East European University

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(EEU)

Action Plan

2026-2028

The Action Plan of the East European University (hereinafter – the Action Plan) is a document that describes the activities planned in accordance with the university's strategic plan for the period of 2026-2032. It includes objectives, activities, timeframes for their implementation, performance indicators, descriptions of verification sources confirming the achievement of the objective, structural units responsible for their implementation, and involved stakeholders.

The Process of Developing the Action Plan

The University Action Plan is developed based on the strategic planning policy, as well as the policy for monitoring and evaluating strategic and action plans, and ensures the university's mission, the achievement of targets set by the strategic plan, and promotes the establishment of an efficient and planning-based work system for the university's structural units. The process of developing a new strategic development and action plan, or introducing changes to the existing one, is entirely based on Deming's PDCA cycle; for its effective execution, a culture of monitoring, evaluation, and reporting of the action plan is implemented at the university. Furthermore, the results of external and internal evaluations carried out at the university are also used in this process. Monitoring of the execution of the action plan is conducted annually at the university, within the scope of which:

- The performance indicators of the work planned for the reporting year are evaluated and determined;
- Weaknesses, risks, and best practices (if any) are identified;
- The effectiveness of results achieved over a three-year period is measured (against targets).

During the development of the 2026-2028 Action Plan, the following were reviewed:

- The results of the annual monitoring of the 2023-2025 Action Plan;
- Performance indicators of targets;
- Recommendations of the University Quality Assurance Service;
- Advice provided by experts during the external evaluation.

Based on this information, the working group evaluated the strategic plan to determine how well the objectives and activities presented in the action plan responded to the university's mission, vision, and alignment with priorities. As a result of the evaluation, it was determined that the 2026-2032 university strategic plan aligns with the university mission and vision and addresses the risks and challenges that have arisen over the last three years. As a result of the analysis, the working group developed a new three-year action plan for 2026-2028. It encompasses aspects important for the effective functioning of the HEI, including institutional development, quality assurance, planning and implementation of educational programs, student services and development, research activity, human and material resources, student services and support, infrastructure, and other directions.

The drafted projects of the action plans were discussed with various stakeholder groups and approved by the Representative Council.

UNIVERSITY MISSION, VISION, AND VALUES

Mission

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, personally, and civically, by providing high quality teaching, scientific research, and fellowship.

Contribute to Georgian and wider society through wisdom and dignity

Vision

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.

Values

The main values of the University are: Unity (integrity), respect, Empathy, support, conscientiousness, freedom of thinking and expression, cooperation and benevolence (goodwill)

- **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 toward each other, the broader public, and principles such as: equality, accountability, fairness, and ethics. Along with this, the contribution of every member of the university community, their personal and academic freedom, will be valued and recognized

- **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 realize the goals set by the 2026-2032 strategic plans, East European University is focused on 5 strategic priorities in 2026-2028. Among them, to achieve the strategic priorities, three main priorities are defined, and to support (reinforce) the achievement of the strategic priorities, two cross-cutting priorities are defined:

3 Main Priorities Defined for Achieving Strategic Priorities:

1. Development of student-oriented learning, teaching, and an inclusive university experience;
2. Enhancement of research quality, innovation, and academic productivity, and strengthening priority scientific areas
3. Expansion of public engagement, partnerships, and social responsibility, and strengthening the university's role as an institution oriented toward societal well-being

The implementation of the main priorities is ensured by the integration of the following cross-cutting directions:

4. Development of digital capabilities and ensuring sustainable infrastructure
5. Deepening internationalisation, enhancing global positioning and increasing institutional Attractiveness

These strategic initiatives, for their part, are defined in the strategic development plan under each strategic and cross-cutting priority.

The action plan is accompanied by targets and a budget that ensures the continuity of resources. The annual evaluation and update of the activities defined by the action plan are carried out based on the monitoring of the university's strategic development and action plans, through appropriate indicators and procedures.

