Georgian American University 2021-2023 Action Plan

Priority – Quality and Development-oriented Activity
Objective 1 – Develop educational programs, which will ensure both theoretical and practical knowledge and development of professional courage;
Objective 2 – Modernize educational programs and bring them into compliance with contemporary social and market requirements;
Objective 3 – Promote internalization of educational programs;
Objective 4 – Promote lifelong learning;
Objective 5 – Complete and advance professional foreign language teaching methodology;
Objective 6 – Continuously monitor the quality of education;
Objective 7 - Promote and improve access to and inclusion of high quality higher education in a pandemic situation;

Task	Implemented Initiatives and Activities	Goal							Implementation Deadlines				Financial Resource	Responsibility	Indicator
		1	2	3	4	5	6	7	Ongoing	2021	2022	2023			
	Continuous monitoring of the International Relations master's program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; learning outcome assessment
	Self-assessment of the International Relations master's program;	√									√		Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; three-year self-assessment report;
	Continuous monitoring of the Law bachelor's, master's and doctorate programs;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
	Self-assessment of the Law bachelor's, master's and doctorate programs;	√									√		Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; three-year self-assessment report;
	Self-assessment of the European Integration and Labor Relations joint master's program;	√										√	Without expenses	Quality Assurance Office/Program Supevisors/Self-assessment Group	Educational program; three-year self-assessment report;

Activity	1	2	3	4	5	6	7	8	9	10	11	Budget	Responsible	Indicators
Continuous monitoring of the European Integration and Labor Relations joint master's program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supervisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
Continuous monitoring of the International Relations bachelor's program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supervisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; learning outcome assessment
Self-assessment, modification and re-accreditaion of the International Relations bachelor's program;	√							√				Without expenses	Quality Assurance Office/Program Supevisors/Self-assessment Group	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee research indicators Educational program; self-assessment report;
Continuous monitoring of the International Relations (English) doctorate program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; learning outcome assessment
Advancement of International Law direction within existing Law programs;	√							√				Without expenses	Quality Assurance Office/Program Supevisors	Educational program; Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting;
Continuous monitoring of the Georgian-language Business Administration bachelor's, master's and doctorate programs;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
Self-assessment of the Georgian-language Business Administration bachelor's, master's and doctorate programs;	√								√			Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; three-year self-assessment report;
Continous monitoring of English-language Business Administration bachelor's programs;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;

Continuous assurance of relevance of the conferred qualification to the program study results;	Activity	1	2	3	4	5	6	7	8	9	10	11	Expenses	Responsible	Documents
	Self-assessment of English-language Business Administration bachelor's programs;	√										√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; three-year self-assessment report;
	Continuous monitoring of one-year English-language Certified Physician program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program;
	Self-assessment of one-year English-language Certified Physician program;	√										√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; three-year self-assessment report;
	Continous monitoring of Construction bachelor's program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
	Continuous monitoring of the Informatics bachelor's program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
	Continuous monitoring of the Informatics masters's program;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
	Self-assessment of the Informatics master's program;	√										√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; three-year self-assessment report;

	Activity													Expenses	Responsible	Indicators
	Continuous monitoring of the Georgian Philology bachelor's program;	√								√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
	Self-assesment and accreditation of the Georgian Philology bachelor's program;	√									√			Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; self-assessment report;
	Continuous monitoring of the History bachelor's program;	√								√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
	Self-assessment and accreditation of the History bachelor's program;	√									√			Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; self-assessment report;
	Continuous monitoring of English Philology bachelor's program;	√								√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program; study result assessment;
	Self-assessment and accreditation of the English Philology bachelor's program;	√									√			Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program;
	Employment and Labor Market Research and Continuous monitoring of the structure and summary of the programs;	√								√	√	√	√	School/University budget	Program supervisors	Labor and Employment Market research indicators; Quality Assurance mechanisms Program development mechanisms; Program modification procedure.

Objective	Activity												Resources	Responsible	Indicators / Sources
Continuous monitoring of the program structure and relevance;	Program External Assessment Assurance;	√							√	√	√	√	Without expenses/School budget	Quality Assurance Department/ Program supervisors	Labor and Employment Market research indicators; Quality Assurance mechanisms Program development mechanisms; Program modification procedure.
	Program assessment by the Quality Department;	√							√	√	√	√	Without expenses	Quality Assurance Office/ Program supervisors	Labor and Employment Market research indicators; Alternative accreditation conclusions; Quality control mechanisms; Program development mechanisms; Program modification procedure.
	Periodically researching and analyzing best practices regarding the programs;	√							√	√	√	√	Without expenses	Quality Assurance Office/ Program supervisors	Materials reflecting the work of Quality Department;Materials reflecting the work of Program Development Committee
Monitoring and assurance of timely availability of field characteristics and program outcome results;	Bringing the one-year English-language Certified Physician program in compliance with the field characteristics;	√							√				Without expenses	Quality Assurance Office/Program Supevisors	Quality assurance mechanisms; Decisions of the Medical School; Decisions of the Academic Council;
	Assessment of the learning outcomes of the educational programs;	√							√	√	√	√	Without expenses	Quality Assurance Office	Quality assurance mechanisms and assessment results; learning outcome assessment;
	Continuous monitoring of the educational programs and their compliance with the field characteristics;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality assurance mechanisms and assessment results; Decisions of Academic Councils;Student survey indicators; Employer survey results; learning outcome assessment;
Consideration of existing and future-initiated higher education programs (qualifications, social, research and employment market) and ensure that graduates will be able to easily link their personal and public goals to technological development and define their key role in modernizing the modern world;	Studying the employment market of each specilty to determine current qualification and socail requirements;		√						√	√	√	√	University budget/Without expenses	Career Services Center/Program supervisors	Employer survey results.
	Conduct a survey among graduates;		√						√	√	√	√	Without expenses	School dean/Career Services Center	Graduate survey results; their employment indicator;
	Impelement study courses fitting the level of technological advancement into the educational programs;		√						√				Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational programs;
	Implement contemporary teaching and learning methods into the educational programs;		√						√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Quality Assurance Mechanisms; Quality Assurance Department Monitoring and Reporting; Student and Employee Research Indicators; Educational program;

Goal	Activity												Budget	Responsible	Results
	Create statups; cooperate with business accelerators;	√							√	√	√	√	School budget	School dean	Startups, Business Accelerators;
	Internal Assessment of the Program;	√							√	√	√	√	Without expenses	Quality Assurance Office Supervisor	Program assessment results;
	Implement changes in educational programs based on the results of the assessment;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Changes implemented into the educational program;Protocols by the School Council and the Academic Council
Increase the role of the University through teaching and research, assisting society in adapting to modern needs by delegating appropriate responsibilities;	Assessement of the personnel and the level of their necessity;	√							√	√	√	√	Without expenses	School dean/Senior Vice President	Personnel assessment results;
	Orginize events that encourage contemporary learning methodology: trainings, consultations, guidebooks, etc.	√							√	√	√	√	School/University budget	School dean/Continuous Education and certificate Center Supervisor	Educational programs of varying levels; Contemporary teaching methods and means; Intensive use of the co-teaching mechanism; Events that encourage implementation of innovative and novel teaching methodologies;
	Orginize events that encurage professional growth of the academic staff: conferences, seminars, workshops, exchange programs, etc;	√							√	√	√	√	School/University budget	University Vice President/School dean	Events for the professional growth of the academic staff and employees; the rate of the academic mobility;
	Orginizing events that encurage professional development of administrative and support staff: public lectures, trainings, business trips;	√							√	√	√	√	School/University budget	Senior Vice President	Events organized for the professional development of the administrative and support staff at the university;
Adapt and develop quality assurance mechanisms for overcoming border barriers, pandemics and other obstacles / threats and quality assurance mechanism;	Develop effective and efficacious system for successful distant teaching;	√								√			University budget	Vice President of Education, Science and Quality Assurance	Use of the online teaching systems.
	Share the knowledge and expierience of partners of different projects by ENQA, EADTU (SEQUENT, TESLA) and western universities regarding the distant learning in order to assure the quality of distant learning;	√								√			Without expenses	Vice President of Education, Science and Quality Assurance	Quality assurance mechanisms;

