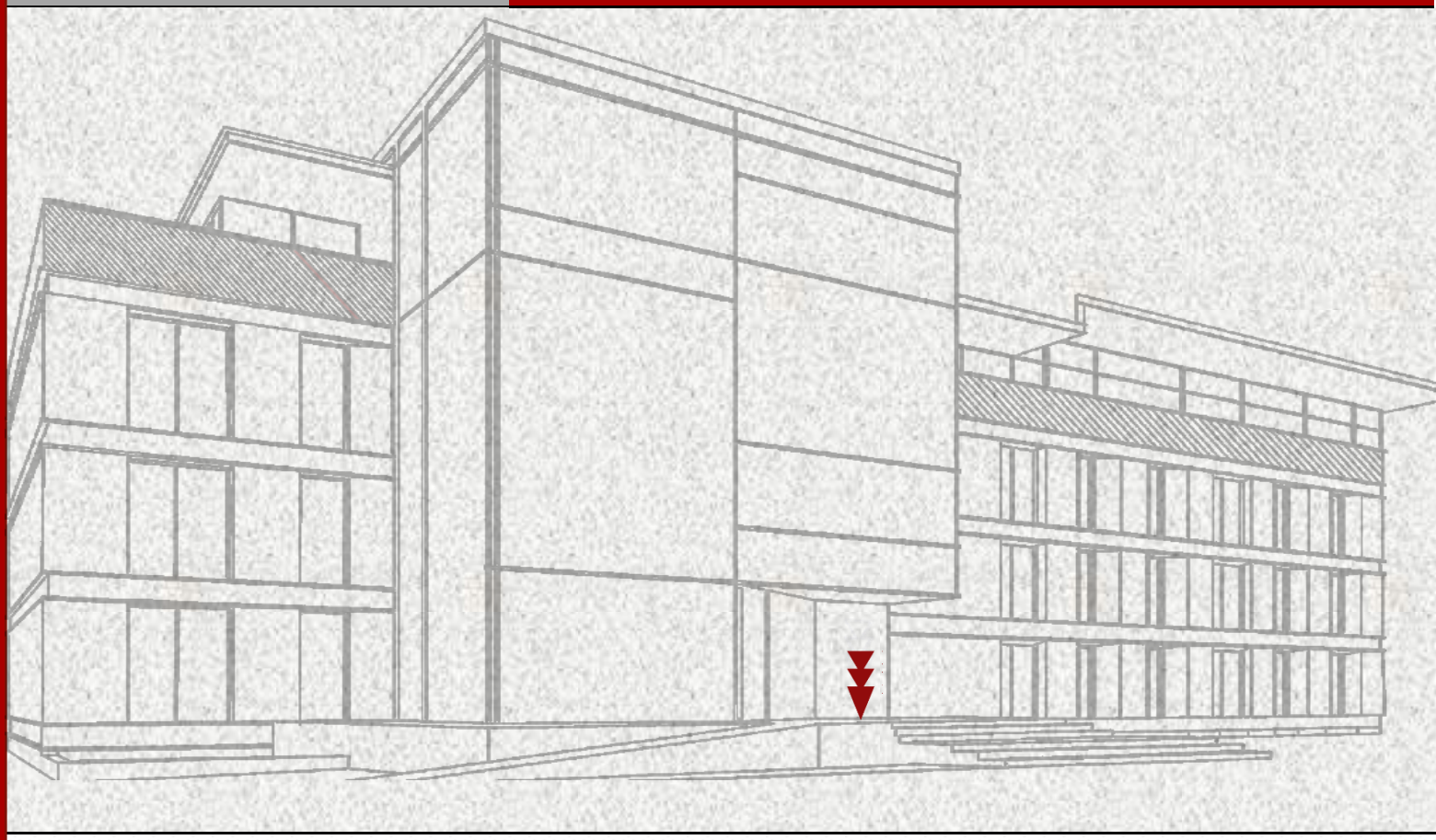
EAST EUROPEAN UNIVERSITY

EAST EUROPEAN UNIVERSITY (EEU)

Action Plan 2019-2021

We strive for success!