Action Plan of East European University (EEU) for 2026-2028

Strategic Priority	Title of Objective	Main Activities	Source of Verification / Indicators	Responsible Unit	Involved Unit	2026	2027	2028
I. Development of student-oriented learning, teaching, and an inclusive university experience	1.1. Integration of outcome-based teaching principles in all educational programs	1.1.1. Reflection of Outcome-Based Education (OBE) principles and approaches in the 2027-2029 Strategy for Learning-Teaching Development	2027-2029 Strategy for Learning-Teaching Development	Quality Assurance Service	• Faculties		X	
		1.1.2. Professional retraining of academic personnel on Outcome-Based Education (OBE) issues	Training report	Department of Education	• Faculties • Department of Human Resource Management		X	X
		1.1.3. Systemic evaluation and development of learning outcomes of educational programs and study courses	Updated curriculum maps; Registry of syllabi	Quality Assurance Service	• Faculties		X	X
		1.1.4. Validation of assessment and teaching methods of updated study courses in relation to the set program outcomes	Report	Quality Assurance Service	• Faculties		X	X

	1.2. Updating teaching, learning, and assessment methods in accordance with student-oriented and interactive approaches	1.2.1. Preparation of an interactive methodological guide for teaching	Methodological guide	Quality Assurance Service	• Faculties		X	
		1.2.2. Systemic development of Problem-Based Learning (PBL), Computer-Based and Digital Learning (CBL), Case-Based Learning, Flipped classroom, and other modern teaching methods	Reports	Faculties	• Quality Assurance Service		X	X
		1.2.3. Periodic monitoring and evaluation of the effectiveness of methods used in the teaching and assessment process	Monitoring reports	Quality Assurance Service	• Faculties			X
	1.3. Regular modernization of educational programs considering international standards and labor market requirements	1.3.1. Periodic update of curricula through sharing international best practices and internationalization of the curriculum	Updated curricula	Faculties	• Quality Assurance Service, Department • International Relations Department	X	X	X
		1.3.2. Development of a benchmarking system of educational programs with analogous programs holding international rankings	Benchmarking documentation	Faculties	• Quality Assurance Service	X	X	X

		1.3.3. International accreditation of educational programs	Report	Quality Assurance Service	• Faculties • Department of International Relations	X	X	X
	1.4. Integration of future skills (critical thinking, digital competencies, communication, teamwork, and leadership) into the curriculum	1.4.1. Provision of future skills in educational programs	Updated curricula	• Faculties	• Quality Assurance Service	X	X	X
		1.4.2. Organizing a cycle of specialized workshops to strengthen students' transferable skills	Implemented activities	Department of Education	• Faculties	X	X	X
	1.5. Development and improvement of internal and external evaluation mechanisms of learning-teaching quality	1.5.1. Systemic implementation of international rankings and other external institutional evaluations	Evaluations of international ranking agencies	Quality Assurance Service	• Faculties • Department of Academic Process Administration • Department of Education • Department of Finance and Material Resources • Department of Human Resource Management	X	X	X
		1.5.2. Introduction of digital support and monitoring tools for internal quality evaluation processes to ensure continuous development	Report	Quality Assurance Service	• Information Technology Management		X	X

		1.5.3. Attracting international profile educational organizations in the field of curriculum development	Concluded agreements/memorandums, etc.	Department of International Relations	• Faculties • Quality Assurance Service	X	X	X
	1.6. Systemic use of student feedback in the process of improving teaching quality	1.6.1. Perfecting electronic student survey tools and adding analytical functionality	Updated platform	Information Technology Management	• Quality Assurance Service • Department of Academic Process Administration	X	X	X
	1.7. Continuous support for the pedagogical and professional development of academic personnel	1.7.1. Development of a professional development plan based on the analysis of personnel needs	Development plan	Human Resource Management	• Department of Education, • Faculties, • Quality Assurance Service	X	X	X
		1.7.2. Development and organization of professional development training modules based on the identification of personnel needs	Training modules, training certificates	Department of Education	• Department of Human Resource Management, • Faculties	X	X	X
	1.8. Development of the student services system (academic, career, psychological...)	1.8.1. Improvement of student-oriented digital services	Digital platforms	Department of Education	• Department of Information Technology Management	X	X	X
		1.8.2. Introduction and development of career advancement and employment support services (coaching, mentoring, internship)	Employment and internship indicators; mentoring programs	Department of Education	• Faculties	X	X	X

