



Strategic Development Plan

2021 – 2027



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I. Introduction

In the presented strategic plan Georgian American University, LLC (GAU) is considered as one of the most successful educational-scientific and business entities operating at the modern Georgian educational market.

The University that, due to its public mission, is constantly ready to be committed to the values and tasks facing our society through its activities.

Georgian American University is ready and trying to take the responsibility arising from the historical tasks of our country, society, to successfully use the most genetically strong, intellectual resource of the country for the future integration and successful development of the country.

The academic aspirations and corresponding successes of the Georgian American University are conditioned by the success of its constituent main educational-scientific units - Schools, most of which have already achieved significant success on both the educational and employment markets.

Consequently, one of the strategic highways for the development of the University is the organizational, material and financial support and development of the GAU Schools for University and out-of-University activities.

Based on the above, GAU's strategic development includes going to and from the regional and global educational space in order to successfully offer its educational and scientific product to the relevant markets due to the task of integration processes both domestically and nationally. Accordingly, the general activities of the University, as well as its strategic development and logic, are implemented through the realization of the importance of the centralized support of the plan implementation and the adequate evaluation of its contribution share to the overall development and quality maintenance. The key issue is the integrated support, i.e., how the facilitation and coordination between the University, as a whole entity, the major education units and other structural bodies are carried out.

At the same time, this strategic plan, on the one hand, is based on the product and activity of individual Schools, their achievements, and on the other hand, based on all this, goes beyond the range of School activity and includes activities focused on the type of service that clearly demonstrates the University's aspiration to be a whole, to make greater use of the results achieved by its institutions, and to increase the University's purpose and need to fulfill its public mission as a modern academic institution.

All of the above in the strategic plan presented and in real University life clearly show the synthesis of the University as a unified organism from the bottom up and vice versa, which increases the dynamics of its flexibility and creativity. This dynamic, in turn, ensures the mobility and adequacy of the University in general to all the tasks it faces, as well as the Georgian reality itself, as well as the integration and global challenges in which Georgia is involved, taking into account various circumstances.

The development of a strategic development plan for GAU within its institutional unity and autonomy provides an important guarantee that the University has clearly understood and created guaranteed quality educational services, with a view to its ongoing development and integration.

The purpose of this paper is to define the special role of the University in the higher education space. To highlight and make as public as possible the activities and means by which the University can contribute to the field of educational services and through this to the development of the community. In this context, we deem it necessary to expand the application of European study models and the access to the relevant technologies for the purposes of quality enhancement of higher education, which in its turn, will facilitate the creation of synergy between university activities and life. All these strategies should be directed towards students, as well as towards the whole society.

II. Methodology and process of strategic plan development

2.1. Development methodology

In order to develop this document in accordance with the requirements of the new authorization standards, the University, in coordination and cooperation with all structures, summarized a certain period of time and formed a strategic plan development team.

The group took into account the general principles of strategic planning, in addition, it took into account the "philosophy" in the organizational theory of the higher education institution for maximum efficiency, according to which the higher education institution can be considered as a non-coherent organization with diverse and competitive structures.

Accordingly, the group was guided and with both of these approaches, tried to write a strategy focused on continuous development, maximum coordination and cooperation, as expediently and adequately as possible.

The Strategic Plan Development Team thought and operated in terms of information gathering, processing and decision making in three main areas - macro, meso and micro levels.

At the macro level, the group relied mainly on other components:

1. Status of higher education funding in the country in general (differentiation in private and public sector funding; volume of funding available, growth or decline trends);

The total income of the higher education sector increased from GEL 251 million to GEL 691 million in 2009-2019. The main source of income is tuition fees for both public and private institutions. It is noteworthy that higher education in Georgia is mainly funded by out-of-pocket payments (77% share in 2019), while government funding is small (23%).

A large part of the joint income is concentrated in the public sector (Chart 1) *. In particular, the lack of funding for higher education by the government is clearly seen when comparing it with different countries (Chart 2, 2017) **.

Chart 1

Revenues of higher education sector, GEL mn

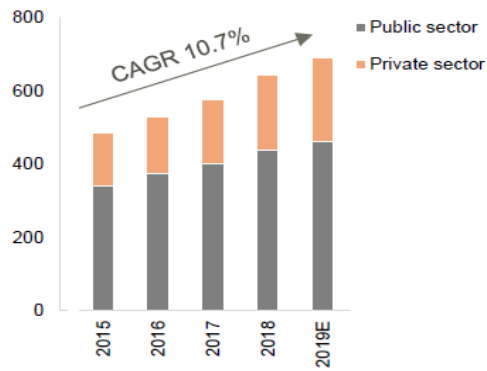
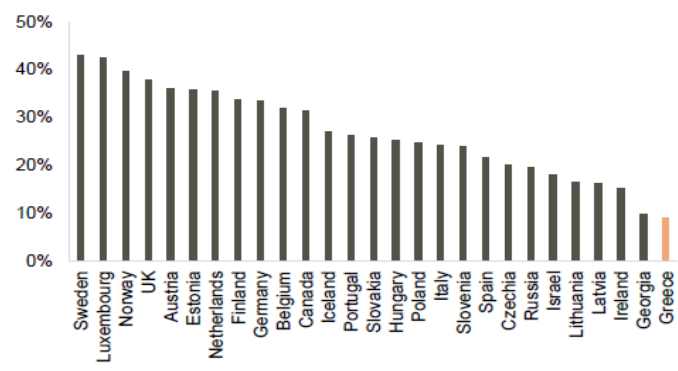


Chart 2

Public expenditure per student, tertiary, % of GDP per capita, Latest data available



source:

* <https://galtandtaggart.com/upload/reports/25610.pdf>

** <https://data.worldbank.org/indicator/SE.XPD.TERT.PC.ZS>

Figure 3.1 * shows the volume of state funding for higher education in 2016-19, which has been growing in recent years. And Figure 3.2 shows Distribution of public finances between the public and private sectors.

Figure 3.1

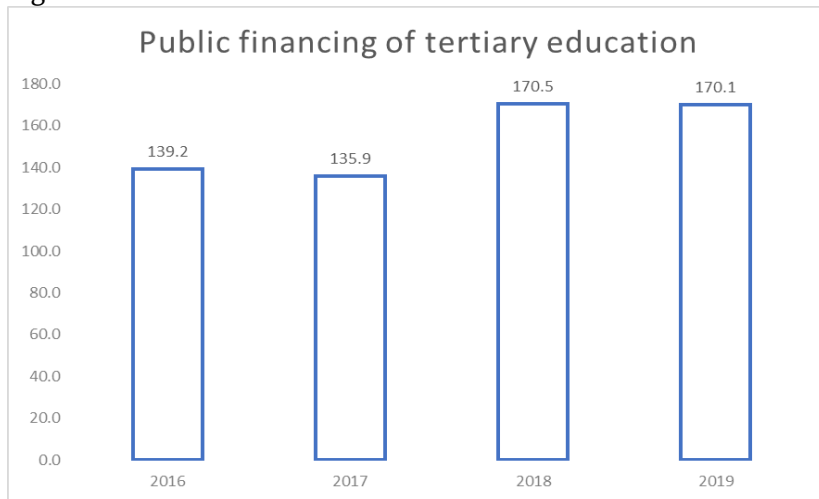
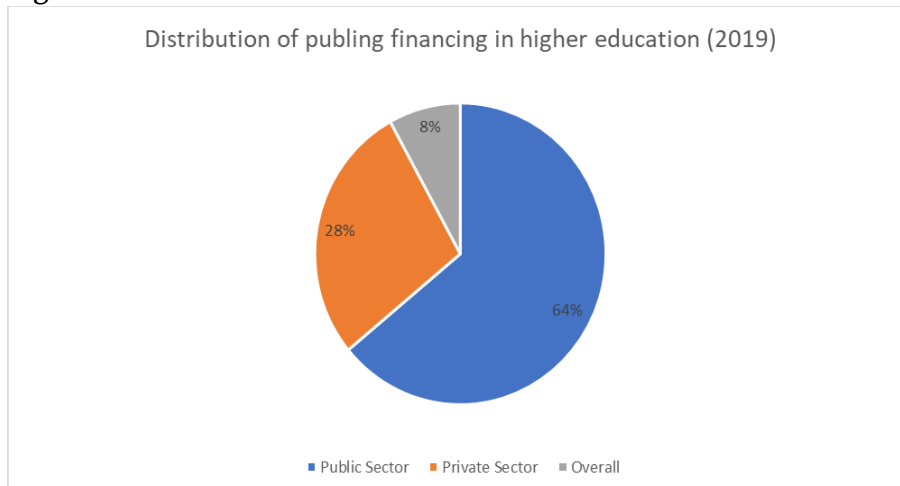


Figure 3.2



source:

* [Ministry of finance of Georgia](#)

2. The place of education, including higher education, in the socio-economic and cultural development of the country;

Georgia's ecosystem is not rich in natural resources (gold, oil, gas, etc.). Consequently, its competitive advantage cannot be represented on the world economic and political map based on the above natural factors. Georgia is one of the countries whose economic wealth is essentially determined by the service and trade sector (65% and more *). Thus, the role and importance of education, including higher education, in achieving socio-economic well-being becomes even more relevant and vital.

Georgia's declared nominal gross domestic product (GDP) increased from 3.8 billion to 50 billion GEL in 1996-2019 **. Expenditures on education by the population have changed significantly during this time. In particular, if in 1996 the accumulated GDP in the field of education amounted to 101.3 million GEL, in 2019 its size increased to 1.98 billion GEL (Figure 4) **.

