz and the philosophy of Education for Integration provided the strategic point of departure. As Founding Rector, Prof. Dr. Michael Bauer bore academic responsibility for contributing to the translation of this vision into institutional structures, academic processes and sustainable long-term university development.

The two levels of responsibility are distinct and, precisely for that reason, complementary.

- **Vision requires implementation.**
- **Strategic orientation requires academic substance.**
- **International ambition requires institutional quality.**

Over the long term, however, a university is defined neither by a single vision nor by a single individual. It emerges through the interaction of leadership, academic responsibility, faculties, educators, staff, students and international partners.

This may be the most important message of these first five years.

13

EDITORIAL CONCLUSION

From a foundation to lasting impact



VISION INTEGRATION QUALITY FUTURE

EDUCATION FOR INTEGRATION

80

FIVE YEARS THAT ESTABLISHED A FOUNDATION

“Every detail opens up a new approach.”

PROF. DR. MICHAEL BAUER

The founding phase established the foundations.

The next phase must transform them into impact.

Prof. Dr. Michael Bauer’s guiding principle encapsulates this transition in a single sentence:

“Every detail opens up a new approach.” For a university entering the next chapter of its development, this idea carries particular significance. Every new student brings a new perspective.

Every substantive partnership creates new possibilities.

Every technological development brings not only opportunities, but also new responsibilities.

And every academic year confronts a university anew with the question of how it can better fulfil its educational mission.

The years from 2021 to 2026 represent the establishment of a foundation. What is built upon it will be the measure of the next chapter.

ATAFOM UNIVERSITY INTERNATIONAL

Education for Integration | Learning Without Borders

CONNECT. LEARN. SUCCEED.



DEAR VICE PRESIDENT MR. ANDREAS GLEISENSTEIN,
on this special day, we extend our heartfelt congratulations and sincere appreciation.

Your dedication, commitment, and outstanding contribution have played an Important role in the continuous development and International growth of ATAFOM University International.

Through your engagement and passion for Education for Integration - Learning Without Borders, you continue to strengthen connections between people, cultures, and opportunities worldwide.

May this new year of life bring you happiness, health, continued success, and many Inspiring moments.

With our highest appreciation and warmest wishes.

ATAFOM University International Family

Connect. Learn. Succeed.
Education for Integration - Learning Without Borders



DIGITAL • HUMAN • INTEGRATION

ONLINE LEARNING • GLOBAL PERSPECTIVE

Editorial Report & Perspective

FUTURE SKILLS FOR THE DIGITAL ECONOMY

Editorial Report & Perspective Future Skills For The Digital Economy Preparing Learners For A World Of Permanent Transformation

The digital economy is no longer a future scenario. It is the operating system of modern society. Artificial intelligence, automation, data-driven decision-making, platform economies, and global connectivity are transforming work, education, communication, and institutional life.

According to the World Economic Forum's Future of Jobs Report 2025, technological change, demographic shifts, geoeconomic fragmentation, and the green transition are among the major forces expected to reshape global labor markets by 2030. McKinsey notes that by 2030, around 170 million new jobs may be created while 92 million jobs may be displaced. The International Labor Organization adds that generative AI is more likely to transform jobs than replace them, with one in four workers globally — and 34% in high-income countries — in occupations exposed to it.

Why does this matter? Because the pace of change now exceeds the adaptive capacity of traditional education systems. The real danger is not technology itself, but a widening skills-and-opportunity gap that leaves entire communities behind. Without deliberate action, digital transformation risks becoming a zero-sum game.

At ATAFOM University International, we reject that framing. We believe future skills are about integration — combining technical mastery with human judgment, digital fluency with ethical responsibility, and individual success with societal benefit. This is not charity; it is smart economics. When more people can contribute creatively and responsibly, the entire digital economy becomes faster, more resilient, and more innovative. It is a genuine win-win.

How do we close the gap and empower people through integration? We move from passive knowledge delivery to active, continuous capability building through **Education for Integration** — a practical philosophy with several interlocking approaches:

- Personalized, lifelong learning pathways that adapt to each learner's background, pace, and goals.
- Global collaboration platforms that connect students and professionals across borders and socio-economic realities.
- Real-world application projects that solve actual community or industry challenges.
- Ethical and inclusive design is embedded in every program, so technology serves human dignity.
- Strong public-private-civic partnerships that align education with evolving labor market needs while expanding access.

