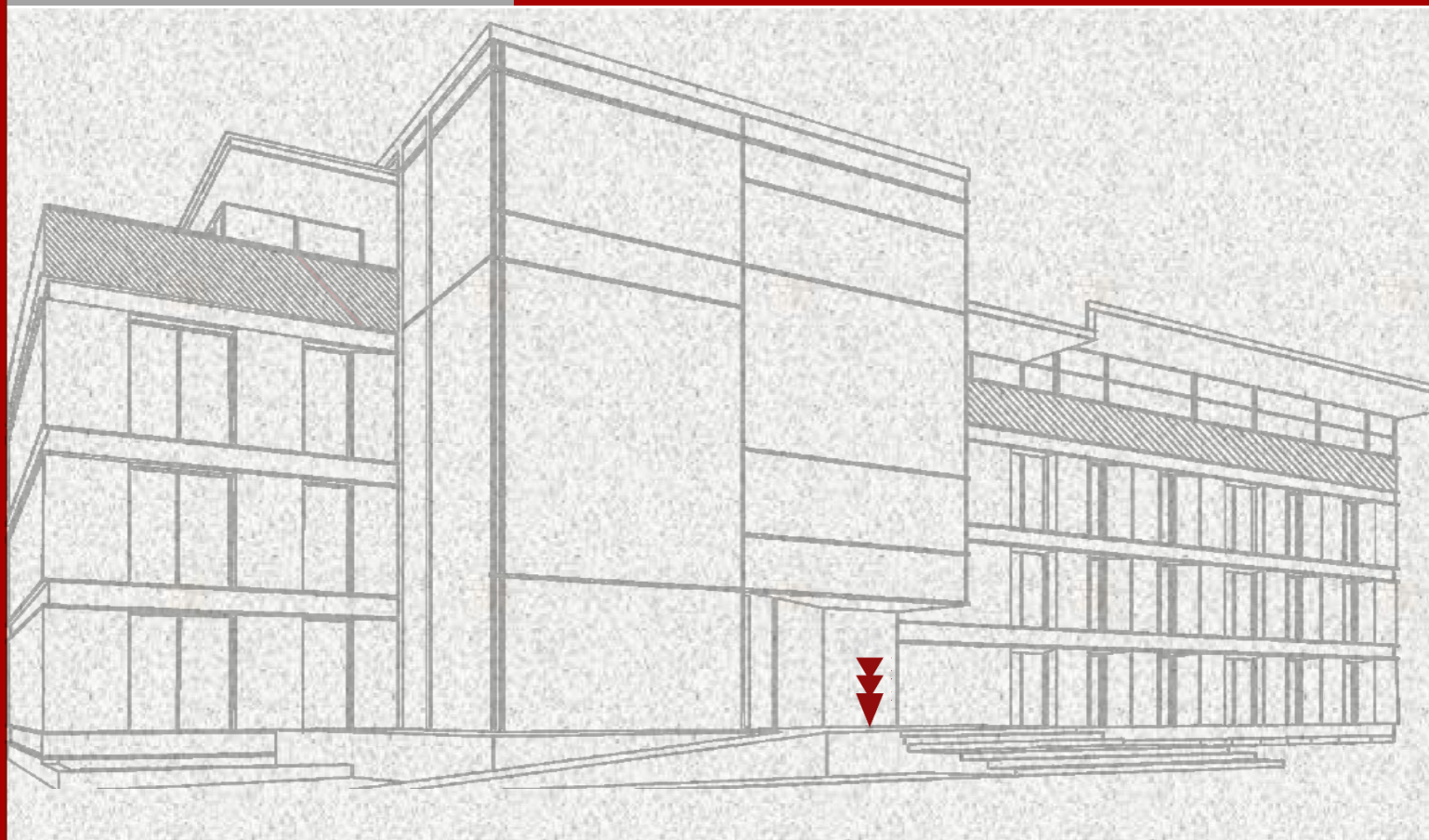


EAST EUROPEAN
UNIVERSITY (EEU)

Action Plan 2022-2024

We Stive For Success!