													Expenses	Responsible	Evidence
	Use and monitor distant teaching methodology;	√						√	√	√	√		Without expenses	Vice President of Education, Science and Quality Assurance	Educational programs; assessment results;
	Use effective internal and outer mechanisms in times of the COVID - 19 Pandemic.	√							√				University budget	Vice President of Education, Science and Quality Assurance	Internal and outer resources; library;
Add programs relevant to the requirements of the modern labor and employment market	Working on the implementation of new doctoral program in Economics;	√							√				Without expenses	Quality Assurance Office/Program Supevisors	Educational program; Quality Assurance Department Monitoring and Reporting;
	Work on the implementation of new program in Public Administration;	√							√				Without expenses	Quality Assurance Office/Program Supevisors	Educational program; Quality Assurance Department Monitoring and Reporting;
	Work on the implementation of new English-tought Master program in International Law;	√								√			Without expenses	Quality Assurance Office/Program Supevisors	Educational program; Quality Assurance Department Monitoring and Reporting;
	Periodically study and monitor global, regional and local tendencies. The effect of the mentioned on the programs and qualifications at the university;		√						√	√	√	√	Without expenses	Program Supervisor/Coordinator/Strategic Development Office Supervisor	Relevant Educational program; Material representing operations by Quality Department/Assessment outcome results; Program assessment results and their usage.
	Assure partnership possibilities with universities abroad.		√						√	√	√	√	University budget	School dean/International Relations Office Supervisor	Memorandums of cooperation with the universities abroad; International events orginized by the different structural entities of the university; Projects implemented with the universities abroad.
	Terminate negotiations with The Slovak Academy of Sciences and signing of the memorandum.		√							√			School budget	Law, Social Sciences and Diplomacny School dean	Memorandum;
	Terminate negotiations and sign the memorandum with the faculty of international relations and political sciences at Jagiellonian University (Krakow, Poland);		√							√			School budget	Law, Social Sciences and Diplomacny School dean	Memorandum;

Direction	Activity													Budget	Responsible	Indicator
Optimizing cooperation with national and foreign universities in accordance with educational programs, expanding student exchange programs;	Terminate negotiations and sign the memorandum with the faculty of social sciences at Masaryk University (Brno, Czech Republic);		√							√				School budget	Law, Social Sciences and Diplomacny School dean	Memorandum;
	Diversify exchange programs on basis of bilateral memorandums/contracts with partner universities.		√					√	√	√	√			University budget	School dean/International Relations Office Supervisor	Memorandums; Students' participation rate in the exchange programs;
	Assist students to participate in international exchange programs;		√					√	√	√	√			University budget	School dean/International Relations Office Supervisor	Students' participation rate in the international exchange programs;
	Facilitate the business trips of academic staff to carry out pedagogical and scientific / research activities in partner and other educational institutions (implementation of scientific / research projects, lectures, etc.);		√					√	√	√	√			University budget	School dean/International Relations Office	Participation of the university academic staff in different activities at universities abroad (seminars, public lectures, etc.)
	Assisting the staff to participate in the international exchange programs;		√					√	√	√	√			University budget	School dean/International Relations Office Supervisor	Academic staff participating in international exchange programs;
	Inviting foreign professors to participate in the educational and scientific/reseach activities at the university;		√					√	√	√	√			University budget	School dean/International Relations Office Supervisor	A foreigner admitted to GAU from foreign universities; Quantitative indicator of academic / administrative staff; Number of foreign professors;
	Attract foreign students at the university;		√					√	√	√	√			University budget	School dean/International Relations Office Supervisor	Number of foreign students;
	Diversify programs/certificate courses/modules;			√				√	√	√	√			University budget	School dean/Continuous Education and certificate Center Supervisor	Certificate programs/modules/courses;

Objective	Activity	1	2	3	4	5	6	7	8	9	10	11	Budget	Responsible	Indicator
Modernization and expansion of certified courses at the University;	Satisfaction survey for the attendees of the existing certificate programs/modules/courses;				√				√	√	√	√	Without expenses	School dean/Continuous Education and Certificate Center Supervisor	Satisfaction Rate of the certificate Courses' attendees;
	Modernisation of the existing certificate programs/modules/courses;				√				√				Without expenses	School dean/Continuous Education and certificate Center Supervisor	Modified certificate programs/modules/courses;
	Implemeting the certificate courses with the partners.				√				√				University budget	School dean/Continuous Education and certificate Center	Rate of implementation of certificate courses with partners;
Operation and development of the certification system taking into account the requirements of the labor market and the interrelationship realities of the educational sector, by adding new programs / courses;	Developing the ceritifacte programs/modules/courses in accordance with the demands of the labor market and educational sector.				√				√	√	√	√	Without expenses	School dean/Continuous Education and certificate Center	Variety rate of the certificate courses; Quantitative rate of certificate courses; Number of students attending certificate courses;
	Encourage the staff of the main educational unit - school staff to participate in the development of certificate courses;				√				√	√	√	√	University budget	School dean/Continuous Education and certificate Center	Certificate courses implemented with the participation of the main educational unit - school staff;
	Inviting high-ranking experts and practitioners to conduct certification courses;				√				√	√	√	√	University budget	School dean/Continuous Education and certificate Center	Number of high-ranking experts and practitioners invited to certificate courses.
Organizing relevant professional and personal development activities for the academic staff and staff of the university;	Organizing seminars, trainings and other events for the development of academic, scientific, invited staff;				√				√	√	√	√	School/University budget	School dean	The number of listeners participating in professional and personal development activities; Indicator of the intensity of personal and professional development-oriented activities;
	Organizing training on the latest teaching methods;				√				√				University budget	Vice President of Education, Science and Quality Assurrance/Continuous Education and certificate Center	Training;
	Organize training on science and research planning and aspects of management;				√				√				University budget	Vice President of Education, Science and Quality Assurrance/Continuous Education and certificate Center	Training;

Category	Task	1	2	3	4	5	6	7	8	9	10	Budget source	Responsible	Indicator
	Personal data protection				√				√	√		University budget	Senior Vice President /Continuous Education and certificate Center	Training;
	Organizing trainings and other events for the development of the university administrative and support staff;				√			√	√	√	√	University budget	Senior Vice President /Continuous Education and certificate Center	Number of listeners participating in professional and personal development activities; Indicator of the intensity of personal and professional development-oriented activities.
	Encourage employees by giving them the right to apply to certificate courses;				√			√	√	√	√	University budget	Senior Vice President /Continuous Education and certificate Center	Incentive mechanisms;
Continuous methodological and substantive monitoring of foreign language / language teaching, including professional English, in accordance with the educational programs;	Develop an English-language master's program in international law;					√				√		Without expenses	Program Supervisor/Head of Quality Assurance Office Supervisor	Educational program;
	Development of existing foreign language programs;					√		√	√	√	√	Without expenses	Program Supervisor/Quality Assurance Office Supervisor	Educational program; Decisions of the relevant school board; Decisions of the Academic Council; Quantitative rate of students enrolled in foreign language programs;
	Improvement and development of foreign language components of programs;					√		√	√	√	√	Without expenses	Program Supervisor/Quality Assurance Office Supervisor	Educational program; Decisions of the relevant school board; Decisions of the Academic Council; Quantitative indicator of foreign language courses offered in educational programs; Quantitative indicator of foreign language educational-scientific resources;
	Implement methodological and content improvement and monitoring measures for foreign language/professional English teaching;					√		√	√	√	√	School budget	Program Supervisor/Quality Assurance Office Supervisor	Educational program - syllabi of foreign language courses; Quality assurance service evaluation results; Quantitative indicator of foreign language educational-scientific resources;
	Presentations and seminars in English throughout the University, organized by the School of Humanities and Liberal Arts;					√		√	√	√	√	University budget	Humanities and Liberal Arts School Dean	Organized events;
	Establishment of training-translation center and organize the work;					√				√		Humanities and Liberal Arts School budget	Humanities and Liberal Arts School Dean	Documents certifying the functioning of the training-translation center;