At the same time, expenditures on education increased not only in absolute numbers, but also in relative terms as a weight in GDP - if in 1996 the expenditure on education in relation to GDP was 2.6%, in 2019 it increased to 3.87% **.

This indicates that the population demand for education is growing and it is changing in direct proportion to economic growth. However, with this indicator, Georgia still lags behind the average of the OECD countries (see Figure 5) ***:

Figure 4

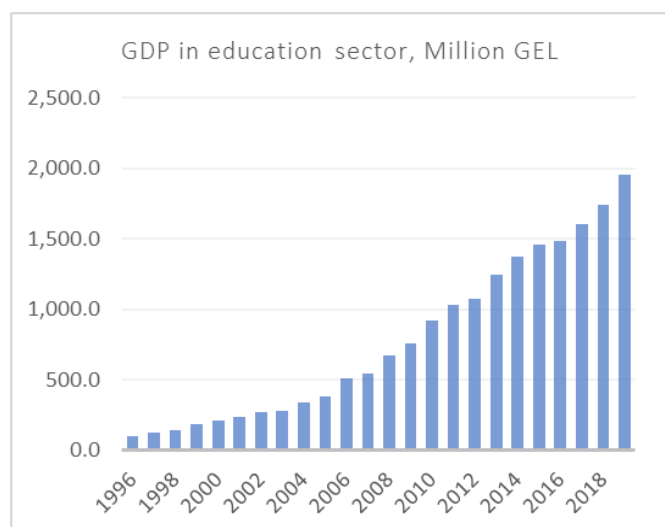
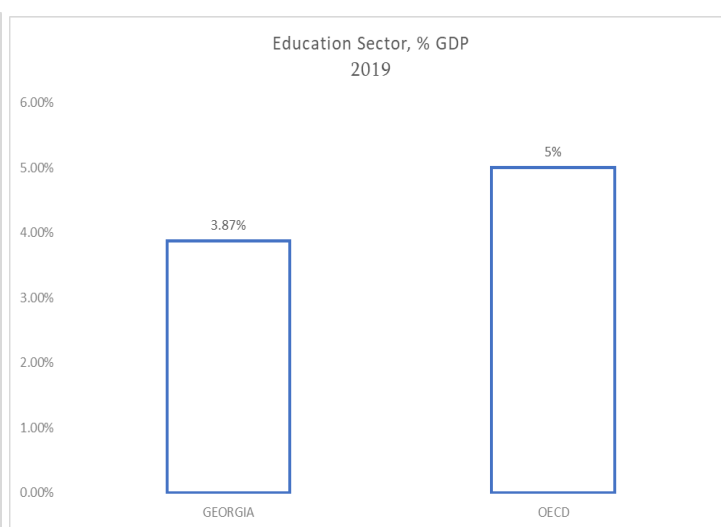


Figure 5



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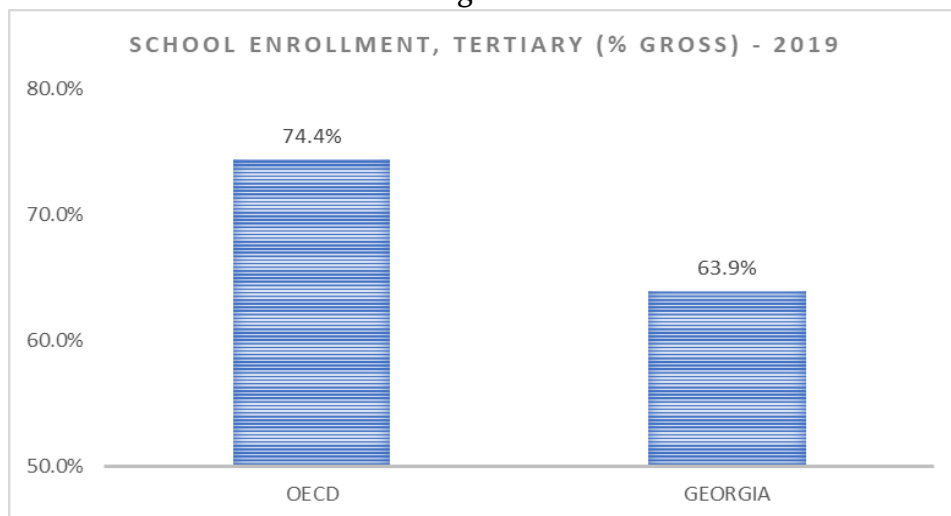
* <https://www.geostat.ge/ka/modules/categories/23/mtliani-shida-produkti-mshp>

** <https://www.geostat.ge/ka/modules/categories/624/erovnul-angarishta-sistema-1993-eas-1993>

*** <https://www.oecd.org/education/education-at-a-glance/>

In addition to pragmatic goals, higher education in Georgia has a certain social status, and thus, there is a great demand for it. As a result of improved access, the attendance rate in higher education increased from 34.2% to 63.9% during 2008-19 (School enrollment, tertiary (% Gross)). For comparison, the comparison of Georgia with the average of OECD countries with this indicator gives an interesting picture (Figure 6) *.

Figure 6



The level of unemployment of the population with higher education in Georgia has exceeded the level of unemployment of the population with general education for years. The gap has narrowed dramatically in recent years (Figure 7) **. Moreover, the unemployment rate among the population with higher education has become lower than those with only general education. Despite such dynamics, Georgia lags significantly behind the OECD countries in this indicator (Figure 8) ***.

Figure 7

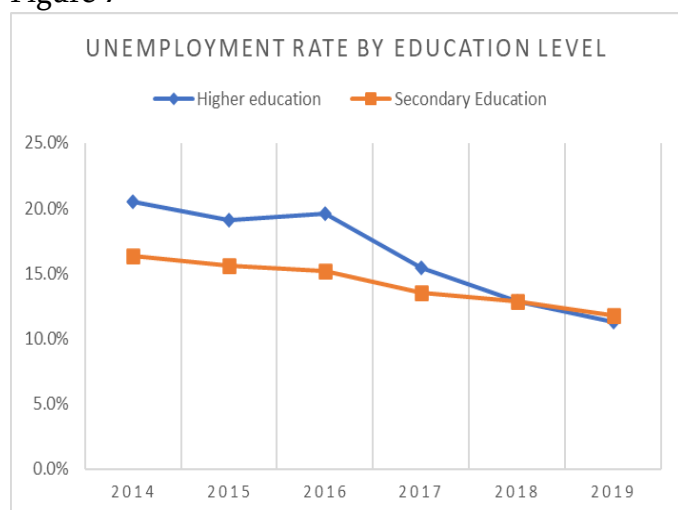
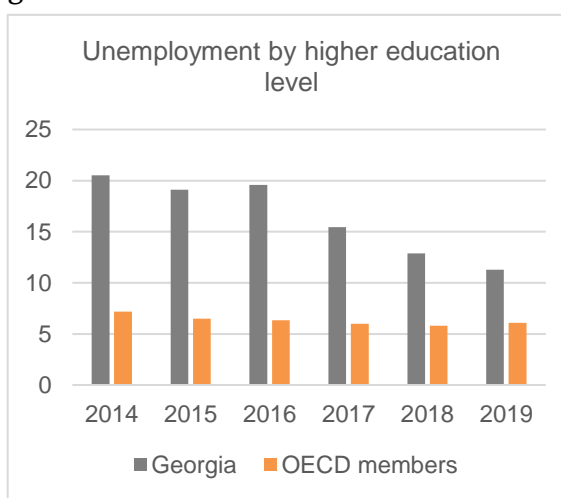


Figure 8



source:

* <https://data.worldbank.org/indicator/SE.TER.ENRR?locations=GE-OE>

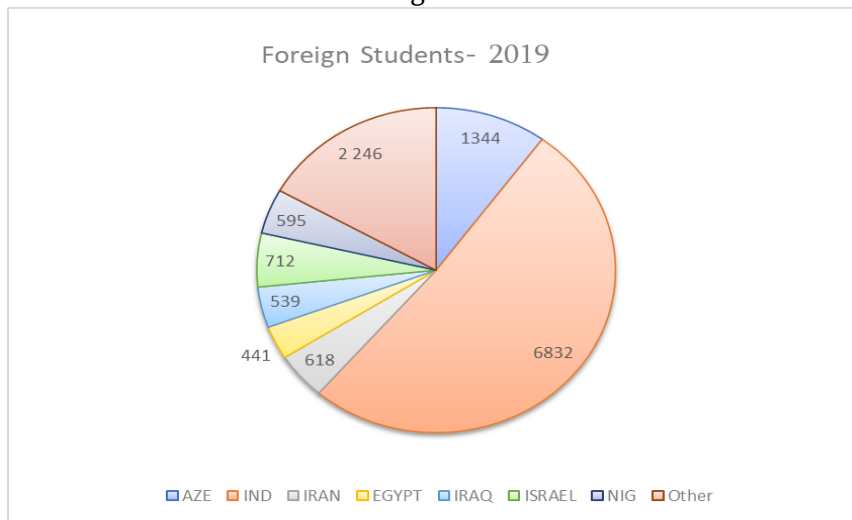
** <https://data.worldbank.org/indicator/SL.UEM.INTM.ZS>

*** <https://data.worldbank.org/indicator/SL.UEM.ADVN.ZS>

3. Influence of geography and demography, age groups on higher education and positioning of the University in this direction; Demand for higher education - declining or increasing trends and the University image in this regard;

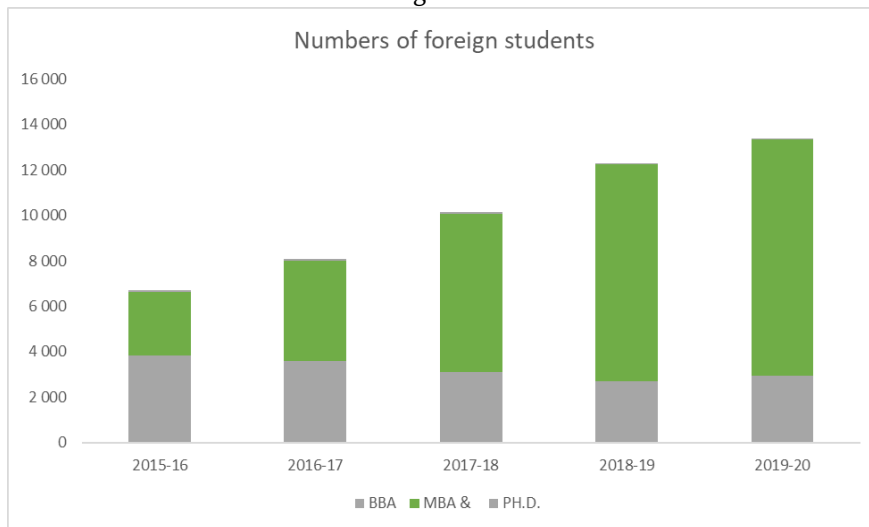
Georgia's geographical location and positioning in the region in terms of access to higher education creates a favorable environment for education seekers from neighboring countries and beyond (Figure 9)*.