		1.8.3. Development of psychological counseling and mental health support programs	Student satisfaction index	Department of Education	• Faculties	X	X	X
	1.9. Increasing student engagement in academic and extracurricular activities	1.9.1. Development of monitoring and evaluation mechanisms for student engagement in academic and extracurricular activities	Report	Quality Assurance Service	• Department of Education, • Student Self-Government, • Faculties		X	X
		1.9.2. Development of mechanisms to stimulate student engagement (academic credits, certificates, incentive systems)	Reports of implemented projects	Department of Education	• Faculties, • Department of Finance and Material Resources Management, • Student Self-Government	X		X
		1.9.3. Organizing joint student projects (conferences, festivals, summer schools) in cooperation with partner universities	Reports of implemented projects	Department of Education	• Department of Scientific Research and Development, • Student Self-Government, • Faculties, • Department of International Relations	X	X	X
	1.10. Introduction of inclusive education approaches and strengthening support for	1.10.1. Development of a strategy for inclusive education and diversity management	Strategy	Department of Education	• Department of Academic Process Administration	X		

	students with special educational needs							
		1.10.2. Development of a monitoring and evaluation system for inclusive education	Report	Quality Assurance Service	• Faculties, • Department of Education		X	X
		1.10.3. Retraining of academic personnel in inclusive teaching methodologies and introduction of adapted teaching practice	Implemented trainings; personnel satisfaction indicator	Department of Education	• Faculties, • Department of Human Resource Management	X	X	X
	1.11. Integration of Equality, Diversity, and Inclusion (EDI) principles into educational programs and institutional practice	1.11.1. Integration of diversity and equality principles into educational programs	Updated regulations, programs	Faculties	• Quality Assurance Service		X	X
		1.11.2. Monitoring the protection of diversity and equality principles in the educational and working environment	EDI monitoring report	Department of Human Resource Management	• Quality Assurance Service, • Faculties		X	X
		1.11.3. Organizing information campaigns and events based on EDI principles, in extracurricular activities	EDI monitoring report	Department of Education	• Faculties, • Department of Marketing and Public Relations	X	X	X

II. Enhancement of research quality, innovation, and academic productivity, and strengthening priority scientific areas	2.1. Development and promotion of interdisciplinary and applied research	2.1.1. Stimulating the formation of interdisciplinary research groups and developing the financial support system	Report	Department of Scientific Research and Development	• Faculties, • Department of Finance and Material Resources Management	X	X	X
		2.1.2. Development of a system to support the initiation of applied research projects in cooperation with industrial partners	Research projects	Department of Scientific Research and Development	• Faculties	X	X	X
		2.1.3. Registration of the interdisciplinary university collection of scientific papers "Economics, Education, and Society" in an international scientific database (platform)	International scientific journal status	Department of Scientific Research and Development	• Department of Finance and Material Resources Management, Department • Information Technology Management Department, • Faculties		X	
		2.1.4. Organizing interdisciplinary scientific forums and seminars	Materials of activities	Department of Scientific Research and Development	• Faculties, • Department of Marketing and Public Relations, • Department of Education	X	X	X
	2.2. Modernization of research infrastructure and strengthening of the modern laboratory base	2.2.1. Modernization of research infrastructure and increasing the number of laboratories	Report	Department of Finance and Material Resources Management	• Department of Scientific Research and Development, • Faculties	X	X	X