Objective	Activity												Budget	Responsible	Expected result
	Organizing lectures, seminars and other educational ans research events by foreign lecturers;					√			√	√	√	√	University budget	School dean	Lectures, seminars and other educational and research events conducted by foreign lecturers.
Strengthen the learning process and make data-based decisions;	Survey of students, graduates, program implementers;						√		√	√	√	√	Without expenses	School dean/Head of Quality Assurance Office	Results of surveys of students, alumni, program implementers;
	Updating the electronic system of the learning process;						√		√				University budget	Vice President	Electronic system of the learning process management;
	Evaluation of the learning process;						√		√	√	√	√	Without expenses	Head of Quality Assurance Office	Learning process evaluation results;
Increase in achievement of learning outcomes;	Survey of students, graduates, program implementers;						√		√	√	√	√	Without expenses	School dean/Head of Quality Assurance Office	Students, alumni, program implementer survey results;
	Outline targets of program learning outcomes						√		√				Without expenses	Program Supervisor;	Educational program targets;
	Assessment of learning outcomes;						√		√	√	√	√	Without expenses	Head of Quality Assurance Office	Learning outcome assessment;
Strengthening learning quality indicators;	Survey of students, graduates, program implementers;						√		√	√	√	√	Without expenses	School dean/Head of Quality Assurance Office	Student, graduate and program implementer survey results;
	Staff Assessment						√		√	√	√	√	Without expenses	School dean/Head of Quality Assurance Office	Staff assessment results;
	Constant monitoring of the learning process;						√		√	√	√	√	Without expenses	School dean/Head of Quality Assurance Office	Dean's hour; Individual meetings; consultation hours; Quality Assurance Mechanisms;
	Assess the quality of the learning process by the Quality Assurance Office;						√		√	√	√	√	Without expenses	Head of Quality Assurance Office	Learning outcome assessment results
	Modify educational programs as needed, taking into account the specifics of e-learning;						√		√				Without expenses	Head of Quality Assurance Office / School dean	Modified Educational Programs
	Systematic monitoring of the quality assurance of the learning process;						√		√				Without expenses	Head of Quality Assurance Office / School dean	Quality assurance mechanisms
	Periodic and permanent monitoring of students' academic performance in training courses, separate forms and components of assessment;						√		√				Without expenses	School dean/Head of Quality Assurance Office	Results of academic performance monitoring

Improving online learning experiences and pandemic management;	Student Satisfaction Survey for Distance Learning, Analysis and Application of Outcomes;						√			√			Without expenses	Head of Marketing and Communications Office / Head of Quality Assurance Office	Satisfaction Survey Results and Its Use;
	Organizing targeted meetings and individual consultations for administrative and support staff, professors and students regarding the use of the electronic platform;						√			√			Without expenses	School dean / Head of Information Technology Office	Quantitative rate of meetings
	Technical support and systematic monitoring of the learning process;						√			√			University budget	Senior Vice President / Vice President	Electronic platform; Information technologies;

Priority - Research activities
Objective I - Support and expansion of scientific research activities;
Objective II - Increase the practical significance of scientific research results, increase contacts with private, governmental and non-governmental, other non-university centers (entities) for the purpose of commercialization of research;
Objective III - Promoting maximum integration of scientific research and teaching process;
Objective IV - Promoting the internationalization of research activities;
Objective V - to ensure the continuity of research activities by supporting pandemic and other risk research management;

Task	Implemented Initiatives and Activities	Goal							Implementation Deadlines				Financial Resource	Responsibility	Indicator
		1	2	3	4	5	6	7	Ongoing	2021	2022	2023			
Development of existing university standards for scientific-research activities, promotion of academic freedom and autonomy of researchers by setting a minimum university standard;	University research strategy development;	√								√			Without expenses	Vice President of Education, Science and Quality Assurance	University research strategy;
	Continuous monitoring of compliance with the minimum university standard of research;	√							√	√	√	√	Without expenses	Vice President of Education, Science and Quality Assurance	University Research Standards; School regulations; Scientific Research Institute regulations; ¿Indicators of research strategy and implementation of standards; (Various research products)
	Promoting the academic freedom of academic / research staff;	√							√	√	√	√	Without expenses	Vice President of Education, Science and Quality Assurance	University research strategy; University Regulatory Acts;
	Ensuring the autonomy of the main educational units and relevant research subjects;	√							√	√	√	√	Without expenses	Vice President of Education, Science and Quality Assurance	Regulatory documents;

Objective	Activity	√								√	√	√	√	Funding source	Responsible	Indicators
Improving and monitoring the quality of the performed research results.	Provide relevant databases and information on their use for academic / scientific staff and young researchers; organize trainings;	√								√	√	√	√	University budget	School dean/Research Development and Support Office	Event rate;
	Providing relevant research environment and conditions (workspace, infrastructure, database, etc.) for academic / scientific staff;	√									√	√		University budget	School dean/Research Development and Support Department	Scientific-research activity of academic staff (publications, research projects, other scientific activities);
	Assess the scientific productivity of academic / research staff;	√								√	√	√	√	University budget	School dean/Quality Assurance Department	Scientific productivity evaluation mechanisms and results;
	Evaluation of university research activities;	√								√	√	√	√	University budget	Vice President/Quality Assurance Office	Results of evaluation of research activities; Mechanisms for evaluating research activities;
Strengthen and ensure standards of academic integrity and academic freedom;	Monitoring compliance with the University Academic Integrity Policy;	√								√	√	√	√	University budget	Vice President of Education, Science and Quality Assurance	University Research Strategy; Integrity policy;
	Controlling the introduction of plagiarism mechanisms;	√								√	√	√	√	University budget	Vice President of Education, Science and Quality Assurance	Anti-plagiarism software;
	Implementation of preventive measures against plagiarism - trainings, consultations, guidebooks;	√								√	√	√	√	University budget	Vice President of Education, Science and Quality Assurance	Preventive measures against plagiarism (awareness-raising activities/measures)
Supporting the research activities of the University's scientific resource in conducting research focused on challenges at different levels and scales of the society and the state;	Supporting the University's scientific staff and research institutes (financial, administrative, organizational, etc.) for the purpose of enhancing relationships;	√								√	√	√	√	School/University budget	Vice President of Education, Science and Quality Assurance	Index of connections between the university staff and institutions; Research commercialization strategy; Financial support for research implementation;
	Obtaining information on funding opportunities from local and international sources and timely informing the academic / scientific staff of the University;	√								√	√	√	√	Without expenses	Vice President of Education, Science and Quality Assurance	Research commercialization strategy; Results of academic and research staff satisfaction survey;

Objective	Activity													Budget	Responsible	Indicator
	Support and encouragement of research activities at the university - internal university grants, bonuses, etc.	√							√	√	√	√		School/University budget	Senior Vice President/Vice President of Education, Science and Quality Assurance	Financial support for research implementation;
Strengthening the motivation to initiate research projects and participate in research;	Initiation of internal grant projects at the university;	√							√	√	√	√		School/University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Mechanisms to facilitate research and resource retrieval;
	Encouraging scientific initiatives of academic / research staff;	√							√	√	√	√		School/University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Growing rates of internal funding of research;
	Assess and encourage the academic productivity of academic/research staff;	√							√	√	√	√		School/University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Assessing the academic productivity of academic/research staff and incentives;
Strengthen the library's electronic databases and encourage their use;	Strengthening and diversifying international electronic databases;	√							√					University budget	Senior Vice President/Library Supervisor	International electronic databases;
	Constantly informing and supporting the University staff in terms of using international electronic databases;	√							√	√	√	√		Without expenses	Library Supervisor	Library activities;
	Continuous monitoring of statistics on the use of electronic databases;	√							√	√	√	√		Without expenses	Library Supervisor	Periodic statistics on the use of electronic databases;
Supporting the scientific-research centers of the University, to carry out joint scientific-research activities with relevant organizations and institutions;	Establishing relationships between universities, schools, research institutes, research groups and commercial and non-commercial entities to facilitate joint research activities;		√						√	√	√	√		School/University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Memorandum/agreement signed between universities, schools (faculties), research institutes, research groups and other commercial and non-commercial entities; Statistical indicators of researchers involved in these types of studies;
	Ensuring the involvement of second and third year students of higher academic education in joint research projects implemented by the University and its main educational unit and/or its structure and commercial organization;		√						√	√	√	√		School/University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Statistical indicator of the number of students involved in studies conducted in this direction.