Figure 9



The number of international students in Georgian higher education institutions increased 16 times - to 13.3 thousand in 2009-19. A good illustration of the dynamics of foreign students in recent years is Graph 10 (total number of foreign students by years, broken down by higher education level) *.

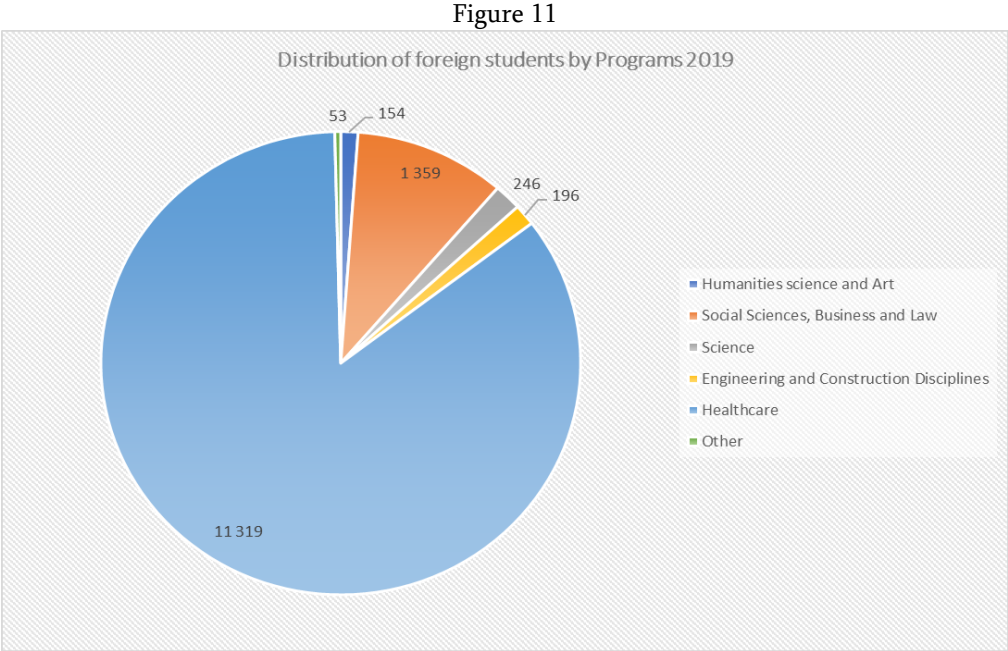
Figure 10



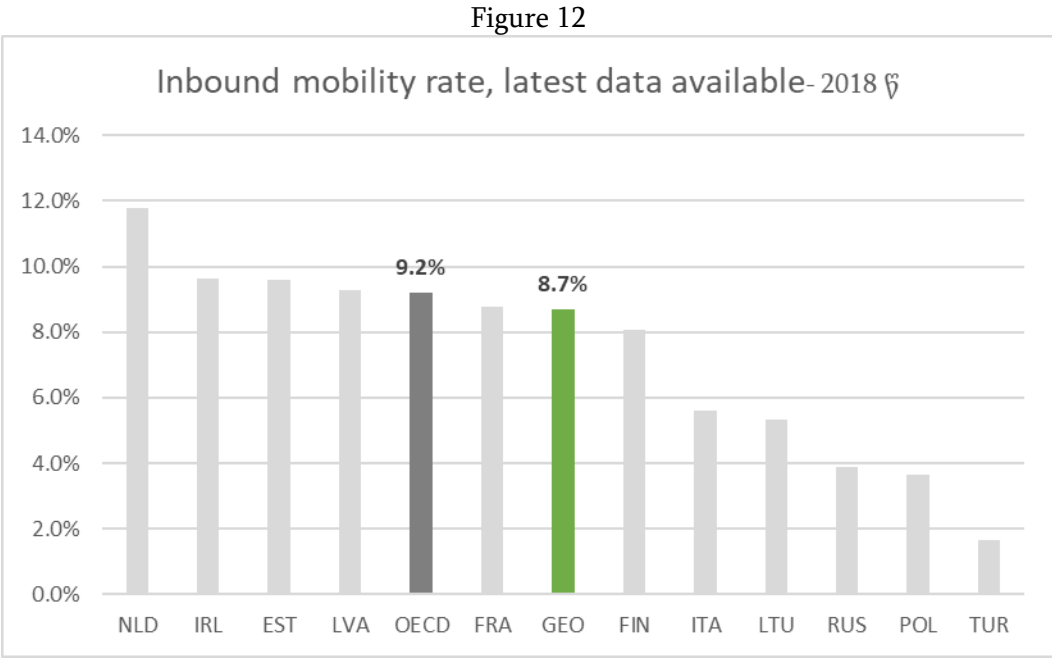
Source:

* <https://www.geostat.ge/ka/modules/categories/61/umaghlesi-ganatileba>

The most in-demand programs for international students are Health and Welfare, Social Sciences, Business and Law (Figure 11) *.



It is noteworthy that the share of foreign students in Georgia is 8.7% of total enrollment **, which is higher than the number of countries in the region and Europe (Figure 12) ***



Source:

* <https://www.geostat.ge/ka/modules/categories/61/umaghlesi-ganatileba>

** <https://galtandtaggart.com/upload/reports/25610.pdf>

*** <https://data.oecd.org/students/international-student-mobility.htm>

In addition, foreign students prefer private Universities (Figure 13) *. Georgian American University, as one of the important players in the educational space, actively operates in the international direction. This is evidenced by the weight dynamics of international students in total students in recent years at the GAU (Figure 14) **.

Figure 13

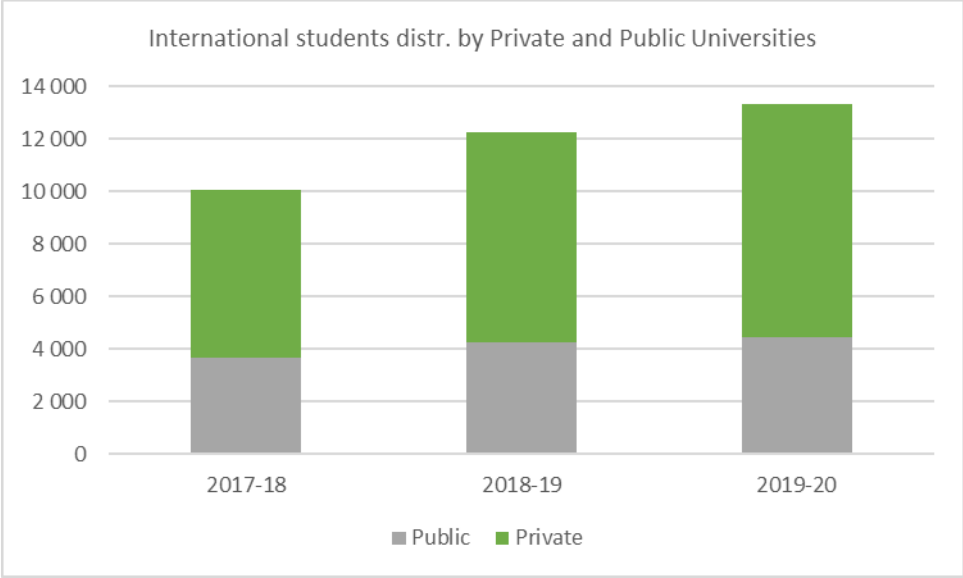
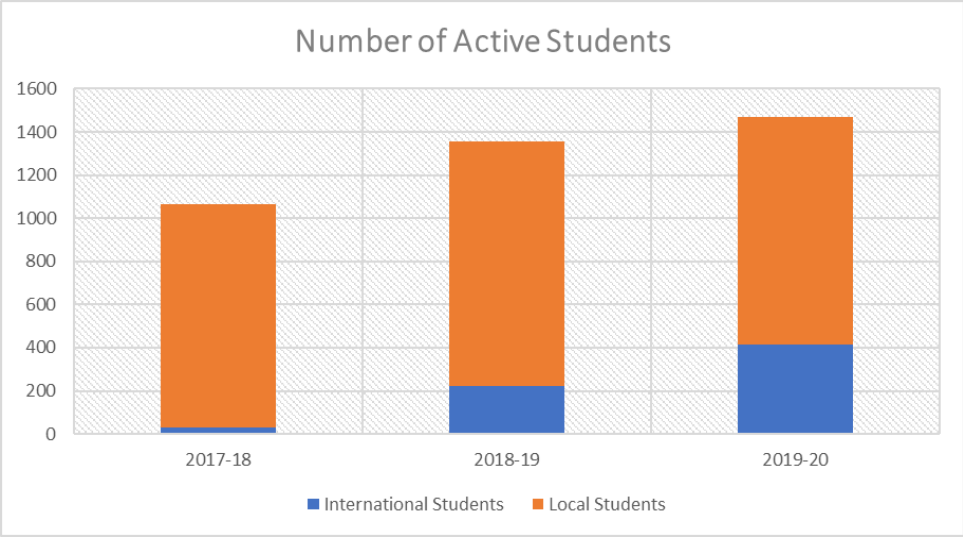