Approved by order of the rector of the University on May 20, 2019 No. 31/01-08;
Updated: under the resolution # 08 of December 11, 2020 of the representative council

East European University's Action plan (hereinafter – action plan) is a document, which describes activities planned in accordance with the strategic plan of the University in 2019-2021 period. ობი Includes tasks, activities, timelines for their implementation, performance indicators, description of the sources confirming the achievement of the task, the structural units responsible for their implementation and the involved parties.

Action plan is developed using strategic planning methodology and provides the mission of the university to achieve the target benchmarks set by the strategic plan and helps to establish effective and plan-based work system of University structural units.

Follow the results of external, internal assessments and strategic plan monitoring revision of the strategic plan was carried out in the autumn semester of 2020 by the Working Group, which made Formation of strategic plan as of 2019-2025.

During the process there was reviewed the results of implementation of the strategic plan in 2019-2020, also recommendations were expressed by experts in external assessment. As a result, the Working Group made minor correction/clarification of the mission and vision, overhauled University core values, clarified SWOT analysis results and some issues of the strategic plan, and came in compliance with the new structure of the university established after the reorganization, technical inaccuracies have been corrected.

The three-year action plan was also overhauled, in particular, the document structure was improved, to make the reader's document better perceptible, for each task, the main implementing structural units, the involved side and indicators were specified.

The draft Strategic and action plans of the new edition were discussed with various interested groups and was approved by the representative council.

► The vision of East European University

East European University vision is To make EEU an internationally recognized institution integrated into the European educational space and a leading institution within the field of higher education in Georgia. To ensure the expansion of research potential and the qualification of competitive specialists. To follow democratic principles and develop civic responsibility amongst the students and staff.

► Mission of East European University

- The introduction of international standards following Georgian, and world cultural values, create an educational environment based on the integrity for all teaching and research activities.
- Help students and staff flourish academically, morally, and civically, by providing high quality teaching, scientific research, and fellowship.
- Contribute to Georgian and wider society through wisdom and dignity.

► Key values of East European University

The university, in its own activities is guided by the best interests of individuals (professionals) who are involved in the educational process and the implementation of strategic development based on the following values:

- **Unity (integrity)** - Our (the university) aspiration is to create a professional environment, where academics, administrative staff, and students share common efforts and set strategies to implement the goals demonstrated within the university vision and mission.

- **Respect** - Our attitude within the university and to the wider society is to follow the principles of Equality, Accountability, Justice, and Ethics. In addition, there is appreciation and recognition of the effort of every member of the university community, their personal and academic freedom.

- **Empathy** - Our approach is focused/directed towards the elimination of social injustice, indifference and establish a fair society.

- **Support** - The university promotes the development of personal and professional growth of our academic and non-academic personal as well as students, the process of socio-cultural expansion of society, and establish humanistic values. We consider the special needs and interests of individuals.

- **Conscientiousness –** The significant principle of our academic and scientific work, thus, we will maintain a sense of responsibility, trust, fairness, and dignity within the university community.

- **Freedom of thinking and expression** - We are committed to the fundamental principles of academic and personal freedom and our efforts are directed to creating an environment and conditions conducive to the implementation of these principles;

- **Collaboration and benevolence (Goodwill)** - Through benevolence-based collaboration, we strive to achieve effective and mutually beneficial results in the university community as well as in relationships with partners.

To meet the objectives set by the strategic plans for 2019-2026, East European University in 2019-2021 was focused on 5 strategic priorities. **Among them, we have identified three main priorities for achieving strategic priorities** Among them, we have identified 3 main priorities:, and in order to facilitate their achievement we defined **2 penetrating priorities** :

3 key priorities defined for achieving strategic priorities

1.Increase of attractiveness;

2. Development of research;

3. Internationalization

2 penetrating priorities defined for the purpose of facilitating the achievement of strategic priorities:

1.Strengthening management;

2.Development of infrastructure.

The above steps are based on the main strategic initiatives, which are defined in the strategic development plan for each strategic and through the priority under the.