Gamification as a powerful accelerator: Gamification plays a key role at every level:

- **Students:** Progress badges, skill trees, collaborative quests, and real-time feedback make learning engaging and increase persistence.
- **Employees:** Gamified upskilling platforms turn reskilling into a rewarding experience rather than a chore.
- **Employers:** It helps identify talent, build skill inventories, and foster a culture of continuous improvement.
- **Entrepreneurs:** Gamified programs reward experimentation and community contribution.

What exactly should we focus on? Future skills rest on three interconnected pillars:

- 1. Core Digital Competencies** – AI literacy, data analytics, coding fundamentals, cybersecurity, digital collaboration tools, and platform entrepreneurship.
- 2. Human + Adaptive Skills** – Complex problem-solving, cross-cultural collaboration, ethical reasoning, clear communication, creativity, and learning-how-to-learn.
- 3. Integration & Citizenship Skills** – The ability to use technology responsibly, inclusively, and for shared prosperity.

The Inclusion Imperative: None of this works without addressing access. The World Bank and the International Telecommunication Union (ITU) data remain sobering: billions of people are still offline or lack meaningful digital participation. ATAFOM pairs high-quality digital content with outreach, scholarships, and hybrid formats that meet people where they are.

The Win-Win Outcome: By investing in future skills through integration, we create resilient individuals, innovative organizations, thriving communities, and a global society that harnesses technology for shared prosperity rather than division.

The future belongs not only to those who can use technology, but to those who can use it responsibly, creatively, and inclusively. At ATAFOM University International, future skills are ultimately citizenship skills for the digital age. We are not just preparing learners for jobs — we are preparing them, and the world they will shape, for permanent, positive transformation.

SOURCES & FURTHER READING

- World Economic Forum - The Future of Jobs Report 2025
- International Labour Organization - Generative AI and Jobs: A Refined Global Index (2025)
- UNESCO - AI Competency Frameworks for Students and Teachers (2024)
- World Bank Group - Digital Economy for Africa (DE4A)



ONLINE • FLEXIBLE • GLOBAL

ACADEMIC PROGRAMMES • ACCESSIBLE WORLDWIDE

ATAFOM UNIVERSITY COURSE OFFERINGS

BACHELOR COURSE OFFERINGS

BACHELOR COURSE OFFERINGS

FIRST SEMESTER

WINTER SEMESTER 2026/27

ACADEMIC YEAR 2026/27

Welcome to ATAFOM University International

Empowering Global Minds. Building a United Future.

At ATAFOM University International, we believe that true education is a journey that connects hearts, minds, and cultures. More than just academics, we offer an experience that inspires unity, fosters innovation, and cultivates future global leaders.

Guided by the visionary leadership of Şakir Yavuz, our university lives by the motto "Education for Integration." We're creating a worldwide community where students from every background come together to learn, grow, and transform their potential into purpose.

Our online classrooms are vibrant hubs of diversity, where bold ideas are celebrated, global perspectives are shared, and lifelong friendships begin. Whether you're just starting your academic path, upskilling for career advancement, or seeking intellectual enrichment, ATAFOM offers programs designed for today's world—and tomorrow's challenges. Here, education is more than textbooks and lectures. It's a gateway to meaningful impact in an interconnected world. Our commitment to excellence, innovation, and cultural understanding shapes not only careers but character.

Join ATAFOM University International—where learning has no borders, and your global journey begins.

Discover the programs that are redefining international education.

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- Frontend Development: Level Three: Advanced
- Frontend Development: Level Four: Expert
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- Deep Learning and Neural Networks
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- ALA-B1: Pre-Intermediate Level
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- ALA-C1: Upper-Intermediate Level
- ALA-C2: Advanced Level
- ALA-BE I: B2 Business English I (Requires minimum language level of ALC-B2)
- ALA-BE II: C1 Business English II (Requires minimum language level of ALC-C1)
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**1 - YEAR
STO/IPO
CERTIFICATION
COURSE**

FLEXIBLE LEARNING INDUSTRY CERTIFIED PRACTICAL INSIGHTS

At ATAFOM University International, we are committed to providing an education that blends modern innovation with academic excellence. Our goal is to equip students with the knowledge, skills, and practical experience needed to succeed in today's fast-changing world.

With a strong emphasis on global perspectives and real-world learning, we ensure that our students are not only prepared for their careers but also for leadership in an interconnected society.