Approved under the resolution N10 of 21 December, 2021 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 2022-2024 period. It 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 development process

The action plan of the university is developed on the basis of strategic planning, as well as the policy of monitoring and evaluation of strategic and action plans and ensures the mission of the university, the achievement of the targets set by the strategic plan, and contributes to the establishment of an effective and planning-based work system of the structural units of the university.

The process of strategic development of the action plan, or making changes to the existing one, is entirely based on Deming PDCA cycle. In order to conduct it effectively, a culture of action plan monitoring, evaluation and reporting has been implemented in the university and the results of external and internal evaluations carried out in the university are also used in this process.

Monitoring of the implementation of the action plan is carried out in the university every year, within the framework of which:

- The performance indicators of the works planned for the reporting year are evaluated and determined;
- Weaknesses, risks and best practices (if any) are identified;
- The effectiveness of the results in three years is measured (with target indicators);

During the development of the 2022-2024 action plan, the following were considered:

- the results of the annual monitoring of the 2019-2021 action plan;
- Indicators of performance of target marks;
- University Quality Assurance Service recommendations;
- Advice given by experts in external evaluation.

Based on the mentioned information, the working group evaluated the strategic plan in order to identify the extent to which the tasks and activities presented in the action plan responded to the university's mission, vision and priorities. As a result of the assessment, it was determined that the strategic plan of the university for 2019-2025 corresponds to the university mission and vision and answers to the risks and challenges that have arisen in the last three years.

The monitoring of the 2019-2021 action plan showed that the planned tasks were mostly completed, while the results that could not be completed or were not completed within the specified time were radically affected by the COVID-19 pandemic, which was also reflected in the target marks. At the same time, the same events showed the university's sustainability and created the basis for the future to be more widely used innovative teaching models, such as the e-learning system.

As a result of the mentioned analysis, the working group developed a new three-year action plan for 2022-2024. It covers important aspects for the effective functioning of a higher educational institution, including institutional development, quality assurance, planning and implementation of educational programs, student services and development, research activities, human and material resources, student services and support, infrastructure and other areas. The action plan includes the activities to be implemented, the implementation timeline and the performance criteria.

In the future, for the efficiency of the analysis and for the purpose of data comparability in the 7-year period, the existing target indicators will be used, with some technical changes.

The draft of developed action plans were discussed with various interested groups and 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 2019-2025, East European University in 2012-2024 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 3

- 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.

2022-2024 action plan of East European University

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
1. Strategic priority: increasing attractiveness						
1.1. To attract more motivated and high academic performance students						
1.1.1. Development of internal university grants, scholarships and other motivational mechanisms for applicants with high academic results	X	X	X	Department of Education	<ul style="list-style-type: none"> Department of Marketing and Public Relations Faculties Financial and material resources management department 	<ul style="list-style-type: none"> Documents reflecting internal university grants, scholarships and other motivational mechanisms Rate of use of motivational mechanisms by entrants with high academic results enrolled on the basis of the results of the unified national/master's exams
1.1.2. Implementation of informational activities abroad in order to promote English-language educational programs	X	X	X	Marketing and Public Relations Department	<ul style="list-style-type: none"> Department of International Relations Department of Education Faculties 	<ul style="list-style-type: none"> Indicator of the number of implemented activities Number of students enrolled in English-language educational programs