Annual evaluation and update of activities defined by the action plan is carried out through the University's strategic development plan and action plan Monitoring, Evaluation Methodology and procedures.

EAST EUROPEAN UNIVERSITY

ACTION PLAN

Activities working period	2019	2020	2021	Major implementers	Parties involved
1. Strategic priority: increase attractiveness					
1.1. Attract more motivated and high academic performance students					
1.1.1. Development of internal university grants, scholarships and other motivational mechanisms ad the introduction of those for entrants with high academic results of	X	X		Department of Education	▪ Department of marketing and public relations ▪ Faculties ▪ Department of Finance and material resources management
1.1.2. For Promotion of educational programs develop and implement a plan for Target groups	X	X		Department of marketing and public relations	▪ Department of Education ▪ Faculty ▪ Department of scientific research and development ▪ International Department of relations

Activities working period	2019	2020	2021	Major implementers	Parties involved
1.1.3. In General education institutions implementation of relevant projects for attracting motivated entrants	X	X		Department of marketing and public relations	▪ Department of Education ▪ Faculty ▪ Department of international relations
1.1.4. At National and international educational exhibitions develop and implement a participation plan.	X	X	X	Department of international relations	▪ Department of marketing and public relations ▪ Department of Education ▪ Faculties
1.1.5. Development of academic and extra-curricular support services at the University	X	X	X	Department of Education	▪ Faculties ▪ Quality assurance service
1.1.6. Development of motivational activities for students to increase involvement in exchange programs	X	X	X	Department of international relations	▪ Department of Education ▪ Faculty
1.1.7. Research of labor market (quantitative) across Georgia according to academic programs	X			Quality Assurance Service	▪ Faculties ▪ Department of Finance and material resources management
1.1.8. Qualitative research of labor market			X	Quality Assurance Service	▪ Faculties ▪ Department of Finance and material resources management
1.1.9. Updating and implementing existing educational programs	X	X	X	Faculties	▪ Quality assurance service

Activities working period	2019	2020	2021	Major implementers	Parties involved
1.1.10. Develop and introduce new educational programs.		X	X	Faculties	▪ Quality Assurance Service
1.1.11. Development and introduction of methodology for determining student contingency		X	X	Quality Assurance Service	▪ Faculties
1.2. Improved appearance of the brand and reputation.					
1.2.1. Development of marketing strategy		X		Department of marketing and public relations	▪ Department of international relations ▪ Department of Education
1.2.2. Develop and implement a communication plan based on marketing strategy		X	X	Department of marketing and public relations	▪ Department of Finance and material resources management
1.2.3. Implementation of PR shares tailored to the target audience		X	X	Department of marketing and public relations	▪ Department of Finance and material resources management

Activities working period	2019	2020	2021	Major implementers	Parties involved
1.2.4. Increase and implementation of the number of activities carried out for social and charitable purposes		X	X	Department of marketing and public relations	▪ Department of Finance and material resources management ▪ Faculties
1.2.5. University website update		X	X	Department of marketing and public relations	▪ Faculties ▪ All administrative and auxiliary units
2. **Strategic priority: Development of research**					
2.1. **Development and implementation of research strategies**					
2.1.1. University research strategy update.	X	X		Department of scientific research and development	▪ Faculties ▪ Centers/institutions
2.1.2. Providing financial support for the development of the strategy, implementation and scientific activities		X		Department of Finance and material resources management	▪ Department of scientific research and development
2.1.3. Improvement of ethics norms and development of research ethics code		X		Department of scientific research and development	▪ Faculties ▪ Research centers

Activities working period	2019	2020	2021	Major implementers	Parties involved
					▪ Legal department
2.1.4. Creation of vlev Ethics Committee		X		Department of scientific research and development	▪ Faculties ▪ Legal department
2.1.5. Creation of Doctoral Research Development Center		X		Department of scientific research and development	▪ Faculties ▪ Legal department
2.1.6. Development of plagiarism detection system		X	X	Quality Assurance Service	▪ Faculties ▪ Department of Education
2.1.7. Development of mechanisms for stimulating and encouraging the scientific activity of young researchers and teaching staff		X	X	Department of scientific research and development	▪ Faculties ▪ Research centers ▪ Department of Finance and material resources management ▪ Department of Education
2.1.8. Dissemination of information on supporting mechanisms related to research activities		X	X	Department of scientific research and development	▪ Department of Education ▪ Faculties ▪ Department of marketing and public relations
2.2. **Development of infrastructure in support of Applied Research**					