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Learn.
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- Access your student portal
- Get orientation & academic guidance



03 FLEXIBLE DIGITAL LEARNING

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- Learn at your own pace
- Interactive content, readings, and resources



04 LIVE CLASSES & INTERACTION

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- Engage in discussions with a global community of learners



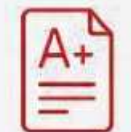
05 PRACTICAL APPLICATION

- Work on assignments & case studies
- Develop real-world projects
- Build skills employers value



06 ASSESSMENT & EVALUATION

- Complete assessments & projects
- Receive feedback from faculty
- Demonstrate your knowledge and competence



07 CERTIFICATE & BEYOND

- Earn your ATAFOM University International Certificate
- Enhance your career opportunities
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GLOBAL PERSPECTIVE
Study with peers from around the world.



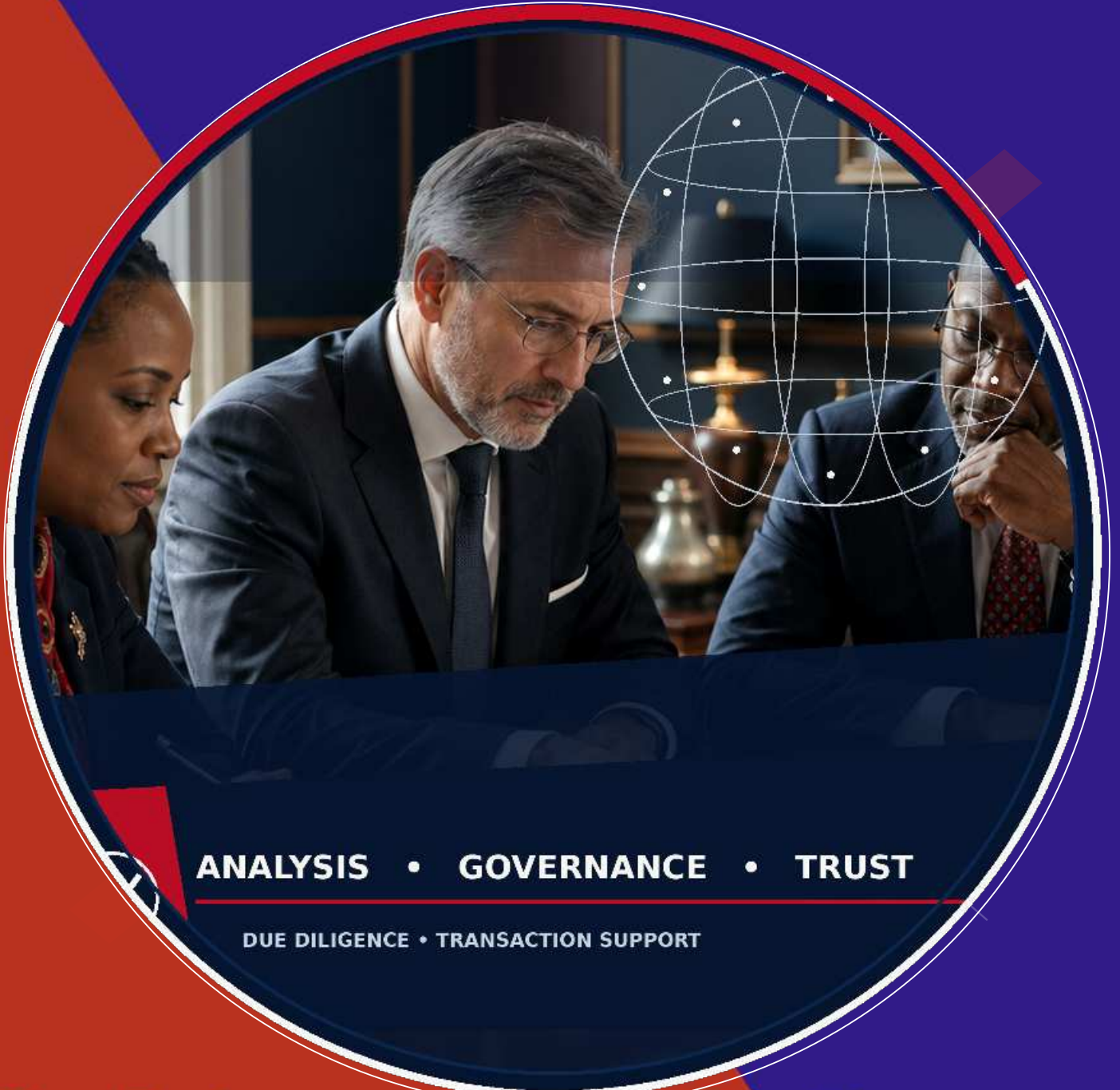
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High academic standards and industry-relevant curricula.



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Modern learning tools for a seamless digital experience.



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Practical skills for real-world success.