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
1.1.3. Implementation of informational activities in order to attract motivated applicants in general educational institutions	X	X	X	Marketing and Public Relations Department	<ul style="list-style-type: none"> Department of Education Faculties 	<ul style="list-style-type: none"> Quantitative indicators of the number of implemented activities and relevant institutions Number of students enrolled in educational programs
1.2. Offer more updated and new educational programs						
1.2.1. Evaluation of the methodology for determining the student quota			X	Quality assurance service	<ul style="list-style-type: none"> Faculties 	<ul style="list-style-type: none"> Document of the updated methodology for determining the student quota
1.2.2. Updating and implementation of existing educational programs	X	X	X	Faculties	<ul style="list-style-type: none"> Quality assurance service 	<ul style="list-style-type: none"> Number of updated educational programs Number of students enrolled in updated educational programs
1.2.3. Development and implementation of new educational programs		X	X	Faculties	<ul style="list-style-type: none"> Quality assurance service 	<ul style="list-style-type: none"> Number of new educational programs Number of students enrolled in new educational programs
1.2.4. Developing new programs to increase the portfolio of English-language educational programs		X	X	Faculty	<ul style="list-style-type: none"> Quality assurance service 	<ul style="list-style-type: none"> Number of new English-language educational programs

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
1.2.5. Development of teaching components with electronic resources in the teaching process		X	X	Faculty	<ul style="list-style-type: none"> Quality assurance service Department of Education Information technology development department 	<ul style="list-style-type: none"> Report on the use of teaching components with electronic resources in the teaching process
1.3. Improved brand image and reputation						
1.3.1. Implementation of PR actions tailored to the defined target audience	X	X	X	Marketing and Public Relations Department	<ul style="list-style-type: none"> Financial and material resources management department Department of Education 	<ul style="list-style-type: none"> Number of PR actions tailored to the target audience.
1.3.2. Implementation of social and charitable projects	X	X	X	Marketing and Public Relations Department	<ul style="list-style-type: none"> Financial and material resources management department Faculties Department of Education 	<ul style="list-style-type: none"> Number of activities carried out with social and charitable goals
1.3.3. Scientific books translated and published by the higher educational institution	X	X	X	Marketing and Public Relations Department	<ul style="list-style-type: none"> Faculties Financial and material resources 	<ul style="list-style-type: none"> Number of sold books, scientific journals, other publications and conducted events

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
Sales and promotion of magazines and other publications					Management department	
1.3.4. Structural and informational development of the EEU website	X	X	X	Marketing and Public Relations Department	<ul style="list-style-type: none"> • Faculties • Structural units 	<ul style="list-style-type: none"> • EEU website
2. Strategic priority: research development						
2.1. Research strategy development and implementation						
2.1.1. Development of research ethics code		X	X	Department of Scientific Research and Development	<ul style="list-style-type: none"> • Faculties • Research centers • Quality assurance service 	<ul style="list-style-type: none"> • A document describing the meetings of the dissemination of the research ethics code
2.1.2. Development of mechanisms for stimulation and encouragement of scientific activities of young researchers and academic staff	X	X	X	Department of Scientific Research and Development	<ul style="list-style-type: none"> • Faculties • Research centers • Financial and material resources management department • Department of Education 	<ul style="list-style-type: none"> • Documents describing incentives and incentive mechanisms • Amount of funds allocated for stimulation and incentives
2.1.3. Evaluation of the effectiveness of the Center for the Development of Doctoral Studies			X	Quality assurance service	<ul style="list-style-type: none"> • Faculties • Department of Scientific Research and Development 	<ul style="list-style-type: none"> • Report on the evaluation of the effectiveness of the work of the Center for the Development of Doctoral Studies

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
2.1.4. Evaluation of the effectiveness of the financial support mechanisms of the university's research strategy and scientific activities			X	Quality assurance service	<ul style="list-style-type: none"> Department of Scientific Research and Development Faculties Centers/Institutes 	<ul style="list-style-type: none"> Evaluation report on the effectiveness of financial support mechanisms of the university's research strategy and scientific activities
2.1.5. Evaluation of the effectiveness of the work of the Research Ethics Committee			X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Faculties Quality assurance service 	<ul style="list-style-type: none"> Report on the effectiveness of the work of the Research Ethics Committee
2.2. Introduction of research culture						
2.2.1. Development of curricula of educational programs in order to strengthen the research component	X	X	X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Faculties Quality assurance service 	<ul style="list-style-type: none"> Number of updated educational programs
2.2.2. Development of mechanisms supporting student initiatives from a scientific point of view		X	X	Department of Education	<ul style="list-style-type: none"> Department of Scientific Research and Development Faculties Financial and material resources management department 	<ul style="list-style-type: none"> The number of users of the support mechanisms for initiatives presented by students from a scientific point of view
2.2.3. Implementation of the methodology for assessing the need for the development of scientific library bases		X		Quality assurance service	<ul style="list-style-type: none"> Library Faculties 	<ul style="list-style-type: none"> Number of users of scientific library databases