Objective	Activity													Budget	Responsible	Indicators
Use new and innovative methods of scientific research activities and promote the creation of short-term scientific groups and clusters between disciplines;	Planning and conducting interdisciplinary research;	√									√	√		School/University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	University regulations for conducting and supporting research; Indicators of interdisciplinary studies; Interdisciplinary activities;
	Scientific research cluster: "Socio-economic and health status research of the elderly", creating and conducting research activities;	√									√	√		University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Cluster and its activities;
	Creating a research group focused on analysing patient and doctor rights in Georgia;	√									√	√		Medical and Law School budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Research group activities;
Promoting existing research institutes and research groups within the projects, enabling the University to respond in a timely and adequate manner to issues and topics in today's rapidly changing world;	Facilitate the activities of scientific groups and clusters within the project and ensure their autonomy;	√						√	√	√	√			School budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	University Research Strategy; Regulatory documents on the activities of relevant structures; Support activities for scientists and researchers;
	Organizing activities to support the staff of scientific groups and clusters within the project;	√						√	√	√	√			School budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	University Research Strategy; Regulatory documents on the activities of relevant structures; Support activities for scientists and researchers;
	Conducting research on COVID-19-related topics;	√							√					School budget	Vice President of Education, Science and Quality Assurance	Research Results;
Promoting the importance and need for academic research, science and research;	Organizing science promotion events for the general public and the youth;	√						√	√	√	√			School/University budget	Senior Vice President/ Vice President of Education, Science and Quality Assurance	Events promoting science, organized for the general public and the youth;
Strengthening research components for the first second level programs;	Development of prerequisites for admission to the research component in master's and doctoral programs;		√						√					Without expenses	Vice President /Head of Quality Assurance Office/ Program supervisors	Educational programs of the second and third year higher academic education; Monitoring results by the Quality Assurance Office;
	Reducing the volume of the theoritical study component in the doctoral program. Consider a wide range of choices for students in terms of research components;		√						√					Without expenses	Vice President /Head of Quality Assurance Office/ Program supervisors	Educational programs of the second and third year higher academic education; Monitoring results by the Quality Assurance Office;
	Evaluation of the research component by the Quality Assurance Office;		√					√	√	√	√			Without expenses	Head of Quality Assurance Office	Monitoring ans results of the Quality Assurance Department

Category	Action												Budget	Responsible	Indicators
	Strengthen the research component of the joint master's program;			√						√			Without expenses	Head of Quality Assurance Office/Program Supervisor	Joint Master's Program;
Improving the quality of doctoral education programs and doctoral research;	Maintain a small number of students policy for PhD programs;			√				√	√	√	√		Without expenses	Vice President /School dean	Number of PhD students; Employment rates for PhD students and PhD graduates;
	Involvement of PhD students in scientific research projects;			√				√	√	√	√		School/University budget	Vice President /School dean	Index of PhD students' involvement in research projects; Quantitative indicators of student papers/research and other activities;
	Promoting the involvement of PhD students in conferences organized by the University;			√				√	√	√	√		School/University budget	Vice President /School dean	Participation rate in international doctoral conferences; Student research and other similar activities expenses;
Improving the quality assurance mechanisms of research activities and evaluation system;	Evaluation of the quality of research activities carried out at the University by the Quality Assurance Office;			√				√	√	√	√		Without expenses	Vice President /Head of Quality Assurance Office	Quality control mechanisms and results of annual evaluations; Regulations on research issues and their results in regulatory documents;
	Development of quality assurance mechanisms for the research component of educational programs;			√					√				University budget	Head of Quality Assurance Office/Program Supervisor	Plagiarism detection mechanisms; Survey figures for doctoral and postgraduate education students; Integrity policy;
	Assess the scientific productivity of academic/research staff;			√				√	√	√	√		Without expenses	School dean /Head of Quality Assurance Office	Scientific resource productivity assessment mechanism; Results of evaluation of research activities.
Integrate research results and the activities of research institutes into the university teaching process;	Ensuring the involvement of scientific staff in the implementation of teaching and research components of educational programs at all levels;			√				√	√	√	√		School/University budget	Vice President of Education, Science and Quality Assurance /Program supervisors	Quantitative indicator of the scientist and researcher involved in the implementation of the educational program of all levels; Participation of research experts in the learning process within the framework of joint research; Supervision of bachelor, master, PhD conference topics by the scientific staff; Index of involvement of scientific staff in the learning process;
	Consideration of research results in educational programs;			√				√	√	√	√		School/University budget	Vice President of Education, Science and Quality Assurance /Program supervisors	Index of student involvement in scientific events; Index of student involvement in research projects;
	Ensuring student involvement in scientific events and projects organized by research institutes;			√				√	√	√	√		School/University budget	Vice President of Education, Science and Quality Assurance /School dean	Index of student involvement in scientific events; Index of student involvement in research projects;

Objective	Activity											Financial source	Responsible	Indicators
Facilitate the deepening of international cooperation for scientific-academic staff;	Facilitate the participation of academic and research staff in various scientific and research events organized at the University and throughout the country;			√				√	√	√	√	School/University budget	Senior Vice President/ Vice President	Index of participation of academic and scientific staff in various scientific and research events organized at the University and throughout the country; Recommendations of the Scientific Council;
	Promoting the participation of academic and scientific staff in various scientific activities organized abroad;			√				√	√	√	√	School/University budget	Senior Vice President/ Vice President	Index of participation of academic/scientific staff in various scientific activities organized abroad;
	Expanding cooperation with foreign universities;			√				√	√	√	√	School/University budget	International Relations Office/School dean	Memorandums signed with foreign universities;
Online adaptation of research activities by research groups and use of hybrid method;	Providing research groups with appropriate environment and material and technical means;				√				√			School/University budget	Senior Vice President	Relevant workspaces; Electronic platform; Information technology tools;
	Effective use of systematic monitoring mechanisms to ensure the quality of research activities;				√				√			Without expenses	Vice President /Head of Quality Assurance Office	Quality assurance monitoring mechanisms and related reports;
	Encourage and support community-focused research on pandemic challenges;				√				√			School/University budget	Vice President	Conducted studies;

"Priority - Support and strengthen an effective system of student life and career services
Objective I - Higher education and employment;
Objective II - Continuous development and support of student adaptation and university life; "
Objective III - Permanent adaptation of student life and involvement to pandemic challenges;