Activities working period	2019	2020	2021	Major implementers	Parties involved
2.2.1. Equippement and activation of the laboratory of the research-design bureau	X			Laboratory of research-design bureau	▪ Business and engineer Faculties ▪ Department of Finance and material resources management
2.2.2. Conduct Study Laboratory will be equipped with"laboratory Z " and will be launched	X			Center for research in psychology and Neuro-Sciences	▪ Department of Finance and material resources management
2.2.3. ,,2.2.3. Multifunctional Applied Research Center " laboratory will be equipped and activated		X		Multifunctional Applied Research Center	▪ Department of Finance and material resources management
2.2.4. Creation and operation of histology laboratory			X	Faculty of Health	▪ Department of Finance and material resources management
2.2.5. Improvement of equipment of Educational-Research Laboratories at the Faculty of Health	X	X	X	Faculty of Health	▪ Department of Finance and material resources management
2.2.6. Creation of clinical and practical skills development center			X	Faculty of Health	▪ Department of Finance and material resources management

Activities working period	2019	2020	2021	Major implementers	Parties involved
2.2.7. Planning and implementation of joint scientific projects in the field of research with partner organizations		X	X	Department of scientific research and development	▪ Faculties ▪ Research centers/institutes International Department
2.2.8. Creation and development of research centers/institutions		X	X	Department of scientific research and development	▪ Faculties
2.3. **Introduction of research culture**					
2.3.1. Development of educational programs kurukulums to strengthen the research component	X	X	X	Department of scientific research and development	▪ Faculties ▪ Quality Assurance Service
2.3.2. Development of supporting mechanisms supporting participation of students and academic personnel in international and local scientific-research activities		X	X	Department of scientific research and development	▪ Faculties ▪ Department of international relations ▪ Department of Education
2.3.3. Development and implementation of supporting mechanisms for student initiatives in scientific terms.		X		Department of Education	▪ Department of scientific research and development ▪ Faculties ▪ Department of Finance and material resources management
2.3.4. Development and implementation of methodology for assessing the need for the		X	X	Quality Assurance Service	▪ Library ▪ Faculties

Activities working period	2019	2020	2021	Major implementers	Parties involved
development of Scientific Library bases					
2.3.5. Establishment and establishment of Interdisciplinary Research Center		X	X	Department of scientific research and development	▪ Faculties ▪ Research centers
2.4. **Research productivity growth**					
2.4.1. Publication and development of an annual international scientific journal based at the University	X	X	X	Department of scientific research and development	▪ Department of Finance and material resources management
2.4.2. Development of evaluation and analysis system of the Scientific productivity of the quality, scientific-research units and academic personnel of the viticultural activity		X	X	Department of scientific research and development	▪ Quality Assurance Service ▪ Faculties
2.4.3. For Academic staff and young scientists promoting publication of research results in high-ranking scientific journals and / or international publications		X	X	Department of scientific research and development	▪ Faculties ▪ Department of Finance and material resources management
2.4.4. Development of the system supported by the implementation of internal grant research projects		X	X	Department of scientific research and development	▪ Department of Education ▪ Department of Finance and material resources management

Activities working period	2019	2020	2021	Major implementers	Parties involved
2.4.5. Development of co-financing mechanisms applied in research submitted to national and international scientific foundations, PhD students and graduate students in competition projects ;		X	X	Department of scientific research and development	▪ Department of Education ▪ Department of Finance and material resources management
2.4.6. Implementation of training cycle for students using scientific bases	X	X	X	Lifelong Learning Center	▪ Human resources department ▪ Library
2.4.7. Development of the concept of commercialization of scientific research.			X	Department of scientific research and development	▪ Research centers ▪ Faculties
3. **Strategic priority: internationalization**					
3.1. **Activation of international cooperation**					
3.1.1. Expansion of international partnership network	X	X	X	Department of international relations	▪ Faculties
3.1.2. Assessment and further development of the University's international partnership			X	Quality Assurance Service	▪ Department of international relations