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
						<ul style="list-style-type: none"> Volume of funds of scientific library bases
2.3. Increasing research productivity						
2.3.1. Development of mechanisms supporting the participation of students and academic staff in international and local scientific research activities	X	X	X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Faculties Department of International Relations Department of Education 	<ul style="list-style-type: none"> Number of local and international scientific-research activities Number of participants in local scientific research activities
2.3.2. Development of a system for collecting and verifying information about research activities carried out by academic staff		X		Department of Scientific Research and Development	<ul style="list-style-type: none"> Faculties 	<ul style="list-style-type: none"> System of collecting and verifying information about the research activities carried out
2.3.3. Attracting and implementing grant projects		X	X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Faculties Department of International Relations 	<ul style="list-style-type: none"> Attracting grant projects policy
2.3.4. Implementation of a system of evaluation and analysis of the quality of research activity, scientific research units and academic staff scientific productivity	X	X		Department of Scientific Research and Development	<ul style="list-style-type: none"> Quality assurance service Faculties 	<ul style="list-style-type: none"> Scientific productivity evaluation report of academic/scientific staff, quality of research activity, scientific research units

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
2.3.5. Development of research infrastructure	X	X	X	Department of Financial and Material Resources Management	<ul style="list-style-type: none"> Department of Scientific Research and Development Research centers 	<ul style="list-style-type: none"> Quantitative indicators
2.3.6. Publication and development of an annual international scientific journal on the basis of the university	X	X	X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Financial and material resources management department 	<ul style="list-style-type: none"> Number of published international scientific journals
2.3.7. Development of co-financing mechanisms for research submitted to national and international scientific foundations, competitive projects of doctoral and master's students	X	X	X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Department of Education Financial and material resources management department 	<ul style="list-style-type: none"> Increased budget amount of co-financing allocated to support applied research submitted to national and international scientific foundations
2.3.8. Evaluation of scientific research and search for potential partners for commercialization			X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Research centers Faculties 	<ul style="list-style-type: none"> Amount of scientific research commercialization projects
2.3.9. Evaluating the effectiveness of mechanisms promoting the publication of research results in high-rated scientific journals and/or international publications for academic staff and young scientists			X	Department of Scientific Research and Development	<ul style="list-style-type: none"> Faculties Financial and material resources management department 	<ul style="list-style-type: none"> Number of persons involved in mechanisms promoting publication in high-ranking scientific journals and/or international publications

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
2.3.10. Evaluation of the effectiveness of the system supporting the implementation of internal grant research projects	X			Department of Scientific Research and Development	<ul style="list-style-type: none"> Department of Education Financial and material resources management department 	<ul style="list-style-type: none"> A report on the effectiveness of the system supporting the implementation of internal grant research projects
3. Strategic priority: internationalization						
3.1. Activation of international cooperation						
3.1.1. Implementation of motivational projects to increase participation in exchange programs for students	X	X	X	Department of International Relations	<ul style="list-style-type: none"> Department of Education Faculties 	<ul style="list-style-type: none"> Number of motivational activities for students to increase participation in exchange programs Number of students involved in exchange programs
3.1.2. Implementation of motivational projects in order to increase the involvement of academic and administrative staff in international mobility programs	X	X	X	Department of International Relations	<ul style="list-style-type: none"> Department of Education Faculties 	<ul style="list-style-type: none"> Number of participants in international mobility programs of academic staff Number of participants in international mobility programs of administrative personnel
3.1.3. Implementation of projects supporting participation in seasonal exchange schools for students	X	X	X	Department of International Relations	<ul style="list-style-type: none"> Faculties Department of Education 	<ul style="list-style-type: none"> The number of participants from the university of seasonal exchange schools