The Future of M&A: Why Due Diligence and Transaction Support Matter More Than Ever

At ATAFOM University International's Faculty of Initial Public Offering, we equip future finance leaders with the expertise to navigate the full spectrum of capital markets strategies — from preparing for a successful IPO to mastering mergers and acquisitions (M&A). In today's environment of rapid technological change, capital markets volatility, and heightened regulatory scrutiny, M&A demands far more than ambition. It requires rigorous preparation, strategic foresight, and sophisticated due diligence and transaction support. These elements have become the cornerstone of successful deal-making in 2026, safeguarding investments while unlocking long-term value for STO/IPO companies, strategic buyers, and private equity sponsors alike.

M&A in 2026: A Resurgent Yet Demanding Landscape

The global M&A market continues its rebound in 2026, driven by private equity monetization, technological disruption (especially in AI), and strategic consolidation across key sectors such as technology, healthcare, energy transition, and industrials. While megadeals capture headlines and deal values rise among well-capitalized players, challenges persist: valuation gaps, cultural integration issues, regulatory hurdles, and the need for swift execution in a competitive environment.

For STO/IPO companies and aspiring professionals in investment banking, private equity, venture capital, and alternative investments, understanding M&A is essential. Many firms use acquisitions to build scale, acquire talent or technology, and strengthen their position ahead of — or as an alternative to — an IPO. Others pursue strategic sales or divestitures as optimal liquidity events. Success in either path hinges on precision, insight, and execution.

What Is Due Diligence and Why It Matters Now More Than Ever

Due diligence is the comprehensive investigative process that reveals the true financial, operational, legal, and strategic health of a target company. It goes well beyond reviewing numbers:

- **Financial due diligence** examines revenue streams, cost structures, assets, liabilities (on- and off-balance sheet), and quality of earnings.
- **Operational due diligence** assesses supply chains, technology infrastructure, and efficiency.
- **Intellectual property and legal due diligence** uncovers protections for intangible assets, compliance risks, pending litigation, contractual commitments, and regulatory issues.
- **Human resources and management due diligence** evaluates workforce dynamics, benefits plans, workers' compensation, and the character and effectiveness of leadership.

Sell-side due diligence plays an equally vital role, helping sellers identify and address potential buyer concerns early, streamline the process, and maximize valuation. Inadequate due diligence can lead to hidden debts, unrecorded liabilities, obsolete assets, inflated valuations, or post-deal surprises that erode value. In contrast, thorough due diligence provides clarity for negotiations, informs pricing, mitigates risks, and sets the foundation for successful integration.

Transaction Support Services: Building on Due Diligence to Deliver Value

Transaction support extends the process beyond investigation. It includes deal structuring, advanced financial modeling, risk assessment, and post-merger integration planning. These services ensure the transaction is not only viable on paper but strategically aligned to realize synergies, align cultures, and deliver sustained performance.

In the STO/IPO context, strong transaction support helps companies evaluate whether to pursue a strategic acquisition for growth, prepare for a potential sale, or optimize their trajectory toward a public listing.

The Future of Due Diligence and Transaction Support in 2026 and Beyond

Due diligence is evolving rapidly from a static, checklist-based exercise conducted before signing into a dynamic, technology-enabled discipline that often continues post-integration. Sophisticated acquirers and STO/IPO teams are embracing six key trends:

- 1. AI-Driven and Automated Processes:** Artificial intelligence now handles vast data collection, document review, ownership mapping, and initial risk flagging — often reducing manual review time by up to 70%. This allows professionals to focus on strategic judgment, interpretation, and high-value insights.
- 2. Continuous Monitoring Post-Integration:** Real-time dashboards and organized data rooms extend oversight beyond closing, providing early warnings on operational, financial, or reputational risks and supporting proactive management.
- 3. Global Compliance Harmonization:** Blockchain-enabled systems, digital identity verification, and standardized reporting across jurisdictions are streamlining “Know Your Customer” processes and regulatory adherence.
- 4. Cybersecurity and Technology Health Checks:** Pre-acquisition tech diligence — including cybersecurity, data rights, cloud costs, and AI model validation — is becoming routine, with ongoing audits post-deal to protect value.
- 5. Predictive Analytics:** Leveraging AI and industry data, due diligence now incorporates forward-looking modeling to forecast risks, opportunities, and post-acquisition performance.
- 6. ESG Integration:** Environmental, Social, and Governance factors have moved from optional to central. Investors and regulators increasingly demand robust ESG assessments as strategic imperatives that can influence deal viability and valuation.

These advancements, powered by AI, automation, and global frameworks, are making M&A processes faster, deeper, and smarter — directly benefiting STO/IPO professionals who must prepare companies for multiple exit or growth scenarios.