		2.2.2. Development of the digital infrastructure of the research environment (databases, research platforms, computing resources, academic personnel profiles, etc.)	Report	Department of Scientific Research and Development	• Department of Information Technology Management, • Faculties	X	X	X
	2.3. Development of mechanisms for commercialization of innovative activities and research results	2.3.1. Development of regulations for intellectual property management and technology transfer	Document	Department of Scientific Research and Development	• Faculties, • Legal Department	X		
		2.3.2. Introduction of mechanisms to support the transformation of research results into business projects and the development of startups	Commercialized projects	Department of Scientific Research and Development	• Faculties	X		
		2.3.3. Strengthening cooperation with business, the innovation ecosystem, and investors to expand commercialization opportunities	Number of memorandums	Faculties	• Department of Scientific Research and Development	X	X	X
		2.3.4. Development of innovative incubation and acceleration programs to promote the introduction of research results to the market	Registry of patents	Department of Scientific Research and Development	• Faculties		X	X

	2.4. Support for the development of young researchers and doctoral students	2.4.1. Development of an institutional support system for doctoral studies and young researchers	Report	Department of Scientific Research and Development	• Center for the Development of Doctoral and Higher Education Research, • Department of Education, • Faculties	X	X	X
		2.4.2. Development of an internal grant system supporting the research activity of doctoral students	Issued grants; participation statistics	Department of Scientific Research and Development	• Faculties, • Department of Education, • Department of Finance and Material Resources Management	X	X	X
		2.4.3. Professional support and development of scientific supervisors of doctoral students	Number of activities	Department of Scientific Research and Development	• Department of Education	X	X	X
		2.4.4. Strengthening opportunities for international cooperation and academic mobility for doctoral students and young researchers	Issued grants; participation statistics	Department of Scientific Research and Development	• Faculties, • Department of International Relations	X	X	X
	2.5. Expanding international and local research partnership	2.5.1. Strengthening the university's cooperation with leading international	Report	Department of Scientific Research	• Department of International Relations	X	X	X

		scientific organizations and universities						
		2.5.2. Increasing the indicators of membership in international scientific networks and consortia	Increased cooperation indicators	Department of Scientific Research	• Department of International Relations	X	X	X
	2.6. Integration of research results into the educational process and increasing student engagement	2.6.1. Integrating modern scientific research results and evidence-based knowledge into study courses	Report, study courses	Faculties	• Department of Scientific Research and Development, • Quality Assurance Service	X	X	X
		2.6.2. Integrating Research-Based Learning (RBL) methodology into educational programs	Updated study courses	Faculties	• Department of Scientific Research and Development, • Quality Assurance Service	X	X	X
		2.6.3. Increasing student engagement in research projects, laboratory, and field works	Report	Department of Scientific Research and Development	• Faculties • Department of Education	X	X	X
		2.6.4. Organizing academic seminars, workshops, and forums to share research results in the learning-teaching process	Implemented activities	Department of Scientific Research and Development	• Faculties • Department of Education	X	X	X

		2.6.5. Development of a retraining system for academic personnel for the effective integration of research components into the teaching process	Report	Department of Scientific Research and Development	• Faculties • Department of Education, • Department of Human Resource Management	X	X	X
	2.7. Development of mechanisms for attracting external research funding	2.7.1. Creation and development of a digital platform for advisory and administrative support for preparing grant applications for international and national grant funds (Horizon Europe, SRNSFG)	Digital platform	Department of Scientific Research and Development	• Department of Information Technology Management			X
		2.7.2. Strengthening mechanisms for outcome-based co-financing of research projects	Submitted applications; attracted budget	Department of Scientific Research and Development	• Faculties	X	X	X
III. Expansion of public engagement, partnerships, and social responsibility, and strengthening the university's role as an institution oriented toward societal well-being	3.1. Development of programs supporting vulnerable groups and groups with special needs	3.1.1. Increasing the university's engagement and role in charitable and public activities: public health, culture, sport, art, ecology, and others..	Report	Department of Marketing and Public Relations	• Department of Education, • Student Self-Government	X	X	X
		3.1.2. Periodic increase of the budget for social and charitable projects and	Budget	Department of Finance and Material Resources Management	• Department of Marketing and Public Relations,		X	X