Task	Implemented Initiatives and Activities	Goal							Implementation Deadlines				Financial Resource	Responsibility	Indicator
		1	2	3	4	5	6	7	Ongoing	2021	2022	2023			
Improving professional courage and job competencies skills;	Integration of practical courses in educational programs;	√							√	√	√	√	Without expenses	Program Supervisor	Educational program;
	Monitoring teaching and assessment methods relevant to the courses;	√							√	√	√	√	Without expenses	Program Supervisor	Educational program;
	Organizing competitions and incentive events for students;	√							√	√	√	√	School/University budget	School dean/Head of Marketing and Communications Office	Quantitative rate of student participation in competitions and promotional activities; Mechanisms for informing students about competitions and promotional activities;
	Promoting student participation in internship programs;	√							√	√	√	√	Without expenses/School budget	School dean/Head of Marketing and Communications Office	Quantitative rate of student participation in internships; Mechanisms for informing students about internships;
	Creation and development of startups, cooperation with business accelerators;	√							√	√	√	√	School budget	School dean	Quantitative rate of student participation in various competitions and promotional activities; Mechanisms for informing students about competitions and incentives;
	Establishment of training-translation center;	√									√		School budget	Humanities and Liberal Arts School dean	Documents certifying the functioning of the training-translation center;
	Establishing an English language club and providing activities;	√								√			School budget	Humanities and Liberal Arts School dean	Documents certifying the functioning of the English Club;
	Establishment of the Humanities Studio within the School of Humanities and Liberal Arts;	√								√			School budget	Humanities and Liberal Arts School dean	Documents certifying the functioning of th Humanities Studio;
	Organizing meetings with practitioners and experts, including public lectures and master classes by experts, practitioners and public figures;	√							√	√	√	√	School/University budget	School dean/Head of Marketing and Communications Office	Quantitative indicators of meetings with practitioners and experts; Quantitative indicators of public lectures and master classes conducted by experts, practitioners and public figures;
	Employment market research;	√							√	√	√	√	Without expenses/University budget	Career Services Center	Employment market research results;

Goal	Activity												Budget	Responsible	Indicator
Cultivating the spirit and experience of entrepreneurship;	Develop a self-employment skills development component in educational programs;	√									√		Without expenses	Program supervisors;	Educational programs; Legal Clinic;
	Consideration of relevant topics in programs/courses;	√									√		Without expenses	Program Supervisor	Program/course;
	Ensuring the involvement of students in the work of the legal clinic;	√						√	√	√	√		School budget	Law, Social Sciences and Diplomacny School dean	Legal clinic activities;
	Ensuring cooperation with the banking sector;	√						√	√	√	√		Without expenses	Business School dean	Memorandums signed with the banking sector;
Development of mechanisms to promote self-employment;	Organize events to support self-employment, outside the curriculum;	√						√	√	√	√		University budget	School dean/ Head of Marketing and Communications Office	Business incubators; Quantitative indicators of activities supported outside the curriculum.
	Collaboration with business startups; Student incentive activities for startups or for participating in events organized by startups; Modeling business startups and business accelerators for students;	√						√	√	√	√		School budget	Business School dean	Business startups and business accelerators; Memoranda of Understanding with various startups; Number of students and graduates involved in small and medium-sized business; Number of encouraging, supporting and informative events.
	Develop certificate courses for self-employment skills development;	√								√			University budget	School dean/Program Supervisor	Certificate courses system;
	Organizing events for the establishment and development of a self-employment support system;	√							√				University budget	School dean/ Head of Marketing and Communications Office	Relevant measures; Number of encouraging, supporting and informative events.
Promoting the development of students' research environment and learning process as a logical and close part;	Providing student representation in the development of curricula;	√						√	√	√	√		Without expenses	Vice President of Education, Science and Quality Assurance	Mechanisms for ensuring student representation in the development of curricula;
	Student scientific events;	√						√	√	√	√		Without expenses	Vice President of Education, Science and Quality Assurance	Number of Student scientific events;
	Encouraging/promoting student science clubs and associations;	√						√	√	√	√		Without expenses	Vice President of Education, Science and Quality Assurance	Student science clubs and associations;
	Facilitate joint research activities of the professor and the student;	√						√	√	√	√		Without expenses	Vice President of Education, Science and Quality Assurance	The result of the joint research activities of the professor and the student;

Increase the motivation of students involvement in university life;	Encourage student support mechanisms and activities;	√						√	√	√	√	University budget	School dean/Head of Marketing and Communications Office	Student Support Mechanisms and Events; Activities of GAU PR Club and its results; GAU Band and GAU Theater Group;
	Development of student information and counseling mechanisms for university life and promotion of activities;	√						√	√	√	√	Without expenses	School dean/Head of Marketing and Communications Office	Mechanisms for informing and consulting students about university life;
	Promoting student employment in the infrastructure of student services;	√						√	√	√	√	Without expenses	School dean/Head of Marketing and Communications Office	Student employment rate in student services infrastructure;
	Organizing students' external university activities and ensuring maximum awareness and understanding of students equality principles;	√						√	√	√	√	University budget	School dean/Head of Marketing and Communications Office	Indicators of students' participation in external university activities;
	Promoting the activities of the GAU PR Club;	√						√	√	√	√	University budget	Head of Marketing and Communications Office	GAU PR Club;
	Promoting the activities of GAU Band and GAU Theater Group	√						√	√	√	√	University budget	Head of Marketing and Communications Office	GAU Band & Theater;
	Promoting Student Ambassadors project;	√						√	√	√	√	Without expenses	School dean/Head of Marketing and Communications Office	Student Ambassadors and the results of their activities;
Increase students involvement in quality assurance mechanisms;	Development and effective use of the system: students as a source of information - expert - partner;	√						√	√	√	√	Without expenses	School dean/Head of Quality Assurance Office	Mechanisms for involving students in quality assurance;
	Ensuring student involvement within the PDGA system;	√						√	√	√	√	Without expenses	School dean/Head of Quality Assurance Office	Mechanisms for involving students in quality assurance;
	Conduct student survey, analyze results, and provide feedback;	√						√	√	√	√	Without expenses	School dean/School dean/Head of Quality Assurance Office/Program Supervisor	Student survey results; Feedback mechanisms;
	Encouraging and promoting student unions;	√						√	√	√	√	Without expenses	School dean	Student Unions;
	Ensuring student involvement in institutionalized management and assessment mechanisms and activities;	√						√	√	√	√	Without expenses	School dean/ Vice President	Appropriate mechanisms;

Strategic Direction	Activity										Financing	Responsible	Indicators
Strengthening material, financial and information resources to ensure the diversity and competitiveness of students life;	Promoting student diversity and their equality mechanisms;	√						√	√	√	√	Without expenses	President	Mechanisms for student diversity and their equality;
	Organizing intercultural student events;	√						√	√	√	√	University budget	Head of Marketing and Communications Office	Intercultural student events and expenses;
	Organizing student cognitive and sports events;	√						√	√	√	√	University budget	Head of Marketing and Communications Office	Number of student cognitive and sporting events; Student cognitive and sports activities expenses;
	Organizing cultural and other type events for foreign students;	√						√	√	√	√	University budget	Head of Marketing and Communications Office	Quantitative indicators of funding for cultural and other events for foreign students.
Continuous improvement and support of the system of students' rights, duties and freedoms;	Support and protection of students' rights-responsibilities and freedom in the regulatory documents and activities of the University;	√						√	√	√	√	Without expenses	President	GAU's regulatory documetns; Contract of the Student; GAU Code of Ethics;
	Support the activities of a student ombudsman;	√						√	√	√	√	Without expenses	Students Ombudsman Office	Student Ombudsman Office; Student Ombudsman Report;
Strengthening international communication and accessibility for students;	Development of international relations mechanisms of the University and promotion of their activities;	√						√	√	√	√	University budget	Senior Vice President	Structural units of international relations; Documents regulating international relations;
	Ensuring students participation in exchange programs;	√						√	√	√	√	University budget	International Relations Department/School dean	Agreements with foreign universities (agreements, memoranda); Frequency of students having international communication;
	Ensuring students' participation in international events (simulated processes, modeling, etc.);	√						√	√	√	√	University budget	School dean	Number of students international events;