Why This Matters for ATAFOM Students and STO/IPO Professionals

At the Faculty of Initial Public Offering, our curriculum integrates M&A deeply with IPO preparation. You will gain hands-on skills in financial modeling, valuation, regulatory compliance, corporate governance, due diligence techniques, and the application of emerging technologies such as AI, blockchain, smart contracts, tokenization, and decentralized finance.

Whether building scale through acquisitions, optimizing for a strategic sale, or positioning for a successful public offering, our programs emphasize real-world application. Students learn to found startups, pitch to capital providers, conduct rigorous investigations in an AI-enhanced environment, and evaluate the full range of capital formation and exit strategies.

Prof. David Grzan, Dean of the Faculty of Initial Public Offering, emphasizes: "Our programs go beyond theory. We equip students to thrive in the real world—building teams, funding projects, leveraging cutting-edge technologies, and understanding why some STO/IPO companies become unicorns through strategic growth via M&A while others pursue optimal IPO or divestiture pathways."

Prepare for Tomorrow's M&A and IPO Opportunities Today

The convergence of IPO readiness and M&A expertise opens vast possibilities across more than 55,000 listed companies worldwide and an alternative investments ecosystem approaching \$20 trillion — with innovations in private exchanges and secondary liquidity enhancing options for STO/IPO players.

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ATAFOM Makes It Possible!

Our future needs a stable and strong economy. A strong and stable economy requires highly educated economists and finance professionals.

ATAFOM Makes It Possible by producing highly educated leaders in capital markets.

Ready to master the future of M&A, due diligence, and IPOs? Explore our programs today at the Faculty of Initial Public Offering.

Suggested Sources for Further Reading

- PwC Global M&A Industry Trends – 2026 Outlook
- McKinsey: Top M&A Trends 2026
- Bain & Company: M&A Report 2026

Deloitte M&A Trends Survey 2026

Prof. David Grzan

Vice Rector

Dean

Faculty of Initial Public Offering
ATAFOM University International
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M&A: SOURCES & EVIDENCE

Referenced market context

- World Federation of Exchanges (2024): exchanges covered by WFE data host more than 55,000 listed companies.
- Preqin, Future of Alternatives 2029: global alternatives AUM forecast at USD 29.2 trillion by 2029.
- PwC Deals: automation and deal analytics can accelerate financial, operational, and legal assessments.
- PwC (2026): an illustrative diligence synthesis workflow may fall from 15 hours to four hours with proficient AI use.

Editorial standard

Quantitative claims are attributed to a named source and reference period. General efficiency statements are presented as potential benefits, not guaranteed outcomes.



VISION • LEADERSHIP • INTEGRATION

EDUCATION FOR INTEGRATION

FOUNDER & PRESIDENT'S PERSPECTIVE

THE SUCCESS OF EVERY ACTION BEGINS IN THE HEAD

“The Success Of Every Action Begins In The Head.”

Helped him pave a way to create the university offering an inclusive education. He is firmly convinced that the children of this world with different cultural backgrounds and countries of origin as well as languages should have the same right to education. He has set himself the task of giving young people access to university education of the highest international quality and with equal opportunities, in the conviction that success requires permanent concentration, strong motivation and extreme commitment.

At ATAFOM University International, "Education for Integration" is developed, taught and lived. The team of internationally renowned professional teachers and experienced staff at ATAFOM University International will meet the highest international standards and will do everything possible to meet and exceed all of our students' expectations and educational goals as they embark on undergraduate studies or learn the English language when they enroll in ATAFOM Language Academy.

The digital innovation and knowledge campus of ATAFOM University International - ConiaSoft Online Campus, which accommodates everyone who is willing to learn, makes it possible to create educational bridges between all continents.

Şakir Yavuz

Founder & President

ATAFOM University International



PRESIDENT'S QUOTE OF THE MONTH

“The future of work will not be defined by technology alone, but by people who are prepared to learn, adapt, and turn knowledge into meaningful action.

Education must therefore do more than prepare students for their first profession. It must empower them to remain employable throughout a lifetime of change - with knowledge, digital competence, creativity, critical thinking, and the confidence to embrace new opportunities.