		activities to be funded by the university			• Student Self-Government			
		3.1.3. Increasing the number of projects oriented toward charity and public welfare	Number of projects	Department of Marketing and Public Relations	• Department of Finance and Material Resources Management, • Student Self-Government	X	X	X
	3.2. Expanding Lifelong Learning programs and increasing accessibility	3.2.1. Development of a system for offering demand-based certificate programs in cooperation with employers and industrial partners	Number of courses	Department of Education	• Department of Marketing and Public Relations, • Faculties	X	X	X
		3.2.2. Offering professional short-term and modular educational courses through distance learning formats for interested parties	Number of courses	Department of Education	• Department of Marketing and Public Relations	X	X	X
		3.2.3. Offering Lifelong Learning programs with university funding for vulnerable groups and groups with special needs	Report	Department of Education	• Department of Marketing and Public Relations, • Department of Finance and Material Resources Management	X	X	X

	3.3. Implementation of educational and information projects aimed at raising public awareness	3.3.1. Organizing series of public lectures and seminars on topical issues	Report	Department of Marketing and Public Relations	• Department of Education	X	X	X
		3.3.2. Increasing the intensity of coverage of international and local events and activities carried out by the university in television and social media	Media materials	Department of Marketing and Public Relations	• Department of Finance and Material Resources Management	X	X	X
		3.3.3. Preparation and dissemination of popular educational-scientific content (blogs, podcasts)	Media materials	Department of Marketing and Public Relations	• Faculties, • Department of Education	X	X	X
	3.4. Support and institutionalization of student social and volunteer initiatives	3.4.1. Creation and support of student clubs, development of institutional stimulation mechanisms, including financial and organizational	Reports	Department of Education	• Student Self-Government, • Department of Finance and Material Resources Management	X	X	X
		3.4.2. Development of an institutional volunteer culture and expansion of cooperation with partners	Reports	Department of Marketing and Public Relations	• Student Self-Government, • Faculties	X	X	X

	3.5. Strengthening partnership with local and international public organizations	3.5.1. Concluding memorandums of cooperation with the civic sector and planning joint projects	Partnership agreements/memorandums	Department of Marketing and Public Relations	• Legal Department	X	X	X
		3.5.2. Providing student internships and practice, increasing their engagement in mobilities and activities in international institutions	Reports	Department of Education	• Faculties, • Department of International Relations	X	X	X
	3.6. Implementation of projects based on environmental responsibility and sustainable development principles	3.6.1. Implementation of ecological initiatives within the framework of the "Green University" concept	Report	Department of Finance and Material Resources Management	• Department of Marketing and Public Relations, • Self-Government	X	X	X
		3.6.2. Improving waste separation and management	Report	Department of Finance and Material Resources Management	• Department of Marketing and Public Relations	X		
		3.6.3. Organizing events aimed at raising eco-awareness among students	Reports	Department of Marketing and Public Relations	• Faculties, • Department of Education	X	X	X

	3.7. Development of mechanisms for evaluating the university's social impact	3.7.1. Development of the university's Corporate Social Responsibility (CSR) policy	CSR report	Quality Assurance Service	• Department of Marketing and Public Relations	X		
		3.7.2. Introduction of a system for developing an annual report on corporate social responsibility and sustainable development	CSR report	Quality Assurance Service	• Department of Marketing and Public Relations		X	X
IV. Development of digital capabilities and ensuring sustainable infrastructure	4.1. Digital transformation of educational programs	4.1.1. Development of digital educational technology tools and platforms in the educational process	Digital technologies	Department of Information Technology Management	• Faculties, • Department of Academic Process Administration, • Department of Education	X	X	X
		4.1.2. Development of electronic learning materials (E-resources) and the digital library	Digital platform	Library	• Faculties, • Department of Information Technology Management		X	X
		4.1.3. Retraining of academic personnel in digital pedagogy	Number of retrained personnel	Department of Education	• Department of Information Technology Management, • Faculties		X	X
		4.1.4. Creation of a policy on the use of artificial intelligence and promoting the integration of AI technologies into educational programs	Reports	Quality Assurance Service	• Department of Information Technology Management, • Department of Education, • Faculties	X	X	X