Activities working period	2019	2020	2021	Major implementers	Parties involved
3.1.3. Development of supporting mechanisms for participation in international mobility programs of personnel and students		X	X	Department of international relations	▪ Department of Education ▪ Faculties
3.1.4. For the purpose of Recognition of academic programs of the University Implementation of university registration procedure in foreign countries (Israel, Sri Lanka, etc.)	X	X	X	Department of international relations	▪ Department of Finance and material resources management ▪ Faculties
3.1.5. Implementation of the procedure for membership in international organizations	X	X	X	Department of international relations	▪ Department of Finance and material resources management ▪
3.1.6. Develop a plan of involvement in exchange programs and seasonal schools for students and implementation.		X	X	Department of international relations	▪ Faculties ▪ Department of Education
3.1.7. For development and implementation of doctoral program in education establishing partnerships with the University of Middlesex (London)		X		Department of international relations	▪ Faculty of business and engineering
3.2. Internationalization in university administration					

Activities working period	2019	2020	2021	Major implementers	Parties involved
3.2.1. Strengthening internal university processes with the involvement of international personnel		X	X	Department of international relations	▪ Human resources department ▪ Faculties
3.2.2. Attraction of foreign personnel in structural units of the University		X	X	Human resources department	▪ Department of international relations
3.2.3. Implementation of information meetings and various activities on the Aspects of Internationalization		X	X	Department of international relations	▪ Department of marketing and public relations ▪ Faculties ▪ Department of Education
3.2.4. Facilitating university staff involvement in internationalization process		X	X	Department of international relations	▪ Structural units
3.3. Internationalization of educational programs					
3.3.1. Introduction of the practice of external evaluation of educational programs by international experts		X	X	Faculties	▪ Quality Assurance Service
3.3.2. Based on analysis of international experience and educational program models of leading universities introduction of educational program creation / modification practices	X			Faculty	▪ Department of Education ▪ Quality Assurance Service

Activities working period	2019	2020	2021	Major implementers	Parties involved
3.3.3. According to Updated standards Modification and introduction of the English language educational program of the medical doctor	X	X	X	Faculty of Health	▪ Department of Education ▪ Quality Assurance Service
3.3.4. Strengthening the foreign language component in the curriculum of Georgian-language educational programs		X	X	Faculty	▪ Quality Assurance Service
3.3.5. Develop new programs to increase portfolio of English-language educational programs		X	X	Faculty	▪ Quality Assurance Service
4. **Penetrating priority: strengthening governance**					
4.2. **Attracting, maintaining, developing qualified human resources**					
4.2.1. Reorganization and development of the governing structure		X		Vice-rector for international and administrative affairs	▪ Quality Assurance Service ▪ Legal department ▪ Faculties ▪ Human resources department
4.2.2. Human Resource Development for educational programs		X	X	Faculties	▪ Human resources department

Activities working period	2019	2020	2021	Major implementers	Parties involved
4.2.3. Development of human resources in structural units		X	X	Human resources department	▪ Structural units
4.2.4. Introduction of electronic system of ersonal management.		X	X	Human resources department	▪ Information Technology Management Department
4.2.5. Retraining of personnel in the field of application of university electronic management platforms		X	X	Human resources department	▪ Lifelong Learning Center ▪ Department of Information Technology Development
4.1.6. According to Professional development plan-schedule Implementation of training cycle for administrative personnel in different directions	X	X	X	Lifelong Learning Center	▪ Human resources department ▪ Structural units
4.1.7. According to Professional development plan-schedule Implementation of training cycle in different directions for academic and invited personnel	X	X	X	Lifelong Learning Center	▪ Human resources department ▪ Faculties
4.1.8. Implementation of training cycle for personnel using scientific bases	X	X		Lifelong Learning Center	▪ Human resources department ▪ Library