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
3.1.4. Development of mechanisms for recruiting foreign students	X			Department of International Relations	<ul style="list-style-type: none"> Department of Education Faculties 	<ul style="list-style-type: none"> Mechanisms for recruiting foreign students Development of mechanisms for recruiting foreign students
3.1.5. Developing a PhD in education with Middlesex University (London).	X	X	X	Department of International Relations	<ul style="list-style-type: none"> Faculty of Business and Engineering 	<ul style="list-style-type: none"> Accredited PhD in education The number of doctoral students of PhD in education
3.1.6. Implementation of the university registration procedure in foreign countries (Israel, Sri Lanka and others) in order to recognize the academic programs of the university	X	X	X	Department of International Relations	<ul style="list-style-type: none"> Financial and material resources management department Faculties 	<ul style="list-style-type: none"> Number of university registration applications in foreign countries Number of applications for university registration in foreign countries
3.1.7. Implementation of the procedure for joining international sectoral organizations	X	X	X	Department of International Relations	<ul style="list-style-type: none"> Financial and material resources management department 	<ul style="list-style-type: none"> Number of applications for joining international organizations Document of membership in international organizations
3.1.8. Evaluation of supporting mechanisms for participation in international mobility programs	X		X	Department of International Relations	<ul style="list-style-type: none"> Department of Education Faculties 	<ul style="list-style-type: none"> Evaluation of the effectiveness of international mobility programs

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
of students, academic and administrative staff						
3.2. Strengthening internationalization in administration						
3.2.1. Strengthening of internal university processes with the involvement of international staff	X	X	X	Department of International Relations	<ul style="list-style-type: none"> • Department of Human Resources Management • Faculties 	<ul style="list-style-type: none"> • Number of international staff involved
3.2.2. Quality assurance and MD program development in the Faculty of Health at University College London Medical School	X	X	X	Faculty of Health Sciences	<ul style="list-style-type: none"> • Department of International Relations 	<ul style="list-style-type: none"> • Cooperation agreement • Results obtained during the cooperation period
3.2.3. Attracting foreign personnel to structural units of the university	X	X	X	Department of Human Resources Management	<ul style="list-style-type: none"> • Department of International Relations 	<ul style="list-style-type: none"> • Number of foreign personnel employed in structural units
3.2.4. Implementation of information meetings and various activities on aspects of internationalization	X	X	X	Department of International Relations	<ul style="list-style-type: none"> • Department of Marketing and Public Relations • Faculties • Department of Education 	<ul style="list-style-type: none"> • Number of information meetings and activities • Number of participants in informational meetings and activities
3.3. Internationalization of educational programs						

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
3.3.1. Evaluation and development of the practice of external evaluation of educational programs by international experts	X	X	X	Faculties	<ul style="list-style-type: none"> Quality assurance service 	<ul style="list-style-type: none"> Evaluation report on the practice of external evaluation of educational programs by international experts
3.3.2. Evaluation of the English-language educational program of the medical doctor (M.D.) in accordance with the updated standards			X	Faculty of Health Sciences	<ul style="list-style-type: none"> Department of Education Quality assurance service 	<ul style="list-style-type: none"> Evaluation report for the updated English-language educational program of the medical doctor (M.D.)
3.3.3. Strengthening the foreign language component in the curriculum of Georgian-language educational programs		X		Faculties	<ul style="list-style-type: none"> Department of Education Quality assurance service 	Number of educational programs created and updated taking into account international experience.
4. Overriding Priority: Strengthening Governance						
4.1. Attracting, maintaining, developing qualified human resources						
4.1.1. Development of workload policy for academic staff	X	X		Department of Human Resources Management	<ul style="list-style-type: none"> Quality Development Office Faculties Department of Education 	<ul style="list-style-type: none"> Academic staff workload policy document
4.1.2. Training of scientific supervisors of PhD students at University College London (UCL)	X			Doctoral and Higher Education	<ul style="list-style-type: none"> Department of Education Faculties 	<ul style="list-style-type: none"> Cooperation agreement