Figure 14

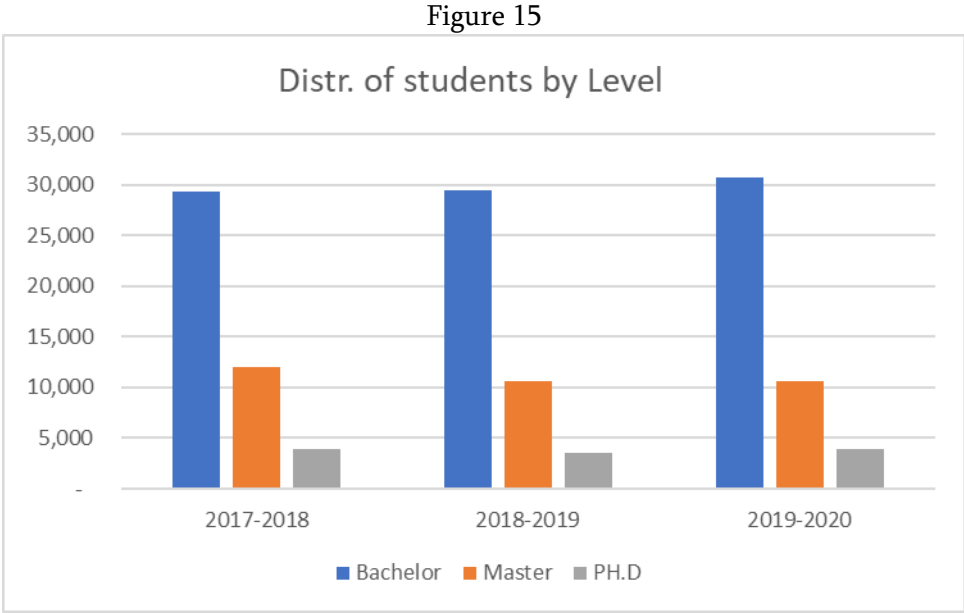


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* <https://www.geostat.ge/ka/modules/categories/61/umaghlesi-ganatleba>

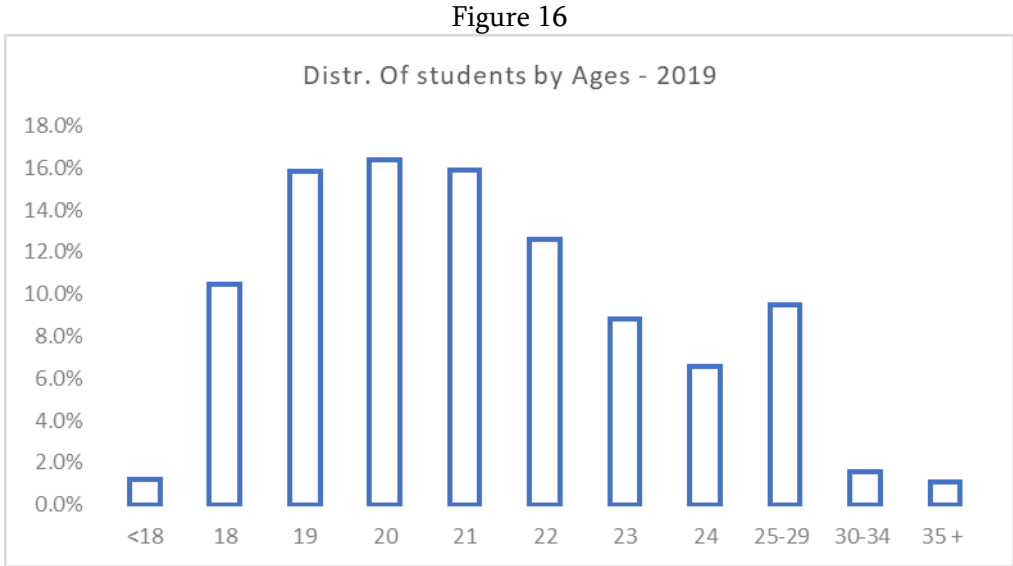
** Georgian American University Database

Despite the population of Georgia, 3.7 million citizens *, the demand for higher education is high and is characterized by a stable trend. Figure 15 shows the local demand for higher education - the admission of students by Universities in the indicated years, according to the teaching dynamics of the last three years. **



As can be seen from the graph, most of the student flow is concentrated at the undergraduate level, where graduates are the main source of local demand. In this regard, the demographic situation and the trends that are evident in the age groups of higher education seekers are important.

Figure 16 shows how the number of students in the country is divided into given age segments, while Figure 17 shows the demographic dynamics by the same age segments over the respective years. **

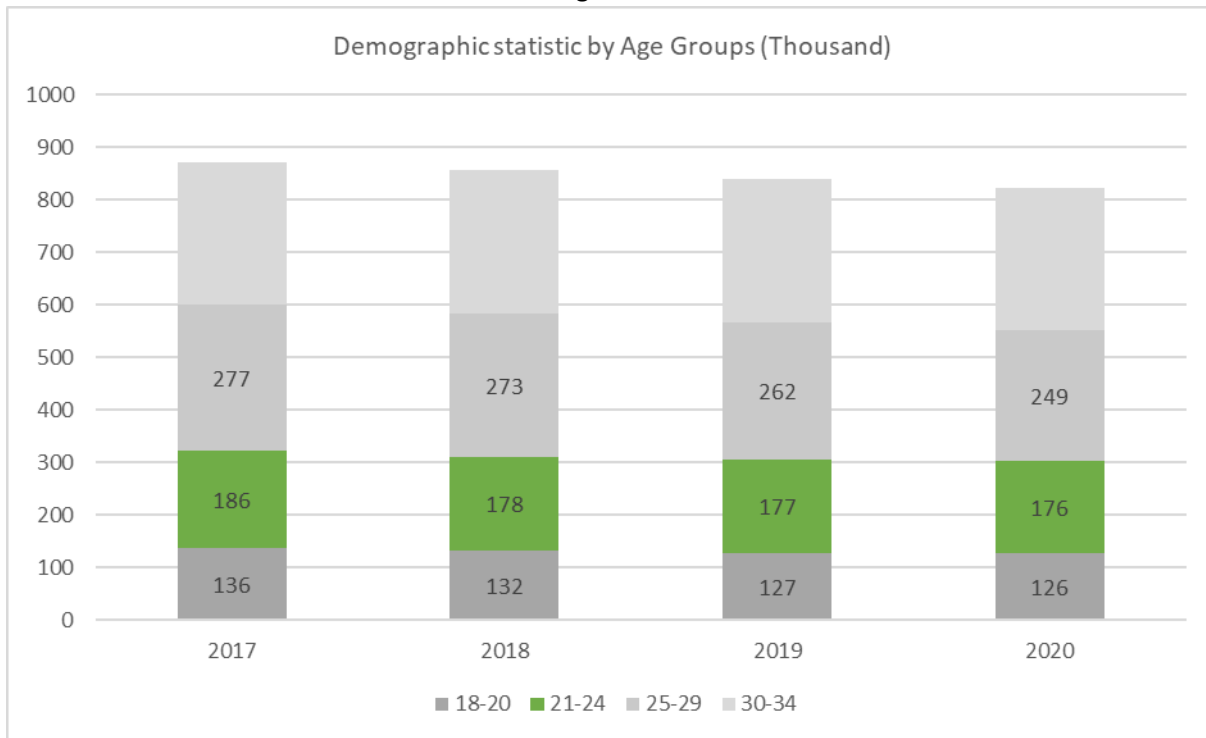


Source:

* <https://www.geostat.ge/ka/modules/categories/41/mosakhleoba>

** <https://www.geostat.ge/ka/modules/categories/61/umaghlesi-ganatileba>

Figure 17



The above statistics indicate that the combined demand for higher education (undergraduate, graduate, doctoral) is essentially determined by the age group of 18-29 years.

It should be noted that the 18-20 age segment corresponds to the bachelor's degree, 21-24 master's degree, 24-29 master's degree and part-time doctorate, 30-34 doctoral degree and part-time master's degree. The demographic statistics of the same age segments are more or less unchanged, which in this regard creates stable expectations for the local education market.

At the mezzo level, the group worked to process information about the University as a higher education entity and relied, among other components, on:

1. What is the philosophy and purpose of GAU as a HEI;
2. How much information do we have about our University and its market operation? Where does this information is gathered;
3. What methods and methods do we use to test the development of the University as a higher education institution;
4. What methods and methods are used to assess and manage risk factors
5. What mechanisms ensure the implementation of the strategy of the higher education institution;

At the micro level, the Strategic Development Plan Development Team essentially relied on the following components:

1. Who carries out the planning process;
2. Is the involvement of all relevant members of the higher education institution in the strategy development process ensured;
3. How all the structural units of the University cooperate in this direction;

- 4. Is it easy to accept new ideas, proposals for changes in the strategic plan and its further development;
- 5. What measurable criteria are there? Which we use to evaluate the efficiency and effectiveness of institution development;

One of the international indicators of effectiveness which describes one of the main aspects of education is the student / teacher ratio (STR). This indicator is characterized by positive dynamics in recent years in relation to the GAU, which to some extent reflects the effectiveness of the academic process (Chart 18)
 *. At the same time, it is noteworthy that with this indicator GAU is equal to the average of the leading countries in Europe in 2018 (Figure 19) **.