Goal	Activity	1	2	3	4	5	6	7	8	9	10	11	12	Funding source	Responsible	Indicators
Introduce and reinforce the ideals that ensure the creation and respect of a diverse, equal and inclusive environment at GAU;	Creating a diverse, equitable and inclusive environment at GAU;		√							√	√	√	√	University budget	President	GAU regulatory documetns; GAU Code of Ethics; A contract with a student; Student services infrastructure; Number of cultural and sports events for foreign and local students;
	Organizing cultural and sports events for students;		√							√	√	√	√	University budget	Marketing and Communications Office	Number of cultural and sports events for students;
	International Student Satisfaction Survey;		√							√	√	√	√	University budget	Marketing and Communications Office	International Student Satisfaction Survey results;
	Respect for and support of foreign students' culture and traditions;		√							√	√	√	√	University budget	President	Number of events to respect and support the culture and traditions of international students; International Student Satisfaction Survey;
Develop measures to support socially vulnerable, other vulnerable groups and outstanding students;	Promoting support mechanisms and organizing events for socially vulnerable and other vulnerable groups;		√							√	√	√	√	University budget	Senior Vice President	Existence of different social assistance system; The amount of money spent on grants and financial assistance;
	Develop incentive mechanisms and organize events for students with excellent cademic performance;		√							√	√	√	√	University budget	Senior Vice President	Quantitative and financial indicators of incentive measures.
Develop online experiences in the teaching process of students and meet their needs. Also, their involvement in scientific-research practice.	Organizing various activities for students in remote conditions;			√						√				University budget	Senior Vice President	Activities carried out remotely;
	Student Satisfaction Survey;			√						√				Without expenses	Head of Marketing and Communications Office / Head of Quality Assurance Office	Student Satisfaction Survey Results and Its Use;
	Supporting student unions in remote conditions, their material and technical support;			√						√				School / University budget	Senior Vice President	Electronic platform; Research results;

"Priority - Organizational development
Objective I - Increase mission-oriented institutional stability and the degree of efficiency of the institution management process;
Objective II - Improving human resource management policy, financial and material resources;"
Objective III - Institutional strengthening and adaptation to new challenges;

Task	Implemented Initiatives and Activities	Goal							Implementation Deadlines				Financial Resource	Responsibility	Indicator
		1	2	3	4	5	6	7	Ongoing	2021	2022	2023			
Strengthening the University as a unified educational space and an institution implementing educational-research activities through diversity and integration;	Develop and ensure management based on the university principles of equality and tolerance;	√							√	√	√	√	Without expenses	President	GAU regulatory documents; Equality and Tolerance Management at GAU;
	Ensuring diversity and equal opportunities in the activities of the University;	√							√	√	√	√	Without expenses	President	GAU Regulatory documents; Diversity and equal opportunities research strategy; Indicators of diversity of staff employed in training, research, administrative, support positions;
	Ensuring opportunities for equal involvement of foreign students and developing appropriate mechanisms in university life;	√							√	√	√	√	Without expenses	President	Opportunities and mechanisms for equal involvement of foreign students in university life;
	Implementation of measures aimed at the diversity of university communication forms;	√							√	√	√	√	Without expenses	President	University Communication Forms Diversity Measures;
	Periodic data collection and monitoring;	√							√	√	√	√	Without expenses	President	Periodic data collection and analysis;
	Optimization of the organizational structure of the university; Ensuring optimal, efficient distribution and coordination of functions;	√								√			Without expenses	President/Senior Vice President	Regulatory documentation; Results of optimization of the organizational structure of the University; Management effectiveness monitoring mechanisms; Measures for optimal, efficient redistribution of functions and mutual coordination; Results of surveys of students, academic, invited, administrative and support staff;
	Separation of functions and rights and responsibilities at the level of university, faculty and other structural units and monitoring of its implementation;	√							√	√	√	√	Without expenses	President/Senior Vice President	Regulatory documentation; Separation of functions and rights and responsibilities at the level of university, faculty and other structural units;

Goal	Activity												Cost	Responsible	Indicator
Constantly increase the effectiveness of the existing management model and practice, create and implement a high organizational and academic culture;	Ensuring accurate and timely provision of information on the implemented and ongoing activities within the University to the main educational units of the University - schools, libraries and other structural units;	√						√	√	√	√		Without expenses	Head of Marketing and Communications Office /Research Development and Support Office/Continuous Education Center	Sources of information dissemination in the university space;
	Develop a spirit of personal responsibility and accountability;	√						√	√	√	√		Without expenses	President/Senior Vice President	Regulatory documentation; Mechanisms of personal responsibility and accountability;
	Organizing activities aimed at increasing teamwork and hard work;	√						√	√	√	√		Without expenses/University budget	Senior Vice President	The number of measures to increase teamwork and hard work;
	Developing cooperation with the society, public and private sectors;	√						√	√	√	√		Without expenses/ University budget	President	Results of cooperation practices with society, private and public sectors.
	Ensuring transparent and fair mechanisms for election and appointment to governing bodies;	√						√	√	√	√		Without expenses	Senior Vice President	Transparent and fair rules and mechanisms for election and appointment to governing bodies;
	Ensuring the participation of external evaluators in the evaluation of the institution's management;	√						√					University budget	President	Participation of external evaluators in the evaluation of the institution's management and their evaluation;
Improving and decentralizing the quality management and development system;	Development and systematic use of internal quality assurance mechanisms;	√						√	√	√	√		Without expenses	Vice President/Quality Assurance Office	Quality management system and process management documentation; Quality management system audit results; Quality Assurance Office findings and evaluations;
	University self-assessment and reporting for authorization purposes;	√						√					Without expenses	Vice President/Quality Assurance Office	Self-assessment report;
	Negotiations and cooperation for the implementation of alternative accreditation;	√						√	√				Without expenses /School budget	School dean/Vice President	Negotiations and cooperation for the implementation of alternative accreditation;
	Use of external quality assurance mechanisms in the development of the University;	√						√	√	√	√		Without expenses/ University budget	Vice President/Quality Assurance Office	Accreditaion results;

Category	Activity	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	Cost	Responsible	Mechanism/Output
Adaptation / compliance of internal quality assurance standards and principles with local and international (Bologna space) standards and principles	Development of a transparent and measurable quality assurance system;	√							√	√	√	√	Without expenses	Vice President/Quality Assurance Office	Quality assurance mechanisms;
	Ensuring maximum involvement of stakeholders in the creation and development of the educational program;	√							√	√	√	√	Without expenses	Vice President/Quality Assurance Office Supervisor	Educational program creation and development mechanisms;
	Ensuring the involvement of stakeholders in the evaluation process of the educational program and taking into account their interests;	√							√	√	√	√	Without expenses	Vice President/Quality Assurance Office Supervisor	Educational program assessment mechanisms;
	Develop mechanisms for modifying and developing research-based programs using the PDCA cycle;	√							√	√	√	√	Without expenses	Vice President/Quality Assurance Office Supervisor	Educational program creation and development mechanisms;
	ECTS credit system protection and continuous monitoring;	√							√	√	√	√	Without expenses	Vice President/Quality Assurance Office Supervisor	Educational programs;
	Labor and employment market research to monitor and evaluate programs;	√							√	√	√	√	Without expenses	Quality Assurance Office Supervisor/Program Supervisor	Educational program creation and development mechanisms; Educational program assessment mechanisms;
	Graduates survey, analysis of the results and their use for program evaluation and development;	√							√	√	√	√	Without expenses	Quality Assurance Office Supervisor/Program Supervisor	Educational program creation and development mechanisms; Educational program assessment mechanisms;
	Development of individual study plan creation methodology;	√								√			Without expenses	Vice President/Quality Assurance Office Supervisor	Individual Study Plan development methodology;
	Analysis of individual study plan needs;	√							√	√	√	√	Without expenses	Quality Assurance Department Supervisor/Program Supervisor	Individual Study Plan development methodology; Individual study plans;
	Development of mechanisms for evaluating learning outcomes;	√							√	√	√	√	Without expenses	Vice President/Quality Assurance Offixe Supervisor	Learning outcome assessment mechanisms;
	Establish measurable targets and indicators for assessing learning outcomes;	√							√	√	√	√	Without expenses	Quality Assurance Office Supervisor/Program Supervisor	Target benchmarks for evaluating program learning outcomes;