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
				Research Development Center		<ul style="list-style-type: none"> Number of activities and involved personnel
4.1.3. Development of feedback mechanisms based on staff evaluation and evaluation results	X	X		Department of Human Resources Management	<ul style="list-style-type: none"> Quality Development Office 	<ul style="list-style-type: none"> Document describing the new staff evaluation system
4.1.4. Implementation of staff attraction/retention/professional development program	X			Department of Human Resources Management	<ul style="list-style-type: none"> Structural units 	<ul style="list-style-type: none"> Document describing the staff attraction/retention/professional development program
4.1.5. Evaluation and development of the effectiveness of the electronic personnel management system		X	X	Department of Human Resources Management	<ul style="list-style-type: none"> Information technology management department 	<ul style="list-style-type: none"> Evaluation report on the effectiveness of the electronic personnel management system Updated electronic personnel management system
4.2. Development and introduction of quality culture						
4.2.1. Implementation of an integrated student assessment system based on academic, practical work and extracurricular activities	X	X		Quality assurance service	<ul style="list-style-type: none"> Faculties Department of Education 	<ul style="list-style-type: none"> Document describing the integrated student evaluation system
4.2.2. Assessment and development of learning/teaching development strategies		X	X	Quality assurance service	<ul style="list-style-type: none"> Faculties 	<ul style="list-style-type: none"> Learning/Teaching Development Strategy Evaluation Report

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
						<ul style="list-style-type: none"> Activities implemented within the framework of the implementation of the learning/teaching development strategy
4.2.3. Evaluation and development of mechanisms supporting the quality assurance system	X			Quality assurance service	<ul style="list-style-type: none"> Faculties 	<ul style="list-style-type: none"> Evaluation report of the supporting mechanisms for the development of the quality assurance system
4.2.4. Evaluation of effectiveness of mechanisms of involvement of interested persons in quality assurance procedures	X			Quality assurance service	<ul style="list-style-type: none"> Faculties 	<ul style="list-style-type: none"> Evaluation report on the effectiveness of mechanisms for the involvement of interested persons in quality assurance procedures
4.2.5. Evaluation of the effectiveness of the evaluation system for staff, students, graduates and employers		X		Quality assurance service	<ul style="list-style-type: none"> Department of Human Resources Management Department of Education 	<ul style="list-style-type: none"> Evaluation report of staff, students, graduates and employers
4.2.6. Evaluating the effectiveness of the academic staff evaluation policy			X	Quality assurance service	<ul style="list-style-type: none"> Scientific Research and Development Department Department of Human Resources Management Faculties 	<ul style="list-style-type: none"> Academic staff evaluation policy effectiveness evaluation report
4.2.7. Evaluation of the effectiveness of the updated procedures for monitoring attendance of academic staff			X	Department of Education	<ul style="list-style-type: none"> Faculties Quality assurance service 	<ul style="list-style-type: none"> Evaluation report of academic staff and students attendance monitoring and appropriate response procedures