Activities working period	2019	2020	2021	Major implementers	Parties involved
4.1.9. Development of a new system of employee evaluation		X		Human resources department	▪ Quality development service
4.1.10. Staff attraction/maintenance / development program development			X	Human resources department	▪ Structural units
4.1.11. Organizing seminars, meetings and discussions on management and personnel development issues		X	X	Human resources department	▪ Lifelong Learning Center ▪ Structural units
4.2. **Development and introduction of quality culture**					
4.2.1. Development and implementation of learning/learning development strategy		X	X	Quality Assurance Service	▪ Faculties
4.2.2. Development of mechanisms supporting quality assurance system	X	X	X	Quality Assurance Service	▪ Faculties
4.2.3. Implementation of seminars and trainings for personnel on renewed mechanisms of quality assurance.		X	X	Quality Assurance Service	▪ Lifelong Learning Center
4.2.4. Development of mechanisms for involvement of interested persons in quality assurance procedures.		X	X	Quality Assurance Service	▪ Faculties

Activities working period	2019	2020	2021	Major implementers	Parties involved
4.2.5. Development of assessment forms for personnel, students, graduates and employers.		X		Quality Assurance Service	▪ Human resources department ▪ Department of Education
4.2.6. Development of academic personnel assessment policy			X	Quality Assurance Service	▪ Department of scientific research and development ▪ Human resources department ▪ Faculties
4.2.7. Introduction of updated procedures for monitoring the attendance of academic staff and students at lectures and corresponding responses			X	Department of Education	▪ Faculties ▪ Quality Assurance Service
4.2.8. Introduction of updated monitoring procedures in practice-oriented institutions		X	X	Department of Education	▪ Faculties
4.2.9. Development of a guide for quality assurance mechanisms			X	Quality Assurance Service	▪ Department of Education ▪ Faculties
4.2.10. Development and implementation of e-platform for quality assurance			X	Quality Assurance Service	▪ Information Technology Management Department ▪ Department of Finance and material resources management
4.3. Development of university services					

Activities working period	2019	2020	2021	Major implementers	Parties involved
4.3.1. . Development of external curricular activities		X	X	Department of Education	▪ Faculties ▪ Department of marketing and public relations
4.3.2. Development of graduates-oriented services		X	X	Department of Education	▪ Department of marketing and public relations
4.3.3. Development of student services implementation		X	X	Department of Education	▪ Faculties ▪ Department of marketing and public relations
4.3.4. Development of supporting services for international students		X	X	Department of international relations	▪ Faculties ▪ Department of Education
4.3.5. For students implementation of career planning, Employment Promotion and other development training courses	X	X	X	Department of Education	▪ Faculties
4.3.6. Creation of Student Ombudsman's office		X		Department of Education	▪ Legal department
5. Penetrating Priority: Infrastructure Development					
5.1. Development of educational and research environment					
5.1.1. Construction and equipping of a new campus	X	X	X	Department of Finance and material resources management	▪ Information Technology Management Department

Activities working period	2019	2020	2021	Major implementers	Parties involved
5.1.2. Create and equip special infrastructural environment for research activities	X	X	X	Department of Finance and material resources management	▪ Department of scientific research development ▪ Research centers
5.1.3. The new campus is equipped with modern computer equipment and equipment		X	X	Department of Finance and material resources management	▪ Information Technology Management Department
5.1.4. Arrangement of recreational and sports spaces		X	X	Department of Finance and material resources management	▪ Department of marketing and public relations
5.1.5. Development of electronic information-communication infrastructure security system	X	X		Information Technology Management Department	▪ Department of Finance and material resources management
5.1.6. Development of Lynx skills (OSCE) examination space and infrastructure			X	Department of Finance and material resources management	▪ Faculty of Health
5.1.7. Development of strategy regarding the creation of university clinic			X	Department of Finance and material resources management	▪ Faculty of Health