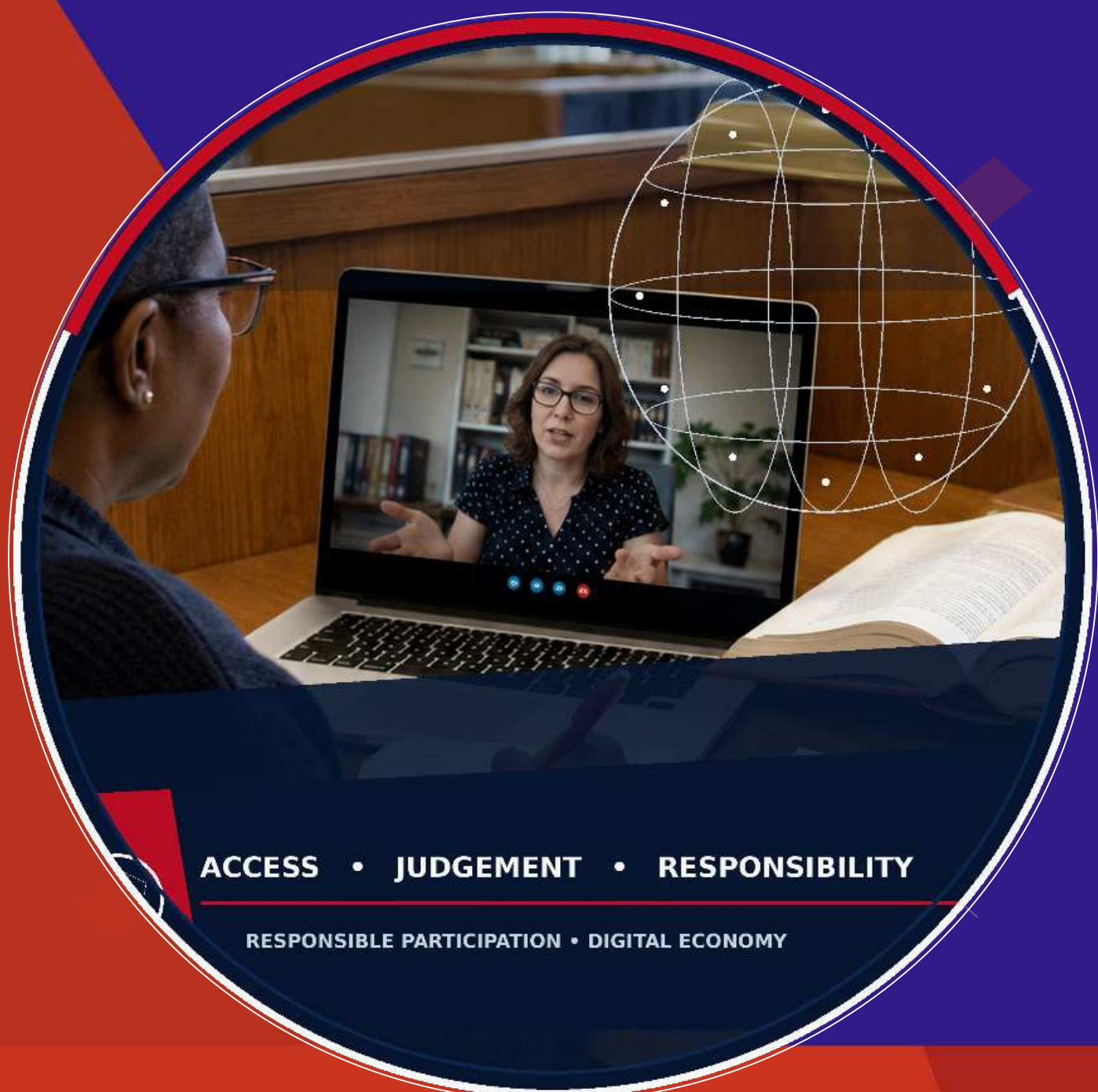
At ATAFOM University International, we believe that the strongest workforce of the future will be one that combines technological capability with human values, international understanding, and responsibility.

When education connects knowledge with opportunity, it does more than create careers. It enables people to shape their own future and contribute to the future of society.”

Şakir Yavuz

Founder & President

ATAFOM University International



ACCESS • JUDGEMENT • RESPONSIBILITY

RESPONSIBLE PARTICIPATION • DIGITAL ECONOMY

DIGITAL LITERACY IN THE AGE OF AI

FUTURE SKILLS FOR RESPONSIBLE PARTICIPATION IN THE DIGITAL ECONOMY

Digital literacy was once considered a specialized advantage. Today, it is becoming a basic condition for participation in modern life.

Yet the idea of digital literacy itself is changing. It no longer means simply being able to use software, search online or communicate through digital tools. In the age of AI, digital literacy must include the ability to understand data, evaluate algorithmic decisions, recognize bias, protect privacy and use technology ethically.