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
and students at lectures and corresponding response						
4.2.8. Evaluation of the effectiveness of the updated monitoring procedures in the institutions implementing the practice	X	X		Faculties	<ul style="list-style-type: none"> Quality assurance service 	<ul style="list-style-type: none"> Evaluation report on the effectiveness of the updated monitoring procedures in the institutions implementing the practice
4.3. Development of organizational management system						
4.3.1. Development of an electronic document management system for information processing	X			Vice-Rector for International and Administrative Affairs	<ul style="list-style-type: none"> Information technology management department 	<ul style="list-style-type: none"> Electronic document management system for information processing
4.3.2. Implementation of a computer system for managing material resources and integration of financial bases		X		Department of Financial and Material Resources Management	<ul style="list-style-type: none"> Information technology management department 	<ul style="list-style-type: none"> Material resources management computer system
4.3.3. Establishment and development of internal reporting culture at the structural unit level	X	X	X	Quality assurance service	<ul style="list-style-type: none"> Legal Department Faculties Department of Human Resources Management 	<ul style="list-style-type: none"> A document depicting the internal reporting system at the level of a structural unit
4.3.4. Development and implementation of an electronic platform for quality assurance	X	X		Quality assurance service	<ul style="list-style-type: none"> Information technology management department 	<ul style="list-style-type: none"> Quality assurance electronic platform

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
					<ul style="list-style-type: none"> Financial and material resources management department 	<ul style="list-style-type: none"> Quality assurance electronic platform assessment report
4.3.5. Evaluation of the effectiveness of university/faculty management processes		X		Vice-Rector for International and Administrative Affairs	<ul style="list-style-type: none"> Quality assurance service Legal department Faculties Department of Human Resources Management 	<ul style="list-style-type: none"> University/faculty management process effectiveness evaluation report
4.3.6. Evaluation of the effectiveness of the organizational structure			X	Quality assurance service	<ul style="list-style-type: none"> Vice-Rector for International and Administrative Affairs Legal department Faculties Department of Human Resources Management 	<ul style="list-style-type: none"> Evaluation of the effectiveness of the organizational structure account
4.3.7. Evaluation of the effectiveness of the current strategic and action plan			X	Quality assurance service	<ul style="list-style-type: none"> Legal department Faculties Department of Human Resources Management 	<ul style="list-style-type: none"> Strategic and action plan effectiveness assessment report
4.4. Development of university services						

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
4.4.1. Conducting trainings on the use of international library databases with the staff implementing the program				Center for Continuing Education	<ul style="list-style-type: none"> Library Department of Education Faculties 	<ul style="list-style-type: none"> Number of trainings on the use of international library databases Number of participants in trainings
4.4.2. Offer trainings to promote the increase of English language competence of academic and administrative staff	X	X	X	Department of Education	<ul style="list-style-type: none"> Faculties Department of Human Resources Management 	<ul style="list-style-type: none"> Number of English language trainings Number of participants in trainings
4.4.3. Implementation of information activities about services and offers available to students	X	X	X	Department of Education	<ul style="list-style-type: none"> Department of Education Faculties 	<ul style="list-style-type: none"> Number of information projects
4.4.4. Development of extracurricular activities	X	X	X	Department of Education	<ul style="list-style-type: none"> Faculties Department of Marketing and Public Relations 	<ul style="list-style-type: none"> Number of extracurricular activities Number of students involved in extracurricular activities
4.4.5. Development of alumni-oriented activities services	X	X	X	Department of Education	<ul style="list-style-type: none"> Faculties Department of Marketing and Public Relations 	<ul style="list-style-type: none"> Number of alumni-oriented activities Number of alumni involved in alumni-oriented service activities

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
4.4.6. Development of support services for international students	X	X	X	Department of International Relations	<ul style="list-style-type: none"> Department of Education X 	<ul style="list-style-type: none"> Number of support services for international students Number of people using support services for international students
4.4.7. Implementation of career planning, employment promotion and other developmental training courses for students	X	X	X	Department of Education	<ul style="list-style-type: none"> Faculties 	<ul style="list-style-type: none"> Number of implemented training courses Number of students involved in training courses
4.4.8. Development of the Office of the Student Ombudsman		X		Department of Education	<ul style="list-style-type: none"> Faculties Department of Marketing and Public Relations 	<ul style="list-style-type: none"> Student Ombudsman Office programs
5. Overriding priority: infrastructure development						
5.1. Development of learning and research environment						
5.1.1. Evaluation of the needs and development of the book fund of the university library		X	X	Library	<ul style="list-style-type: none"> Faculties Department of Financial and Material Resources Management 	<ul style="list-style-type: none"> University library book collection needs assessment report