Figure 18

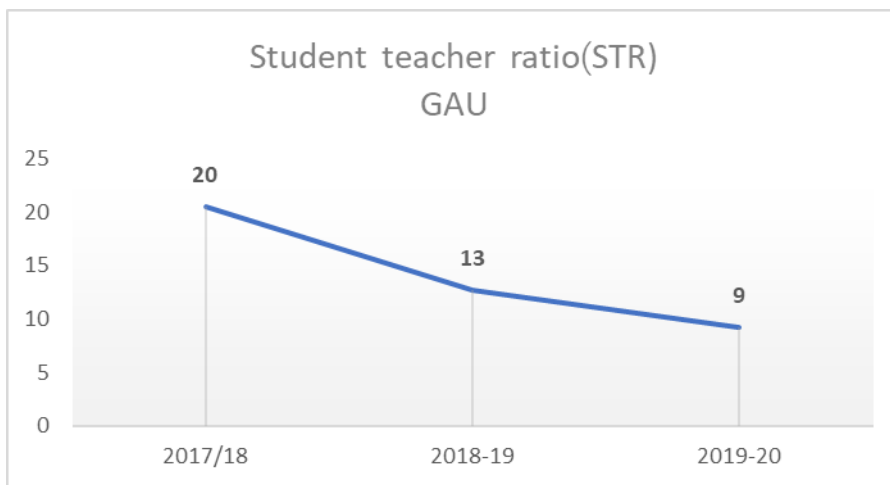
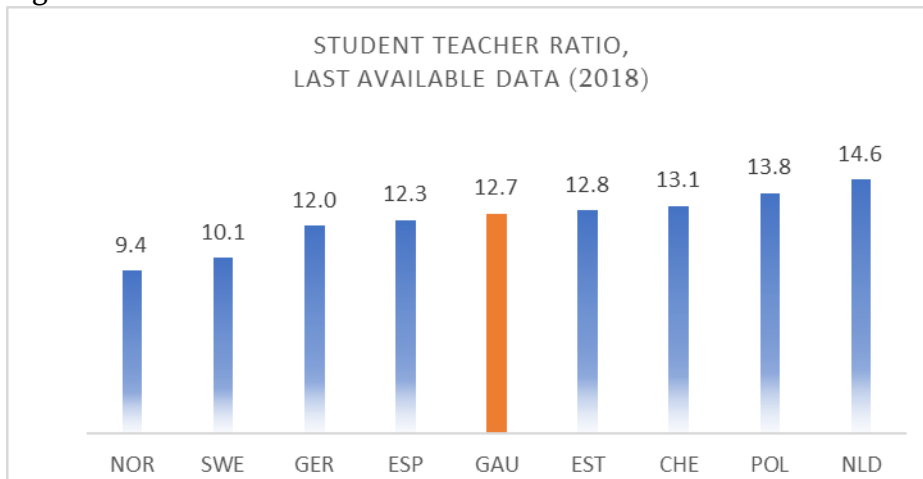


Figure 19



source:

* Georgian American University's local database

** <https://data.oecd.org/teachers/students-per-teaching-staff.htm>

The effectiveness of University activities is substantially manifested in the employment of graduates. Thus, the employment indicator is exactly the indicator that allows us to measure and analyze the results (Figure 20) *. In addition, it is noteworthy that the employment rate of GAU graduates is slightly higher than the employment rate in Georgia in terms of age (Figure 21) **.

Figure 20

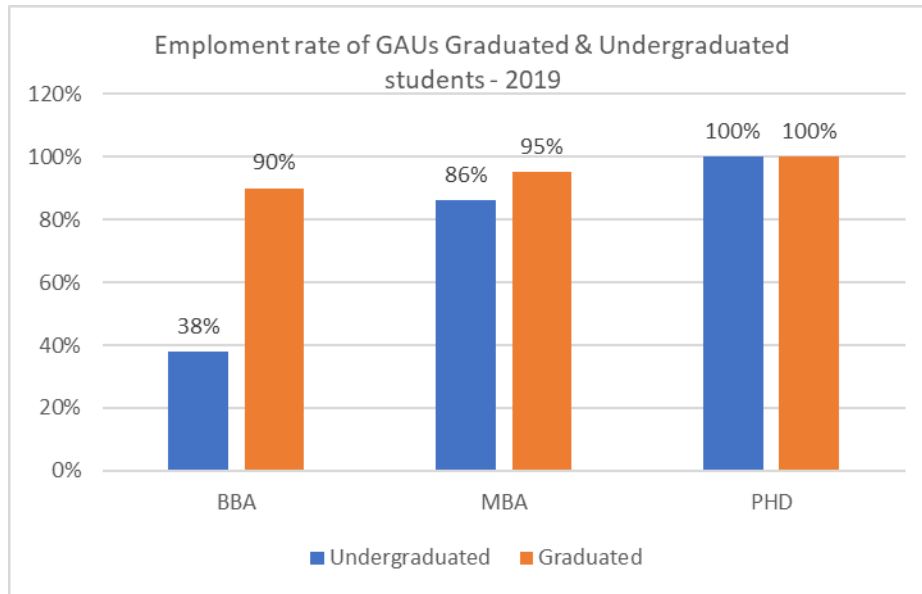
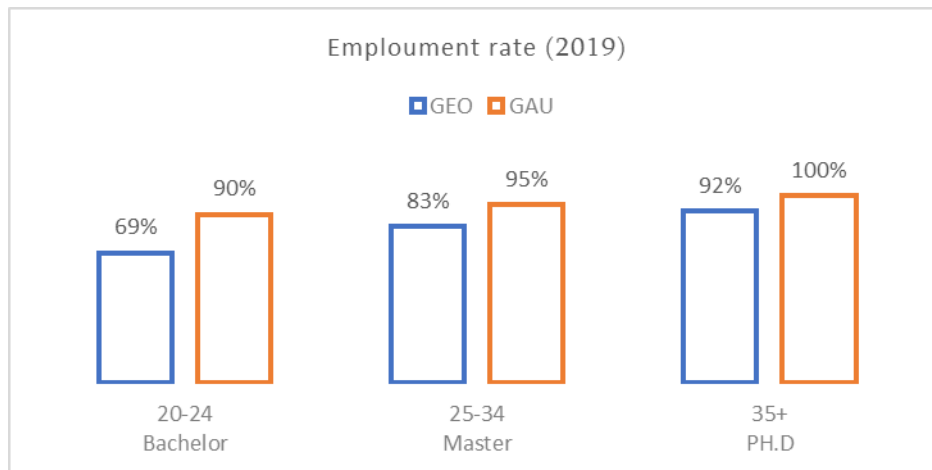


Figure 21



The procedural and contextual orientations of strategic planning were aimed at achieving the goals of the University.

Source:

* Georgian American University's local database

** <https://www.geostat.ge/ka/modules/categories/38/dasakmeba-da-umushevropa>

2.2. Planning process

From the two main paths existing in the theory and practice of education organization, in order to increase the size, involvement and representation of the University, despite the existence of a relevant structural unit for strategic development, a decision was made, in order to ensure the solid, operational and comprehensive involvement of all parts of the University, a Strategic Development Plan Team of the University was established, which in coordination with the Strategic Development Office ensured the fulfillment of this task.

Based on the order N02-283 of the President of the Georgian American University of December 28, 2018, a strategic development plan development group was established, which was to revise the long-term strategic development plan of the University for 2017-2023 and establish a new edition.

The process of developing a strategic plan for the current period of action covered several important points.

First of all, it should be noted that in accordance with the changes made in the regulations on the authorization of educational institutions in 2018, it was considered expedient to develop and adopt a new edition of the 2019-2020 academic year, but in reality a new strategic plan.

The work on the strategic plan was carried out on the basis of the relevant strategic planning methodology, with the active involvement and participation of academic, scientific, invited staff, students, administrative and support staff, graduates and employers.

The process of working on the strategic plan reflected the principles of structural coordination and personal cooperation of the institution and, consequently, was conducted by a team, with high cooperation and involvement.

The strategic planning process, a coordinated and collaborative process of the University as a whole, included several important stages in planning:

2.2.1. Understand the context of planning and its outcome

Our societal and state development and challenges, which are primarily reflected in higher education, have prompted us to discuss the strategic plan working group and then meet with all target groups or staff to discuss the general context or realities of the Georgian higher education system today. The following issues were discussed and considered in this regard:

a. Challenges of the higher education system in the country. The subject of study and discussion here were the issues related to the accreditation and authorization status of the previous period. This comparison shows that the previous authorization and accreditation periods, and if we can say "generations", are different from each other.

The contingent and demographics of students have become more diverse in the country as a whole, as well as within the institution, their requirements, needs, life tasks have changed, respectively the goals of their evaluation and result orientation. Scientific and technical progress and relevant technical means enable them to access information and cross barriers in education.

b. The above will accelerate the pace at all global, regional and local levels, affecting the country's higher education and the agents carrying out its educational function.

c. Particular attention was paid to the current state of education and, more importantly, research funding in the country. Both the scarce economy and the opportunities for higher education and research funding, and the increasingly unequal approaches to higher education in this regard, do not raise expectations for a drastic improvement in the situation in the near future.