UNESCO's AI competency frameworks reflect this shift. Its framework for teachers identifies 15 competencies across five dimensions, including a human-centred mindset, ethics of AI, AI foundations, AI pedagogy and professional learning. Its framework for students emphasizes responsible use and co-creation of AI, including understanding data, algorithms and the social effects of AI systems.

This marks a profound change in education. The central question is no longer: Can students use technology? The question is: Can they understand, question, apply and govern technology responsibly?

The digital economy rewards adaptability. Technical knowledge can become outdated quickly, but the ability to learn, evaluate and integrate new knowledge remains durable. This is why future skills must combine three dimensions:

1. Technical capability

AI literacy, data competence, cybersecurity awareness, digital finance, coding foundations and platform understanding.

2. Human capability

Critical thinking, communication, creativity, resilience, ethical reasoning and intercultural collaboration.

3. Transformational capability

Entrepreneurial thinking, systems thinking, leadership, lifelong learning and the ability to translate knowledge into impact.

The strongest graduates of the future will not be those who know only one tool, one platform or one discipline. They will be those who can connect disciplines, cultures, technologies and responsibilities.

This is especially important for regions where digital transformation offers both risk and opportunity. The World Bank's Digital Economy for Africa initiative aims for every individual, business and government in Africa to be digitally enabled by 2030. But meaningful participation requires more than infrastructure. It requires skills, confidence, trust and educational pathways.

For universities, this means curricula must become more modular, practical and interdisciplinary. Students need academic depth, but also flexible credentials, project-based learning, international exposure and continuous upskilling opportunities.

The future of higher education will therefore not be defined by degrees alone. It will be defined by whether institutions can help learners remain capable in a world of permanent change.

Future skills are not an add-on to education.

They are becoming its foundation.



INTELLIGENT • CONNECTED • RESPONSIBLE

HUMAN-CENTRED SOFTWARE ARCHITECTURES

INTELLIGENT APPLICATION SOFTWARE & AI
HOW ARTIFICIAL INTELLIGENCE IS TRANSFORMING MODERN SOFTWARE ARCHITECTURES

CONIASOFT & AI

1. Introduction

The development of artificial intelligence (AI) marks a fundamental technological change in almost all areas of the digital economy. While classic software has so far been predominantly rule-based and exclusively executed predefined processes, modern application software is increasingly developing into an intelligent, adaptive and context-related assistance system.

AI is no longer seen as an isolated special technology, but as an integral part of modern software architectures. The strategic importance lies in particular in the fact that applications can no longer only process data, but also understand relationships, interpret content, prepare decisions and, in many cases, independently generate proposals for action.

This development is changing both the way companies work and the requirements for digital business models, software platforms and user interactions.

2. The evolution from classic to intelligent software

Traditional application software is mainly based on:

- fixed rules
- defined process flows
- static data structures
- manual data entry
- deterministic functions

AI-based software extends these principles to:

- adaptive models
- semantic understanding
- Context analysis
- Language Processing
- Automated decision support
- adaptive user interaction
- Intelligent process automation

This creates a new generation of so-called "intelligent user systems" in which the software actively thinks and supports and acts as a digital assistant in many areas.

3. Strategic areas of application of intelligent AI software

3.1 Smart Office and Business Software

Modern ERP, CRM and Office systems are increasingly integrating AI functions. Examples:

- Automatic text generation
- Intelligent email processing
- AI-powered quotation and contract creation

- Automatic summaries
- Intelligent document analysis
- Voice control
- Automatic translations
- Prioritization of tasks

The strategic benefits for software users include:

- Time savings
- Increased productivity
- Reduction of administrative activities
- Improvement of the quality of decisions
- faster response times

3.2 AI in ERP and business processes

In modern enterprise platforms, AI is increasingly becoming a core component of operational processes.

Typical fields of application:

- Automatic invoice processing
- intelligent financial analysis
- Liquidity forecasts
- Risk Identification
- Warehouse optimization
- Demand forecasts
- automated workflows
- Anomaly detection
- Early warning systems

In the future, ERP systems will not only manage data, but also generate operational recommendations for action and actively support corporate decisions.

3.3 AI in customer service and sales

AI is developing particularly dynamically in the area of:

- Customer communication
- digital consulting
- Sales
- Service Automation

This is where the following are created:

- Intelligent 24/7 chatbots
- digital voice assistants
- AI-powered sales platforms
- Automated support systems
- personalized customer interactions

The strategic importance lies in:

- 24/7 availability
- International scalability
- multilingual communication
- Reduction of operating costs
- Improve customer satisfaction

3.4 AI in medical software systems

In healthcare, AI is becoming one of the most important technologies of the future.