Activities Work period	2022	2023	2024	The main implementer	Parties involved	Indicator
5.1.2. Improvement and equipping of the new campus	X	X		Financial and material resources management department	<ul style="list-style-type: none"> • Faculties 	<ul style="list-style-type: none"> • Procurement documentation
5.1.3. Equipping a special infrastructural environment for research activities	X	X	X	Financial and material resources management department	<ul style="list-style-type: none"> • Faculties • Research centers 	<ul style="list-style-type: none"> • Procurement documentation
5.1.4. Arrangement of recreational and sports spaces	X	X		Financial and material resources management department	<ul style="list-style-type: none"> • Faculties • Department of Education 	<ul style="list-style-type: none"> • Procurement documentation for the arrangement of recreational and sports spaces
5.1.5. Development of clinical skills examination (OSCE) space and infrastructure	X			Financial and material resources management department	<ul style="list-style-type: none"> • Department of Health 	<ul style="list-style-type: none"> • Developing a strategy for creating a university clinic
5.1.6. . Developing a strategy for the creation of a university clinic			X	Financial and material resources management department	<ul style="list-style-type: none"> • Department of Health 	<ul style="list-style-type: none"> • Developing a strategy for creating a university clinic

Target indicators of the 2022-2024 action plan of the East European University

Indicator	Target indicator
New employee retention rate	50% increase
Ratio of students to administrative staff	1/21
Number of active researchers	300% increase
The percentage of Georgian students to the total number of students	76%
The percentage of international students to the total number of students	24%
The number of students in relation to the student quota limit of the existing university	100%
Enrollment rate for learning programs	43%
Number of scientific library bases	30% increase
Number of library books (on all users)	32% increase
Anti-plagiarism program usage rate for doctoral and master's theses	100%
Number of student services offered	3% increase
Number of graduates who are employed on their profession basis	10% increase
Number of preparatory courses offered to students and graduates	15
number of scientific-grant projects	50% increase
Number of agreements concluded on cooperation in applied research with partner organizations	15% increase
Number of research laboratories	3
Rate of participation in national and international conferences	15% increase
Funded student research initiative	20
Number of Annual Local/International Conferences for Bachelors, Masters and PhD Students Organized by the University	15% increase
Number of interdisciplinary studies	3
Number of research publications	21% increase
The number of published international scientific journals	4
Amount of staff research activities	21% increase
Number of activities focused on developing research skills	21% increase

Indicator	Target indicator
The number of activities carried out to attract the student contingent	40% increase
The number of entrants attending the education exhibition	25% increase
The level of awareness of the university	60% increase
Number of active students of exchange programs	70% increase
Number of cooperation agreements with partners	15% increase
Number of active international partners	50
Number of joint/international projects and programs	3
Number of international portals in which information about the university is published	3
University registration rate in target countries	2
The rate of membership in international organizations	3
Number of offered exchange programs and seasonal schools	30
A number of updated curricula with a strong international component	80%
Number of English-language programs	65%
Number of joint programs	2
Number of meetings and activities with students and academic staff to discuss the Code of Ethics broadly	7
Number of professional development courses offered in the organization	200% increase
Number of conducted trainings	30
Public relations and communication budget	150% increase
Budget allocated for scientific research	10% increase
Budget dedicated to support of internationalization	13200 GEL
Budget allocated for trainings for employees	77000 GEL
Amount of updated IT hardware	100%
The number of entrants of the graduating class who preferred the East European University in the national exams	50% increase
Number of events for students of general educational institutions held with their participation	20



Indicator	Target indicator
The number of video clips prepared for the purpose of attracting students of general educational institutions	20
Number of updated programs	100%
Number of evaluations of programs by international experts	15 programs
Number of programs with reaccreditation	8
Staff satisfaction rate	10% increase
Student satisfaction rate	10% increase
Graduate satisfaction rate	10% increase