Consequently, the higher education sector has to adjust to changing funding models, while the private sector has to look for even more alternatives.

2.2.2. Analysis of University processes and involvement

At this stage of the planning, the working group studied the activities carried out by the University on the basis of survey statistics and other data, analyzed the situation in the educational market, international practice in this area.

Based on this research and relevant findings, a meeting was held with the University administration, heads of structural units of the University, representatives of student union(s), heads of basic educational units - Schools, program leaders, heads of research institutes and other stakeholders.

As a result of data collection, information obtained as a result of meetings, processing of ideas and views, the current situation was analyzed and they were confronted with internal and external factors. As a result, plans, expectations and contextual aspects and priorities for the formation of a strategic plan were defined in the same context.

Based on the existing analysis, the strategic plan development team immediately began to refine the mission, vision and core values. Still in the process of working on the strategic plan, the given result was widely disseminated in the relevant subjects as part of the unified strategy and as a means to ensure the further consistency and reality of the plan.

2.2.3. Final formation and agreement of challenges and opportunities

It has been mentioned many times that higher education is influenced by socio-economic or other factors. Consequently, there are a number of external challenges and factors that a University may face.

However, it is a very positive circumstance that the relevant persons and structures of the University are well aware of this circumstance and in the process of working on the plan, the correct visions and purpose of the University to be sustainable in the face of these challenges were revealed. The challenges and

relevant opportunities of the University for the next period of action have been covered in several general topics: technology and innovation, inequality of funding distribution, economic environment. Based on the above, four strategic priorities were developed and defined.

The process of developing the strategic plan covered all the necessary and important moments for the functioning of the University, including institutional development, quality assurance, planning and implementation of educational programs, student contingent planning, research activities, student services, human and material resources, development and dissemination of knowledge by the University For development and more.

2.2.4. Publicity, accessibility, feedback

The process of developing a strategic plan was transparent, all stakeholders and structures were informed about the process. Mechanisms and measures for familiarizing the draft strategic plan with all the relevant and appropriate subjects were planned and implemented. Accordingly, the draft strategic plan was introduced to the entire University community, relevant structures and officials.

As a result of the received feedback, the final textual and structural version of the strategic plan was developed edited and its submission and familiarization measures for the relevant subjects, further legal procedures were planned for the official entry into force of the document.

2.2.5. Group composition

In accordance with the established standards, the composition of the working group was determined with the participation of the following structures and persons to ensure the participation and involvement of staff, students, employers and other stakeholders in the development of the strategic plan:

- Senior Vice President of the University;
- Vice President Vice President of Education, Science and Quality Assurance;
- Dean of Law, Social Sciences and Diplomacy School;
- Dean of Business; School
- Dean of Medical School;
- Dean of Humanities and Liberal Arts School;
- Dean of Informatics and Engineering School;
- Head of Quality Assurance Office;
- Head of Strategic Development Office;
- Head of Research Development and Support Office;
- Head of Marketing and Communications Office;
- Head of International Relations Office Office;
- Head of Human Resources Management Office;
- Professor of Strategic Planning Course;
- Head of Library;
- Student;
- Employer;

While working on the strategic plan, the group used the recommendations of the pre-existing organizational development working group at the University.

The strategic development course is taught within the undergraduate program of Business Administration at the University. Accordingly, in order to make full and effective use of the internal University resources while working on the given strategic plan, the leading professor of the mentioned course Tamaz Uzunashvili was involved in the work of the group.

2.2.6. Legal and political documents provided during planning

1. The Constitution of Georgia;
2. Georgia - EU Association Agreement;
3. Law of Georgia on Higher Education;
4. Law on Science, Technology and their Development;
5. Law on Grants;
6. Law on the Georgian Academy of Sciences;
7. Law on Innovations;
8. Socio-Economic Development Strategy of Georgia "Georgia 2020";
9. Unified Strategy of Education and Science of Georgia 2017 - 2021.

2.2.7. Special part of strategic planning / plan

On February 4, 2021, the University submitted an application for Authorization Status Seeker. On February 9, 2021, in accordance with the administrative proceedings, the University received a defect in the submitted application, which states: "Strategic Development Plan (2019 - 2026) and Action Plan (2019 - 2022) do not include the next seven-year and three-year strategic development action plan. If possible, please submit a strategic development plan for the next seven years from the submission of the authorization application and action plan for the next three years after the performance."

As in the given plan 2.2. In the introductory part of the paragraph, it was mentioned that the University, within its proper responsibilities, in 2019, responded in a timely manner to the change in the authorization statute, revised the existing one and adopted a new seven-year strategic plan.

Due to the lack of an official guideline for this shortcoming, consultations were held with the National Center for Quality Development regarding the shortcoming. Of course, the University could not take into account and be guided by any type of administrative proceedings when working on strategic planning and developing the relevant strategic plan, and was objectively guided by the general principles and approaches of strategic planning;

Taking into account existing environmental factors and specific circumstances. Accordingly, the University acted on the principles of academic integrity and responsibility in a timely manner and adopted a new strategic plan.

Therefore, the University could not mechanically coincide with the period of the Strategic Plan at the commencement of the administrative proceedings, more specifically at the time of application, as it would have been inconsistent neither with the principles of strategic planning nor the reality. This position was shared by the representatives of the Center during the consultations and based on all the above and the attitude and position of the University, they logically considered the existing strategic plan to remain unchanged.

In addition, the University has for many years been working with the National Center for Quality Development through trust-based, constructive collaboration and healthy feedback.

Therefore, the logic of the position of the Center representatives was clear to the University that if there was an unreasonably short time left before the completion of the strategic plan for the application for authorization, then it would be difficult or impossible to measure the University's capacity for the authorization period, (It is also important to note that GAU cannot be included in this picture due to the situation because: As stated in the Higher Education Authorization Guide developed by the Center, "For a full self-assessment of a higher education institution, it is recommended that the HEI start the process at least 5 months earlier. However, the size, specifics and level of systematization of existing information and data (e.g. whether data on student employment, program completion, etc. are collected systematically. This process may take up to 9 months. Also, due to the pandemic, the authorization period for educational institutions was extended in 2020 due to the pandemic, which consequently delayed the submission of the authorization application). Despite this, the University understood the logic of the Center and shared the option proposed in consultation with the Center that the existing strategic plan would remain unchanged as already mentioned above, and it would be accompanied by a simple form of activities for the rest of the period. As mentioned above, the University shared this position, and ultimately implemented this decision due to three essential and logical circumstances as follows:

1. Modification of the strategic plan in this direction in accordance with the prehistory of planning, as well as taking into account the assessment of existing realities, objectives, goals and achievement opportunities, did not pose particular difficulty for the University;
2. If strategic planning and the logic of the plan were accessible and easily comprehensible to any person, including experts and the board, it was chosen to integrate changes and additions to the plan of changes instead of attaching them to the strategic plan in the form of simple activities. Such an approach would be more responsive to the principles of planning and academia as well.

Based on the order N02-028 of the President of the Georgian American University of February 12, 2021, the Strategic Development Plan Development Team met again, with the same composition as under the order N02-283 of December 28, 2018, and developed the draft long-term strategic development plan for the 2019-2026 academic year.

The Strategic Development Plan Development Team discussed the University's long-term strategic development opportunities, which were considered a relatively long-term perspective during the 2019 reviews and should have been considered in the next long-term planning.

The Group carried out relevant activities with all stakeholders and relevant stakeholders, analyzed the relevant objective circumstances, available information and data, and set realistic and timely achievable goals and objectives. On the basis of which it presented the relevant changes and additions to the strategic plan.

The University Partners Meeting considered that the above changes and additions were realistic based on the work already done by the Strategic Planning Group in 2019 and the realities of the University, discussed them and decided to integrate them into the existing strategic plan.

The changes and additions mainly concerned:

In 2026-2027, the University will develop new educational programs in economics. These changes are reflected in the Business School section of the Strategic Plan presented (First Priority, Second Strategic Objective, Task 2.4.);

The second priority of the second strategic goal was additionally defined as the task - to use the knowledge and experience accumulated by the University to support the civil, economic, intellectual and cultural growth of the society (second priority, second strategic goal, task 2.2.5.);

The third priority identified a strategic goal - to increase the students' social responsibility and effective support, which will be implemented by introducing and supporting the philosophy of social responsibility of the University as "more than charity" (third priority, fourth strategic goal, task 3.4.1);

The task of achieving the first strategic goal of the fourth priority was additionally defined - ensuring the participation of graduates in the activities of University / School decision-making structures (Fourth priority, first strategic goal, task 4.1.12.);

The fourth priority also identified a strategic goal - the introduction of corporate social responsibility, which will be implemented through the introduction and development of an effective social responsibility model, as well as expanding social integration and participation (Fourth priority, fourth strategic goal, task 4.4.1 - 4.4.2.).

III. Monitoring the implementation and development of the strategic plan

In order to monitor the implementation of strategic development and action plan, the institution implements a monitoring system based on the four main foundations of successful implementation. Their combination creates a symbiotic relationship between University processes, financial resources, material resources, human resources, and institutional systems.

Accordingly, in the horizontal, these pillars include: 1. The organizational potential and development opportunities of the University; 2. Internal University processes; 3. Financial and material resources; 4. Cooperation and coordination between the institutional units of the University and other stakeholders. And in the vertical: 1. responsibilities between the relevant structures; 2. Accountability for the purpose of effectiveness.