	4.2. Development of digital infrastructure and platforms	4.2.1. Development of a unified Enterprise Resource Planning (ERP) information system for university management	ERP platform	Department of Information Technology Management	• Department of Education	X	X	X
		4.2.2. Strengthening cybersecurity systems and ensuring a high standard of personal data protection	Reports on personal data protection	• Personal Data Protection Officer	• Department of Information Technology Management	X	X	X
		4.2.3. Improving online services for students and personnel	Digital systems	Department of Information Technology Management	• Department of Education, • Department of Human Resource Management		X	X
		4.2.4. Introduction of an automated system for data analytics tools	Platform	Department of Information Technology Management	• Department of Education, • Department of Scientific Research and Development, • Quality Assurance Service	X	X	
	4.3. Arranging modern learning spaces	4.3.1. Equipping auditoriums and conference halls with Smart-technologies	Quantitative indicators	Department of Finance and Material Resources Management	• Department of Information Technology Management	X	X	
		4.3.2. Providing external access to digital	Agreement	Library	• Department of Information	X		

		international databases of the library for university students and personnel			Technology Management			
		4.3.3. Modernization of student recreational and collaborative (Coworking) spaces	Arranged spaces	Department of Finance and Material Resources Management	• Department of Information Technology Management, • Department of Education			X
	4.4. Expansion of Educational and Physical Infrastructure	4.4.1. Development of an additional building on the university campus and its equipping with advanced technological equipment and facilities.	Procurement documentation.	Department of Finance and Material Resources Management	• Faculties • Department of Information Technology Management			X
		4.4.2. Development and functional expansion of research technology platforms	Platform	Department of Scientific Research and Development	• Department of Finance and Material Resources Management • Department of Information Technology Management • Department of Education	X	X	X
	4.5. Introduction of "Green Campus" initiatives	4.5.1. Introduction of monitoring practice to raise the energy efficiency of campus infrastructure	Report	Quality Assurance Service	• Department of Finance and Material Resources Management	X		
		4.5.2. Gradual introduction of renewable	Implemented projects	Department of Finance and Material	• Department of Marketing and Public Relations			X

		energy sources (solar panels) usage		Resources Management				
		4.5.3. Formation of principles for managing an ecologically clean and sustainable environment on the campus territory	Report	Quality Assurance Service	• Department of Finance and Material Resources Management		X	X
V. Deepening internationalisation, enhancing global positioning and increasin institutional Attractiveness	5.1. Development of international academic partnerships	5.1.1. Expanding the network of partner universities	Number of agreements/memorandums	Department of International Relations	• Faculties	X	X	X
		5.1.2. Active positioning in international educational associations (EUA, etc.) and networks	Visit reports	Department of International Relations	• Faculties	X	X	X
		5.1.3. Administration of joint scientific and academic events with partners	Visit reports	Department of International Relations	• Faculties	X	X	X
	5.2. Strengthening mobility of students and personnel	5.2.1. Quantitative growth of mobility within the framework of Erasmus+ and other (short-term and long-term) exchange programs	Mobility statistics	Department of International Relations	• Faculties	X	X	X