EAST EUROPEAN UNIVERSITY

MONITORING PLAN

Indicator	Target indicator	Method of data collection; source of verification
Number of annexed curricula and enrollment rate Percentage of Georgian students. Percentage of international students; Number of students in relation to existing limit	With respect to the index: **2020 წელს:** A. Increasing the number of renewed training programs to 80 % B. Increase in enrolled students to 29% C. Percentage of Georgian students. 74% D. Percentage of international students; 26% E. The number of students with respect to the existing limit is 70% **In 2021:** A. Increasing the number of renewed training programs by 20% B. Increase in enrolled students by 43% C. Percentage of Georgian students. 76% D. Percentage of international students; 24% E. The number of students with respect to the existing limit is 100%	Analysis of databases and student registries Analysis of contracts signed/terminated with students
Number of activities carried out within the contingency Attraction Program; Number of participants in the activities carried out within the contingency Attraction Program; Number of entrants attending education exhibition Number of graduating class entrants	In 2020, an increase of at least 30% In 2021, an increase of less than 40% In 2020, an increase of at least 30% In 2021, an increase of less than 40% In 2020 the growth of at least 20% In 2021, an increase of no less than 25%	Database analysis Database analysis Database analysis

Indicator	Target indicator	Method of data collection; source of verification
who gave preference to the East European University for national exams;	In 2020, an increase of no less than 35 % In 2021, an increase of less than 50%	Database analysis
Number of active students of exchange programs;	In 2020, an increase of less than 50% In 2021, an increase of no less than 70%	Database analysis
Created and activated social media channels and platforms. Number of cooperation agreements with partners; Communication plan implementation budget University awareness	In 2020-number of activities on social media channels and platforms Increase in the number of contracts in 2019 to 10% Increase in the number of contracts in 2020 15% Increase in the number of contracts in 2021 to 15% Communication plan budget increase By the end of 2020 100 % By the end of 2021, 150% Increasing University awareness: End of 2020 30 % By the end of 2021, 60 %	Activity reports Signed contracts University budget Marketing research
umber of meetings and activities with Students and academic staff Updated plagiarism system Number of scientific-grant projects	Increase in number of meetings by 10% in 2020 and 2021 A broad discussion of the code of ethics in 2019 Application of the antiplagiate program for doctoral and master's papers	Meeting protocols Number of discussions and recommendations related to perfection

Indicator	Target indicator	Method of data collection; source of verification
Budget allocated for scientific research	Number of scientific-grant projects End of 2020 30% By the end of 2021, 50 % Amount of budget allocated for scientific research: End of 2020 year 10% 10 at the end of 2021 %	 Scientific-grant projects agreements University budget
Using partner organizations Number of contracts concluded for research cooperation Number of current researchers Number of research laboratories; Student satisfaction with research infrastructure Satisfaction of researchers with research infrastructure Young researchers ' papers in scientific journals publication index	Annual increase in the number of contracts concluded by 15% Increase in number of current researchers by 300 % 3 operating laboratory Research infrastructure increases student satisfaction by 10% Increase in satisfaction of researchers with research infrastructure by 10% ɔIncrease in publication rate of papers by young researchers in scientific journals by 100%	Agreements with partner organizations Faculties accounts Grants received from foundations Protocols for enactment of laboratories Research report Research report Report on implemented studies Faculty report
Number of updated curculums; Participation rate at national and international conferences. Number of events held for pupils of general educational institutions and their participation;	Updated Cuculus 100% Annual 15% increase in number of participants No less than 20 events held	Cuculus document Documentation of national and international conferences Events protocols

Indicator	Target indicator	Method of data collection; source of verification
Number of video clips prepared; Updated mechanisms for supporting student research initiatives; Number of annual Local/International Conference of undergraduate, graduate and doctoral students organized by the University Number of interdisciplinary studies. Number of Scientific Library bases	No less than 20 video clips At least 20 funded students ' research initiatives 15% increase in the number of students participating in conferences each year Number of Interdisciplinary Studies 3 Increase in number of Scientific Library bases by 30%	Video clips Orders of the rector of the University Conference call and conference day plan Events Documentation of research projects Agreements concluded
Number of research publications International scientific journal Percentage of active research staff Number of activities focused on the development of research skills Level of satisfaction of staff and students	Increase in number of publications by 10% annually Published in at least 4 international scientific journals Annual increase in staff research activities 10% At least 6 workshops and trainings for young researchers annually Increase in student satisfaction by 10% or 90% Researchers ' satisfaction increase by 10% or 90% to maintain benchmark	Publications Journal numbers Academic staff report Faculty report Minutes of attendance at workshops and trainings evaluation of research skills of young researchers Research report