Strategic development and implementation of the action plan are monitored in accordance with the pre-defined methodology and strategy of the strategic plan implementation, depending on the task at the specific stage of the implementation and monitoring of the plan in terms of both tactical and operational (functional). Therefore, the monitoring process includes all components of the strategic plan, as well as the analysis of current and planned projects, programs and other related activities aimed at the implementation of the strategic plan.

Finally, the Strategic and Action Plan Execution Mechanism involves regular monitoring of processes and review of results in advance or as needed at specified times and intervals.

The consistent methodological procedure for the implementation of the strategic plan includes two important stages:

- I. Preventive stage;
- II. Decision-making stage

To be more precise, the methodological consistency at the preventive stage procedurally implies:

- 1. Diagnosis of the organizational structure and its functioning in relation to the implementation of the priorities, tasks and activities to be implemented in the strategic plan;
- 2. Evaluate the activities carried out by organizational structures for the implementation of the strategic plan.

Consequently, the first and second activities of this methodological approach involve two types of probable outcomes:

a. Implementation of a substantiated and necessary redesign of the plan in the organizational structure;

B. With regard to the implementation of the strategic plan, if the structure is operational but there is a gap in its functioning, then the persons responsible for the implementation of the relevant position and plan implementation should be strengthened, their responsibilities and executive responsibilities for the plan should be reviewed.

After the strategic plan is fully operational and adequately functioning in relation to the strategic plan, and in the case of the methodological procedure for monitoring the development and implementation of the strategic plan, the next step begins - the analysis of the strategic plan and ensuring its adequacy.

This methodological step includes two components:

- a. Confirmation and analysis of the existence of plans or programs directly aimed at the implementation of the strategic plan;
- b. Identification, analysis, and correction of errors that may affect the implementation of the strategic plan.

In the presented methodological approach and consistency, the decision-making stage begins after the above, which includes:

- a. Making decisions about situations and activities that were not currently included in the strategic plan;
- b. Planning relevant activities and activities;
- c. Ensuring continued monitoring of the implementation of the strategic plan and support for its implementation;
- d. Developing a plan for the next monitoring and development summary.

Monitoring process: Due to legislative and University regulations, the University Quality Assurance Office, together with Strategic Development and other relevant offices, performs a coordinating function in the monitoring process.

The monitoring process and the results related to the accompanying processes, are discussed once a year by the Academic Council. The main mechanism for carrying out the monitoring process is periodic meetings, which are held as needed, but not less than once every 2 months, and an interim evaluation, which is held 6 months before the annual review by the Academic Council.

The working mechanism for periodic meetings and mid-term evaluations includes hearings and discussions of those responsible for the development, development and implementation of strategic and action plans, as well as issues such as:

1. What component of the strategic, action plan has been implemented so far?
2. What components were postponed for what reason and for what period?
3. Has any of the priority, task or activity to be performed has lost the importance/urgency at the moment?
4. How to change and modernize this or that task and how to adjust the deadlines?
5. Other issues that may be relevant and appropriate for the relevant period.

At the end of each year, the Quality Assurance Office submits a report on the implementation and monitoring of the strategic plan to the University Academic Council based on interim data. The report should include:

1. Conclusion on the differences between the strategic, action plan and the actual situation;

2. Analysis of the stage at which the difference arose, the planning or implementation stage;
3. Recommendations on the implementation of necessary and expedient changes, etc.

The following are used as forms of monitoring the implementation of strategic and action plans:

- Rate;
- Conclusion;
- Recommendation;
- Reporting;

IV. An overview of the current situation

1. Georgian American University, LLC (GAU) was founded in 2005 and still makes a significant contribution to the Georgian educational space, the formation of competitive professionals and individuals with high civic self-awareness.

2. The University implements programs of all three levels of higher education and is currently represented by five main educational units - the Schools:

- Law, Social Sciences and Diplomacy School
- Business School
- Informatics and Engineering School
- Humanities and Liberal Arts School
- Medical School

Within the above Schools, the University includes 18 educational programs in which more than 1200 students study.

3. The academic staff of the University consists of highly qualified Georgian and foreign professors. They are among the scholars whose scientific articles are published in international peer-reviewed impact factor journals and whose scientific papers have a high citation index.

4. There are research centers in GAU, which are engaged in scientific-research activities. GAU professors and students actively participate in their research.

5. University campus (5,700 sq.m. building area), infrastructure and material-technical base (library, ultra-modern laboratory - GeoLab, conference spaces, etc.) fully meet modern University standards. The created atmosphere creates favorable preconditions for the effective management of the academic process and at the same time allows students to gain a variety of experiences.

6. The University provides professional English language teaching. At the same time, there are English-language programs run by English-speaking professors with extensive experience working with foreign partners and colleagues. Consequently, the library is rich in English-language textbooks and additional literature

7. The internationalization of education is a priority for the University and, consequently, the number of leading European or American higher education institutions and international organizations with which the Georgian American University establishes business relations increases yearly. Consequently, GAU students are given more and more opportunities to engage in exchange programs and, in addition to international education, gain experience in cultural diversity and a variety of University life. At the same time, the number of GAU partner Universities in the framework of Erasmus + programs are growing similarly.

GAU also enjoys exchange programs with various Universities in Turkey, where GAU students are awarded scholarships under the Mevlana program. In addition to European Higher Education Institutions, GAU students also have the opportunity to take advantage of exchange programs with leading US Universities, for example the University carries out various types of collaborations with Fordham University.

8. Students are a central factor for the University, as evidenced by the fact that GAU students, with the support of the University Administration, plan and implement cognitive, sports, entertainment and charitable projects.

Given the interest of GAU students, public activities are organized with the participation of leaders, experts and people of interest in various fields. In addition, GAU has an ombudsman's office, which is a guarantee that students' rights and freedoms are fully protected.

9. The employment rate of GAU students and graduates is increasing every year. According to statistics, more than 92% of graduates are employed, and up to 50% of 3rd and 4th year students have jobs or internships. This indicator is essentially determined by the fact that each major educational unit works closely with employers, the programs and teaching methods of which are synonymous with the requirements of the labor market.

10. Internal and external mechanisms for evaluating educational programs have been developed, which led to an increase in the quality of educational programs and an increase in the rate of achievement of learning outcomes;

11. Institutional and substantive re-evaluation of scientific and innovative activities at the University. Accordingly, in order to support and enhance the quality of science and research, the institutional structure has changed, new approaches have been developed, and research policies and strategies have been developed. For the strategic period, the study was identified as an important object of support and development;

12. Approaches and mechanisms for student diversity and involvement have been developed at the University, which led to a qualitative change in approach, which resulted in the development of the system: student as an information provider - expert - partner;

V. Assessment of the educational environment of the University and strategic challenges

SWOT analysis

This SWOT analysis is a generalized summary of strengths and weaknesses, opportunities and threats, which in the strategic planning process creates a clear picture of the strategic directions of the institution and the activities to be implemented.

5.1. Assessment of the internal University environment

Strengths and weaknesses of the University

Strengths

- Market-oriented educational programs;
- Highly qualified academic staff;
- Modern infrastructure and location;
- Students with high academic achievement;
- Exchange programs and participation in international projects;
- Variety of certificate courses;
- Relatively small and at the same time diverse student body;
- The highest standard of academic freedom;
- Active student life;
- A sense of high social responsibility and positioning the University on this principle;
- Teaching professional English and multilingual approaches;
- Systemic approaches and opportunities for continuing education;
- Joint potential of lecturers with the best academic and practical experience;
- High employment rate of graduates;
- Positioning GAU as an employer;
- Flexible educational environment;
- Financial sustainability;

Opportunities

- Increasing awareness and international recognition;
- International connections to ensure the highest quality of teaching;
- Ensuring effective governance and ensuring a high standard and culture of governance;
- Existence of bilateral programs and awarding of relevant qualifications;
- Increase in the share of international students;
- Joint academic activities with partner Universities;

- Tendency to increase lectures and master classes of foreign specialists;
- Tendency to increase employment promotion opportunities;
- Strengthening the learning process with foreign staff;
- Strengthening research activities;
- Development of modern student services;
- Increasing the rate of internationalization;

Weaknesses

- Lack of individual workspaces for professors;
- Lack of international programs;
- Development of coherence of internal and external factors of research commercialization;
- Strengthening modern electronic management systems;

Threats

- Small market and market price volatility;
- Growing and unequal competition conditions;
- Economic instability;
- Approaches to state funding for private and public educational institutions;
- Unbalanced financing of state cash resources;

VI. GAU Mission, Vision, Values

The 2021-2027 Strategic Plan has been developed and tailored to the needs of the education market and is based on the GAU's universally stated mission, goals and objectives to date.

6.1. Mission

GAU's mission is:

Providing education based on advanced scientific-research and practical-teaching models, leading research and innovative activities. By providing equal opportunities - by strengthening knowledge, skills and universal values and recognizing social responsibility, promoting the development of society and the global integration of the country through the creation, accumulation and sharing of knowledge.

6.2. GAU- Vision

In its long-term perspective, GAU takes on the responsibility of creating a tolerant, collaborative and innovative environment where students and faculty can help:

- Contribute to the intellectual, cultural and socio-economic development of our society;
- Creating, storing and transferring knowledge using the main advantages of the University in the educational space;
- Transformation of acquired knowledge into practice and application of skills developed in accordance with the qualifications at all necessary levels;
- Development of professionals with high social and moral responsibility;
- Strengthening universal and national values through and within the framework of expert and research activities, thus encouraging civic cooperation and accountability;
- Ensuring the principles of academic freedom and lifelong learning.