		5.2.2. Effective management of internal funding mechanisms for international mobility of personnel	Amounts of grants	Department of International Relations	• Faculties	X	X	X
		5.2.3. Development of services supporting the admission of foreign students and researchers	Report	Department of International Relations	• Faculties, • Department of Education		X	X
	5.3. Development of joint and double degree educational programs	5.3.1. Development and implementation of double degree/joint programs together with foreign partners	Educational programs	Faculties	• Quality Assurance Service, • Department of International Relations	X	X	X
		5.3.2. International recognition of programs and harmonization of curricula with European and international frameworks (ESG 2027)	Educational programs	Faculties	• Quality Assurance Service		X	X
	5.4. Increasing international visibility	5.4.1. Development of international content on the university website and social platforms	Website indicators	Department of Marketing and Public Relations	• Department of International Relations	X	X	X
		5.4.2. Participation in international educational exhibitions and marketing events	Report	Department of International Relations	• Department of Marketing and Public Relations, • Faculties	X	X	X

		5.4.3. Promoting the engagement of academic personnel in international and joint scientific research activities and events	Report	Department of Scientific Research and Development	• Faculties, • Department of International Relations	X	X	X
		5.4.4. Hosting international scientific conferences and large-scale international forums	Report	Department of Scientific Research and Development	• Department of International Relations, • Faculties	X	X	X
	5.5. Strengthening university branding and marketing	5.5.1. Registration in international ranking systems (QS, THE, etc.)	Ranking indicators	• Quality Assurance Service	• Department of Education • Department of International Relations • Faculties, • Departments	X	X	X
		5.5.2. Implementation of targeted digital marketing campaigns to attract foreign and local entrants with high academic achievement	Number of students	Department of Marketing and Public Relations	• Department of International Relations, • Department of Academic Process Administration, • Faculties, • Department of Education	X	X	X
		5.5.3. Reviewing/increasing the marginal number to expand the student contingent	Indicator of increasing the marginal number of students	Quality Assurance Service	• Faculties, • Administrative units	X	X	

		5.5.4. Establishment and development of an international alumni network	Regulations of the international alumni network and list of members	Department of Education	• Faculties, • Department of International Relations		X	X

Key Milestones of the Action Plan

Key milestones for evaluating the strategic plan have been developed by the university. These milestones reflect the level of effectiveness of teaching, scientific-research, and creative activities, which allows the institution to evaluate its progress and make informed decisions to achieve strategic goals.

The evaluation of key milestones takes place twice, before the revision of the strategic plan and upon its completion: an interim evaluation in 2028 and a final evaluation in 2032. As a result of the evaluation, planned and attained results are compared with each other. All key milestones reflect the data existing upon the onset of the reporting period.

N	Key Milestones	Baseline Indicator 2026	Final Indicator 2028
1.	Number of students	2059	2900
2.	Number of foreign students	1047	1200
3.	Ratio of vacant places announced at the Unified National Examinations to students enrolled in them	310/183	395/305
4.	Average GPA indicator of students' academic achievement	2.08	2.5
5.	Number of students with suspended status	1496	1110
6.	Employment rate of graduates	85%	85%
7.	Average age of academic, scientific, invited personnel	49	48
8.	Ratio of the number of academic, scientific, invited personnel to the number of students	319/2059	394/2900
9.	Ratio of the number of affiliated academic personnel to the total number of academic and invited personnel	91/ 319	114/192
10.	Amount of academic personnel holding a Doctor's degree	111	122
11.	General indicator of student satisfaction with the educational program	4.2	4.4
12.	General indicator of student satisfaction	4.2	4.4.
13.	General indicator of graduate satisfaction	4.0	4.3
14.	General indicator of academic personnel satisfaction	4.74	4.8

N	Key Milestones	Baseline Indicator 2026	Final Indicator 2028
15.	General indicator of administrative and support personnel satisfaction	4.35	4.5
16.	General indicator of employer satisfaction	4.0	4.3
17.	Ratio of the number of published articles to the number of affiliated academic personnel	68 / 91	114/114
18.	Ratio of the total budget allocated for scientific research and creative activity to the university budget	5/100	7/100

[1] According to the results of the 2025 Unified National Examinations