Indicator	Target indicator	Method of data collection; source of verification
		Research report
Number of active international partners; Number of mobility programs offered to staff and students; Number of joint / international projects and programs; Number of international portals containing information about the University; University registration rate in target countries; Membership rate in international organizations. Number of offers of Exchange programs and seasonal schools Budget allocated for supporting internationalization	At least 50 partner organizations Annual international mobility numbers increase by 500% Number of joint / international projects and programs; International portal containing information on at least 3 universities At least 2 countries; No less than 3 international organizations; At least 30 exchange programs and seasonal school Budget allocated to support internationalization will increase up to 132000 GEL	Agreements with international partners International mobility invitations and documentation Agreements with international partners Information on international postals Registration documentation Membership documentation Agreements on the support of exchange programs and seasonal schools University budget
The number of updated curculums that have a solid international component. Number of kurukulums where models of curukulums of international universities are taken into account	The number of kurukulums that will have a solid international component will increase by 80% Number of English-language programs will increase by at least 65% No less than 2 joint programs	Updated Cuculus documentation Documentation of English-language programs Agreements on implementation of joint programs

Indicator	Target indicator	Method of data collection; source of verification
Number of English-language programs Number of joint programs Number of programs evaluated by international experts Number of programs with re-accreditation	 At least 15 programs will be evaluated by international experts 8 programs won re-accreditation	Agreements with international experts Accreditation Council decision
Number of professional development courses offered in the organization Satisfaction of auxiliary and administrative personnel Rate of maintenance of new employees Number of trainings conducted Ratio of the number of students and administrative staff allocated on Trainings	Number of paid professional development courses will increase by 200 % Support staff satisfaction increase by 10% Increase in administrative staff satisfaction by 10% Maintenance rate of new employees will increase by 50 % At least 30 trainings will be held The ratio of the number of students and administrative staff will equal 1/21 Budget allocated for trainings will be increased up to 77000 GEL	Documentation of professional development courses Research results Research results Employment contracts Training documentation Analysis of databases and student registries University budget
Number of participants in internal quality assurance trainings and seminars Number of participants at national and international conferences and seminars	30 university staff attending quality assurance internal trainings and seminars% The number of participants at national and international conferences and seminars will increase by 50%	Training attendance protocols Invitation to national and international conferences and other documentation

Indicator	Target indicator	Method of data collection; source of verification
Staff and employer satisfaction rate	Academic staff satisfaction increase by 10% Increase in employers ' satisfaction by 10%	Research results
Number of invited experts	At least 10 invited experts	Research results Agreements signed
Quality culture development issues at international conferences and seminars attendance rate	On Quality culture development issues at National and international conferences and seminars on the number of participants will increase by 50%	Invitation to national and international conferences and other documentation
Staff satisfaction rate	Increase in staff satisfaction by 10%	Research results
Student satisfaction rate	Increase in student satisfaction by 10% or 90%	Research results
satisfaction rate of graduates	Increase in graduates satisfaction by 10%	Research results
Number of offered student services	The number of offered student services will increase by at least 3 units	Offered student services documentation
Number of graduates, which are employed in professional terms.	The number of graduates who are employed in professional terms will increase by not less than 10%	Alumni Research Report
Number of preparatory courses offered for students and graduates	Number of courses offered for students and graduates makes up less than 15 units	Documentation of training courses
Library resource and Library Fund points	Library resources and Library Fund will increase by 15% annually	Agreements signed
Number of updated IT hardware	University IT equipment to be upgraded by 100%	Purchase agreements