Strengthen internal quality policy	Activity													Budget	Responsible	Expected Result
	Development of student-centered learning support mechanisms, taking into account the level of learning;	√							√	√	√	√		Without expenses	School dean	Relevant mechanisms;
	Assessment of the learning environment and analysis of results;	√							√	√	√	√		Without expenses	School dean	Learning environment assessment and outcome analysis document;
Strengthen internal quality policy and culture as an integral part of management and monitor implementation results	Develop structured and regulatory mechanisms for internal quality assurance;	√								√				Without expenses	Vice President	Structured and regulatory mechanisms for internal quality assurance;
	Implement management based on information collection, analysis and use;	√							√	√	√	√		Without expenses	Senior Vice President	University Management;
	Continuous monitoring and development of educational programs with the involvement of stakeholders and taking into account their and the public interest;	√							√	√	√	√		Without expenses	Vice President	Educational program creation and development mechanisms;
	Monitoring the implementation of the recommendations issued as a result of the evaluation carried out by the Quality Assurance Office;	√							√	√	√	√		Without expenses	Quality Assurance Office Supervisor/Program Supervisor	Materials reflecting the work of Quality Department; Materials reflecting the work of Program Development Committee; Educational program;
	Promoting the proper functioning of the internal quality assurance mechanisms of the University and the development of a quality culture;	√							√	√	√	√		Without expenses	Senior Vice President	University Statute;
	Development and continuous monitoring of mechanisms for the protection of academic freedom and academic integrity;	√							√	√	√	√		Without expenses	Senior Vice President/ Vice President	Mechanisms for the protection of academic freedom and academic integrity;
	Conduct self-assessment, accountability and responsibility-based assessment;	√							√	√	√	√		Without expenses	President	Self-assessment, accountability and responsibility-based assessment process;

Goal	Activity												Budget	Responsible	Expected result
Improving the quality of use of information and communication resources in the management of the institution;	Ensuring that the University website is working properly and that the the information provided is in Georgian and English;	√								√	√	√	√	Without expenses	Marketing and Communications Office	Constantly updated university website;
	Ensuring effective function of information and communication channels and increasing access availability;	√								√	√	√	√	University budget	Marketing and Communications Office	University information and communication channels
	Ensuring the effective operation of the learning process management system, its development;	√								√	√	√	√	University budget	Academic Process Management Office/School dean	Learning process management system;
	Ensuring the quality of recording and preservation of documentation and personal data;	√								√	√	√	√	Without expenses	Document Control Office/Human Resources Management Office /School's Student Managers	University case management procedure; Personal files of staff and students;
	Modernization of the university technological, software and information infrastructure development plan, which provides a wide range of opportunities for the use of the modernized infrastructure, both in management and in teaching and research activities;	√								√				Without expenses	Information Technologies Office	University technological, software and information infrastructure development plan;

Goal	Activity	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	Funding source	Responsible	Indicator
Creation and introduction of an effective electronic clerical work system;	Development of case management system at the University;	√								√				Without expenses	Document Control Office	University case management procedure;
	Introduction of electronic case management system;	√								√				University budget	Senior Vice President	Planning to develop electronic management system tailored to the specifics of the university and the modern need; University case management procedure;
	Ensuring the development of an electronic learning process management system;	√						√		√	√	√		University budget	University Vice-President	Electronic learning process management system;
Increase opportunities for global implementation of teaching, research activities through enhanced distance learning;	Support for working on web platforms for distance learning;	√								√				University budget	Information Technologies Office/Academic Process Management Office	Experience to conduct distance learning and other educational-scientific activities; Agreement on provision of internet; Opportunities and indicators for access to the Internet and other electronic means; Indicators of Academic activities conducted online; Agreement signed with Microsoft;
	Active use of distance learning methods to improve teaching and learning methods - information meetings, individual consultations, etc.	√								√				Without expenses	Quality Assurance Office/School dean	Number of meeting;
	Training - on the use of teaching-learning methods and assessment methods in distance learning;	√								√				University budget	Quality Assurance Office/Academic Process Management Office	Training;
	Improving educational spaces (laboratories, study rooms, auditoriums, etc.);	√								√	√			University budget	Financial Office/Maintanance Office	Infrastructure Satisfaction Survey Results; Computer and other learning technology renovation rate;
	Improving the adapted environment for students with special needs/disabilities.	√								√	√			University budget	Maintanance Office	University space;
	Focus on library programs and constant update;	√						√		√	√	√		University budget	Library Supervisor	Books reserved at the library and Electronic Fund; International Library Systems;
Development of the educational infrastructure	Permanent improvement and maintenance of a comfortable, safe, favorable and appropriate learning environment;	√						√		√	√	√		University budget	Senior Vice President	Protection of sanitary-hygienic, modern equipment and existence of first aid systems. University Cafe. Properly equipped library, recreation areas.

Objective	Activity	1	2	3	4	5	6	7	8	9	10	11	Budget	Responsible	Indicators
	Improving the environment for students' extracurricular activities;	√								√			University budget	Marketing and Communication Office	Number of activities and sports events for students; Expenses of students' activities and sports activities. Intercultural events for students and their costs; Conferences and their expenses; research projects, clubs, etc.
	Periodic revision and updating of the necessary equipment for practical training in Medical School in accordance with the priorities;	√							√	√	√	√	Medical School budget	Senior Vice President/Medical School dean	Appropriate equipment;
Raising the awareness of the University at the regional and global levels;	Implementation of various activities and events for the wider community in order to raise the awareness about the University;	√							√	√	√	√	University budget	Marketing and Communication Office	The university PR campaign expenses; University participation in various international events;
	Ensuring the efficient operation of the university information systems;	√							√	√	√	√	University budget	Marketing and Communication Office	Operation of the university information support system;
	Facilitate the implementation of various activities abroad by the academic and scientific staff of the University;	√							√	√	√	√	University budget	Research Development and Support Office	Activities carried out abroad by the academic and scientific staff of the University;
	Develop cooperation with regional and international partner universities;	√							√	√	√	√	University budget	International Relations Office/School dean	Cooperation dynamics with regional and international partner universities; University participation in various international events;
	Develop a methodology for determining the student contingent; Identify target groups of students;	√								√			Without expenses	Senior Vice President	Methodology for determining the student contingent;
	Active cooperation with other organizations (professional organizations, scientific institutes, etc.) implementing educational activities or components;	√							√	√	√	√	Without expenses	Academic Process Management Office/School dean	Collaborating with other organizations carrying out educational activities or components;

Objective	Activity													Funding source	Responsible	Indicator / Documentation
Improving the student contingency planning mechanism taking into account internal and external factors and risks;	Organizing Olympiads, mock trials, debates, modeling, competitions and other educational events for school students;	√								√	√	√	√	University budget	Marketing and Communication Office/School dean	Quantitative indicator of Olympiads, simulated trials, debates, modeling, competitions and other educational events organized for school students; Mechanisms and activities for active cooperation with general education institutions;
	Expending cooperation with the school administration for the development and adaptation of different components of school curricula;	√								√	√	√	√	Without expenses/University budget	Marketing and Communication Office/School dean	Documentation of cooperation with school owners and administration and relevant activities; Mechanisms and activities for active cooperation with general education institutions;
	Organizing open house and other introductory events for school children;	√								√	√	√	√	University budget	Marketing and Communication Office/School dean	Introductory events organized for school students;
	Organize professional orientation-related activities for school students;	√								√	√	√	√	University budget	Marketing and Communication Office	Professional orientation-related activities for school students;
Providing staff based on respect for academic freedom, institutional autonomy, fundamental rights, and establishing an organizational culture;	Ensuring academic freedom of academic/scientific/invited staff;		√							√	√	√	√	Without expenses	President	GAU's regulatory documetns; University Code of Ethics; Management strategy; Labor contracts; Labor code; Staff Management Policy;
	Ensuring the autonomy of the main educational units; Decentralization of management;		√							√	√	√	√	Without expenses	President	GAU regulatory documents; Management strategy;
	Ensuring management based on respect for fundamental human rights;		√							√	√	√	√	Without expenses	President	GAU's regulatory documetns; University Code of Ethics; management strategy; Labor contracts; Labor code; Personnel Management Policy;
	Implementation of measures to establish organizational culture;		√							√	√	√	√	University budget	Human Resources Office	Staff Management Policy; Measures taken to establish an organizational culture;
Improving the health and well-being system of university staff;	Ensuring safe working conditions for employees;		√							√	√	√	√	University budget	Senior Vice President/Security Office	Regulatory documents;
	Ensuring cooperation with health and cultural-health institutions by reserving preferential conditions for university employees;		√							√	√	√	√	Without expenses/University budget	Senior Vice President	Existence of insurance packages; Documents certifying cooperation with health and cultural-health institutions;