Areas of application:

- Medical diagnostics
- Image analysis
- Patient management
- Therapy support
- intelligent documentation
- digital patient assistance
- Telemedicine
- AI-supported early detection

Strategically particularly relevant is the combination of:

- digital health platform
- medical software
- standardised processes
- AI analysis models
- automated quality control
-

This will enable highly standardized medical systems with reproducible quality standards in the future.

3.5 AI in education systems and knowledge platforms

Learning platforms are also increasingly developing into intelligent knowledge systems.

Features:

- adaptive learning control
- Automatic translations
- Individual learning paths
- Knowledge analyses
- Intelligent tutoring systems
- Automatic testing support
- Learning Progress Analyses

This is creating a new form of individualized digital education.

4. AI as a new component of modern software architectures

Strategically, AI is changing the entire architecture of modern software systems. While classic applications consist of:

- Databases
- Business logic
- User Interfaces

passed, are now additional:

- AI Models
- Language models
- Semantic data processing
- Knowledge graphs
- Machine Learning Components
- Real-time analytics
- AI Agent Systems

5. AI agents as the next stage of development

The next evolutionary stage of modern application software is autonomous AI agents.

These systems can:

- Perform tasks independently
- Coordinate processes
- Obtain information
- Prepare decisions
- Organize appointments
- Control communication
- Automate workflowsine Learning Components
- Real-time analytics
- AI Agent Systems

In the future, companies will set up entire digital assistance structures in which different AI agents communicate with each other.

This changes:

- Work processes
- Business Organization
- Customer interaction
- Management systems
- digital business models

fundamentally.

6. Strategic opportunities of AI integration

The integration of AI into application software offers significant strategic advantages.

6.1 Increased productivity

Employees are relieved of routine tasks and can focus more on:

- Analysis
- Creativity
- Strategy
- Communication
- Innovation.

6.2 Scalability

AI systems enable a significantly higher scale of:

- Customer Service
- Administration
- Knowledge Management
- international communication
- Support processes

6.3 Knowledge Availability

Company knowledge will :

- Available more quickly
- Linked more intelligently
- Easier to access
- Automatically analyzable

6.4 International digitization

AI enables:

- Real-time translations
- global collaboration
- multilingual platforms
- international online services

This opens up considerable growth potential, especially for new digital business models.

7. Risks and Challenges

Despite all the opportunities, there are significant challenges.

7.1 Data protection and data security

AI systems process large amounts of sensitive data.

Therefore, the following are necessary:

- Data protection concepts

- Secure cloud infrastructures
- Compliance regulations
- Access controls
- Transparent data processing

7.2 Quality and reliability

AI can produce erroneous results.

Therefore, the following remain necessary:

- human control
- Quality Management
- Plausibility checks
- Standardized processes

7.3 Dependence on platforms

Many AI systems are based on international technology platforms.

This gives rise to strategic questions regarding:

- technological sovereignty
- Data control
- European infrastructure
- regulatory independence

8. The future of intelligent application software

The future development will be characterized by:

- multimodal AI systems
- Voice control
- Real-time translations
- autonomous agent systems
- self-learning enterprise platforms
- intelligent digital assistants
- AI-powered decision-making centers

Software is increasingly:

- Dialogue-oriented
- contextual
- Capable of learning
- Proactive

The classic separation between user and software will change fundamentally.

9. Strategic conclusion

AI is developing into the central innovation engine of modern application software. The importance lies not only in the automation of individual processes, but in the fundamental transformation of digital systems towards intelligent assistance platforms.

Companies, educational institutions and organizations are faced with the strategic task of

- systematically integrate AI,
- to rethink digital processes,
- build intelligent platform structures,
- Take advantage of international scaling opportunities
- while ensuring quality, safety, and compliance standards.

The future of modern application software lies in the combination of:

- human expertise,
- intelligent automation,
- digital knowledge management
- and AI-powered decision support.

AI will thus become a fundamental component of the digital infrastructure of the coming decades.

SOURCES & FURTHER READING

- UNESCO - AI Competency Framework for Students (2024)
- UNESCO - AI Competency Framework for Teachers (2024)
- World Bank Group - Digital Economy for Africa (DE4A)
- OECD - Recommendation of the Council on Artificial Intelligence
- NIST - AI Risk Management Framework (AI RMF 1.0)

EDITORIAL PRINCIPLE

Human agency, transparent governance, data protection, quality assurance and accountable oversight remain essential when AI is integrated into education or software systems.

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begins in the head."

Şakir Yavuz

Founder & President

ATAFOM University International

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