Objective	Activity	1	2	3	4	5	6	7	8	9	10	11	Budget	Responsible	Result
	Taking care of the health of the people in the university building - by providing first aid help if necessary.	√							√	√	√	√	University budget	Senior Vice President/doctor	Functioning of the medical office;
Development of university institutional self-esteem, self-correction and corporate culture;	Development of self-assessment and its planning mechanisms;	√							√	√	√	√	Without expenses	Quality Assurance Office	Self-assessment and planning mechanisms; Employee survey and evaluation indicators;
	University self-assessment;	√							√				Without expenses	Quality Assurance Office	Self-assessment document;
	Self-assessment of academic educational programs;	√							√	√	√	√	Without expenses	Quality Assurance Office/Program Supevisors	Results of annual self-assessment of academic educational programs;
	External evaluation of academic educational programs;	√							√	√	√	√	Without expenses/School budget	Quality Assurance Office/Program Supevisors	Results of external evaluation of academic education programs;
	Self-assessment/ evaluation of academic/ scientific/ invited staff;	√							√	√	√	√	Without expenses	School dean	Evaluation mechanisms and evaluation results;
	Evaluation of administrative and support staff;	√							√	√	√	√	Without expenses	Senior Vice President	Evaluation mechanisms and evaluation results;
Implement effective management of university staff for sustainable development through both internal and external staff recruitment;	Improving the mechanisms of attracting, selecting and employing university staff;	√							√				Without expenses	School dean/Human Resources Office	University Staff Management Policy; Mechanisms for attracting, selecting and employing university staff; Indicators of internal and external recruitment of employees; Affiliation Terms and Conditions;
	Clearly established and accessible mechanisms of qualification, competition and working conditions;	√							√	√	√	√	Without expenses	Human Resources Office	Clearly established and accessible mechanisms of qualification, competition and working conditions, relevant measures;
Increasing the motivation of the University academic staff and other employees, promoting personal and professional development as measures of staff productivity and institution effectiveness;	Planning/organizing activities to promote employees' work experience, skills and relevant habits;	√							√	√	√	√	University budget	School dean/Head of Quality Assurance Office	Measures to promote the development of employees' work experience, skills and relevant habits;
	Support for bonuses and other incentives;	√							√	√	√	√	University budget	Senior Vice President	Bonuses and other incentives;
	Planning/organizing support and information meetings and trainings;	√							√	√	√	√	University budget	School dean/Marketing and Communication Office	Support and information meetings and trainings;
	Support for University staff in the wider and more efficient use of technology in the work process;	√							√	√	√	√	University budget	Information Technologies Office	Relevant activities;

Goal	Activity											Budget source	Responsible	Indicator
	Employee assessment;	√						√	√	√	√	Without expenses	Senior Vice President/School dean	Employee assessment rate;
Increase university revenue and ensure financial sustainability;	Ensuring the attraction of students, including international students;	√						√	√	√	√	University budget	International Relations Office/School dean	Tuition fees, including tuition fees paid by international students; Planned state grant revenues;
	Development of continuous education (university certificate) system - improvement of existing programs/modules/training courses and development of new ones;	√								√		University budget	Continuous Education and Certificate Center	Revenues from the continuous education (University Certificate) system;
	Initiation of new national and international scientific grant projects;	√						√	√	√	√	University budget	Vice President of Education, Science and Quality Assurance	Funds received from national and international scientific grants;
	Improving the mechanisms of business process continuity;	√						√	√	√	√	Without expenses	Senior Vice President	Business Process Continuity Plan;
Expanding the University's finances through effective and transparent support mechanisms for priority and leading projects and initiatives to achieve educational and research goals;	Increase in research commercialization rates;	√						√	√	√	√	University budget	Vice President of Education, Science and Quality Assurance	Research commercialization rates; Funds received as a result of research commercialization and innovative activities;
	Improving the mechanisms for financing internal projects and initiatives;	√						√	√	√	√	University budget	Vice President of Education, Science and Quality Assurance	Mechanisms for financing internal projects and initiatives;
Strengthening and support of library and other educational, research and practical resources;	Regular updates of the Library Resources;	√						√	√	√	√	School budget	Financial Office/Library Supervisor	Library fund renewal costs; Existence of international scientific electronic databases and free access opportunities;
	Ensuring constant updating of computer and other training equipment;	√						√	√	√	√	School/University budget	Financial Office/Information Technologies Office	Constant updating of computer and other teaching equipment and expenses;
	Equipping laboratories, providing training-research spaces for special digital equipment;	√						√	√	√	√	School/University budget	Information Technologies Office	Laboratories and training-research facilities equipped with special digital training devices;
	Reinforcement of the resources for the clinical teaching in Medicine;	√							√			Medical School budget	Financial Department/Medical School	Clinical Teaching Resource in Medicine;
	Renovating resources of the Legal Clinic;	√							√			School budget	Financial Office/Law, Social Sciences and Diplomacny School	Resources of the Legal Clinic;

Objective	Activity												Budget	Responsible	Indicator
Maintenance / upgrade / improvement of the university infrastructure (real estate and movable property) in relation to the teaching and research goals and needs;	Preservation/protection/renewal/improvement of material resources owned by the University;	√							√	√	√	√	University budget	Financial office/Maintanance Office/Security Department	University-owned material resources; Universities mechanisms for storage, protection, renewal and improvement of material resources; Quantitative indicator of maintenance/upgrade/improvement costs.
	Periodic accounting of university property;	√							√	√	√	√	Without expenses	Financial Office	University Property Accounting Mechanism;
	Regular review of compliance with the teaching/research goals of the University;	√							√	√	√	√	Without expenses	School dean/Program Supervisor	Regulatory, personnel and technical mechanisms of the university in accordance with the teaching/research objectives of the material resource;
	Periodic evaluation of information and communication technologies of the University;	√							√	√	√	√	Without expenses	Information Technologies Department	Results of Periodic Assessment of Information and Communication Technologies of the University;
	Improving the conditions for free, independent adaptation of the university environment for people with disabilities;	√							√	√			University budget	Financial Office/Maintenance Office	Conditions for adaptation of the university environment for persons with disabilities;
	Ensuring the security of human resources;	√							√	√	√	√	Without expenses	Security Office	Human resource security rules and relevant mechanism;
Strengthen personal online communications and support university e-management;	Ensuring the proper functioning of university structures in remote conditions;		√						√				Without expenses	Senior Vice President	Decisions made by university structures remotely;
	Ensuring effective online communication in the university space;		√						√				Without expenses	Senior Vice President	Online process;
	Strengthen the material resources of the University to ensure quality online education;		√						√				University budget	Senior Vice President	Electronic databases; Information technology facilities"
	Organizing various online informational and consulting meetings;		√						√				Without expenses	Senior Vice President / Vice President	Online meetings