6.3. Values

Both the mission statement of the Georgian American University and its activities are generally based on the fundamental values recognized in the Western democratic space. The University deeply believes in the inherent goodness of these values, uses them in its day-to-day activities and cares relentlessly for their protection.

Fairness and Equality - GAU strives to create a non-discriminatory, equal opportunity environment for students, academics and staff to achieve their goals and use their full potential to fulfill the University mission and their own personal well-being. Decisions made by the University are procedurally and in terms of ensuring rights based on the legitimate interests of the parties.

Academic Freedom - Academic freedom as a value is considered by GAU to be the most important and necessary condition for learning, research and erudition. Unwavering protection of this value ensures the right of the academic, scientific and invited staff and students of the University to the opportunity of independent teaching and research.

Involvement - The University ensures maximum involvement of the University community in making appropriate decisions. This creates more opportunities for us to better understand the possibilities of striving for common good and success.

Diversity and Respect - Diversity creates an environment for a University community that is acceptable and comfortable to all, regardless of their individuality. Adhering to these values guarantees diverse and constructive discourse in the University space, which ultimately helps everyone to respect and realize their ideas and perspectives. Beyond diversity, on the other hand, collegial treatment, mutual respect, civilized, open and professional attitude in the process of activity, cooperation and decision-making are important in the activities of the University.

Responsibility and Accountability - Personal and professional responsibility is extremely important in operating the University in response to our actions, powers and responsibilities. The principle of responsibility in the University is based on the existence of an environment of fairness, mutual respect and high organizational culture.

The value of accountability in the University is perceived as one of the principles of strengthening academic integrity and good governance. Accountability contributes to the smooth functioning of the institution in terms of both dignity and its mechanisms.

Accordingly, the implementation of this principle in University life is accompanied by fair mechanisms of information, monitoring, evaluation and a strong University community of active, active civil and professional members.

Transformability - The University, based on the existing realities of the development of our society and state, expresses its constant readiness to take transformational approaches to teaching, learning, research and innovative activities. The methods used in this area will be based on best practices and flexible, mixed approaches to fulfilling the University's mission and objectives.

VII. GAU-Strategic Priorities 2021-2027

Given the current challenges in the field of education, GAU aims to focus on the following strategic priorities for the next seven years under this Strategic Plan:

1. Priority:

Quality and development-oriented educational activities

2. Priority:

Research activities

3. Priority:

Effective development of student life and career services

4. Priority:

Organizational development

1. Priority - quality and development-oriented educational activities

One of the main strategic directions of the University during the strategic plan will be to use existing, develop and introduce teaching approaches and methods that provide skills for practical application of research-based knowledge. These should enable students to acquire theoretical-practical knowledge, skills and relevant values and develop adequate professional confidence.

This direction should include: design and development of educational programs; architecture and content of educational programs; achievement of learning outcomes with a transparent and fair system of assessment, etc.

1.1. Strategic goal - to develop educational programs that provide both theoretical and practical knowledge and professional confidence

Tasks to be performed:

1.1.1. Ensuring constant relevance of program learning outcomes to specific qualifications to be awarded

Indicator:

- Quality assurance mechanisms;
- Quality Assurance Office monitoring and reporting;
- Student and staff survey rates;
- Evaluate learning outcomes;

1.1.2. Permanent monitoring of compliance with the structure and content of programs

Indicator:

- Quality control mechanisms;
- Surveys of students, graduates and employers;
- Program development mechanisms;
- Program modification rule and procedure;

1.1.3. Ensuring and monitoring the learning outcomes of industry characteristics and programs and their achievement within a reasonable time

Indicator:

- Quality assurance mechanisms;
- Activities / decisions of the relevant School Board and academic council;
- Student survey rates;
- Results of employer surveys;
- Evaluate learning outcomes;

1.2. Strategic goal - Modernization of educational programs and their compliance with modern public and market requirements

Tasks to be performed:

1.2.1. Consideration of existing and future-initiated higher education programs (qualifications, social, research and employment market) and ensuring 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.

Indicator:

- Educational programs;

- Quantitative ratio of both graduates and employed students;
- Student and graduate academic achievement rate;
- Negotiations and cooperation for the implementation of alternative accreditation;
- Quality assurance mechanisms;
- Relevant changes in the educational program;

1.2.2. Increase the role of the University through teaching and research, with the transfer of appropriate responsibilities, to help society adapt to modern requirements.

Indicator:

- Educational programs of different levels;
- Modern teaching methods and tools;
- Intensity of using the learning mechanism from each other;
- Measures to support the introduction and application of innovative and new teaching methods;
- Measures to improve the professionalism of academic and administrative staff;
- Academic mobility indicators;

1.2.3. Adaptation and development of quality assurance and quality assurance mechanisms for overcoming barriers to knowledge dissemination, pandemics and other obstacles / threats.

Indicator:

- Use of effective and efficient e-learning systems;
- Study and share e-learning experience with ENQA, EADTU, various projects (SEQUENT, TESLA), partner and various Western Universities in order to ensure the quality of e-learning;
- Effective mechanisms of internal and external resources during the COVID-19 pandemic;

1.2.4. Add programs relevant to the requirements of the modern labor and employment market

Indicator:

- Labor market research results;
- Survey results of graduates, employers;
- Educational programs;
- Relevant School Board and academic board decisions;

1.3. Strategic goal - Promoting the internationalization of educational programs

Tasks to be performed :

1.3.1. Optimizing cooperation with national and foreign Universities in accordance with educational programs, expanding student exchange programs.

Indicator:

- Memoranda of Understanding with foreign Universities;
- Student participation rate in exchange programs;
- Participation of the academic staff of the University in various activities of foreign Universities (seminars, public lectures, etc.);
- Quantitative rate of foreign students;
- Quantity of foreign students enrolled without national exams;
- Direct involvement of foreign professors in the academic and research process;
- Quantity of foreign academic / administrative staff admitted to GAU from foreign Universities;
- Various international events organized by different structural units of the University;
- Projects implemented with foreign Universities (Tempus, Erasmus Mundus, Erasmus + projects, participation in student studies within the funds raised within the country);

1.4. Strategic goal - to promote lifelong learning

Tasks to be performed:

1.4.1. Modernization and expansion of certificate courses at the University

Indicator:

- Existence of a management structure for the promotion of continuing education (certificate courses);
- Certificate of satisfaction of graduates and students of certificate courses;
- Implementation of certificate courses with partner subjects;
- Add new certificate programs;

1.4.2. Operate and develop the continuing education, taking into account the requirements of the labor market and the interrelationship realities of the education sector, by adding new programs / courses.

Indicator:

- Quantitative rate of certificate courses;
- Specific rate of certificate courses;
- Number of students attending certificate courses;
- Number of high-ranking experts and practitioners invited to certificate courses;

1.4.3. Organize relevant professional and personal development activities for the academic staff and staff of their own University.

Indicator:

- Number of students participating in professional and personal development activities;
- Index of intensity of personal and professional development-oriented activities;
- Indicators of relevant courses, master classes and other activities of interest to the academic and administrative staff;

1.5. Strategic goal - methodological improvement and strengthening of professional foreign language teaching

Tasks to be performed:

1.5.1. Continuous methodological and content monitoring measures for foreign language / language teaching, including professional English, in accordance with the educational programs.

Indicator:

- Methodological and content improvement and monitoring activities for foreign language / professional English teaching;
- Improvement and development of foreign language components / programs of foreign language components;
- Quantitative rate of foreign language courses offered in educational programs;
- Quantitative number of students enrolled in foreign language programs;
- Quantitative indicator of foreign language educational-scientific resources;
- Lectures, seminars and other educational, research and cognitive events conducted by foreign lecturers;

1.6. Strategic goal - permanent monitoring of the quality of learning

Tasks to be performed:

1.6.1. Strengthen the learning process and make data-based decisions

Indicator:

- Survey results of students, graduates, lecturers;
- Evaluate the learning process;
- Upgrade the electronic learning management system;

1.6.2. Increase in indicators of learning outcomes

Indicator:

- Survey results of students, graduates, lecturers;
- Periodic evaluation of learning outcomes;
- Outline of target points;

1.6.3. Strengthening the quality of teaching indicators

Indicator:

- Survey results of students, graduates, lecturers;
- Evaluation of lecturers;

1.7. Strategic goal- To strengthen and support access and engagement to high quality higher education.

Tasks to be performed:

1.7.1. To improve experience of online learning and pandemic management

Indicator:

Coordinated work of university students and teachers. This includes university's technical support for effective online learning (effective access to online platforms, office support and technical development).

2. Priority - research activities

Supporting the research environment and promoting the introduction of modern standards for research activities in terms of scientific and technological progress and research methodological requirements have been identified as priorities for the University for the strategic period.

On the one hand, due to the development of scientific and technical progress, and on the other hand, due to the existing inequality in funding and support of research activities in the country, the University in the next strategic period aims to modernize research activities by supporting and producing adequate and effective research policies.

By mobilizing internal and external resources, the institution will contribute to the realization of its aspiration to carry out such scientific-research and innovative activities within the existing reality, which will contribute to economic, social, cultural and other innovative development. It will then integrate this type of activity and its results into the teaching activities of the University, thus making it even more attractive to both youth and other socio-economic agents. The cornerstone of the following strategic plan is the adherence to the philosophy that, "the synergy between teaching and research can be regarded as the mutual strengthening of both quality and efficiency: teaching should be associated with the additional values of research; and research, in its turn, should be associated with the additional value of teaching."

2.1. Strategic goal - to support and expand scientific research activities

Tasks to be performed:

2.1.1. Developing existing standards for scientific-research activities of University, promoting the academic freedom and autonomy of research subjects by setting a minimum University standard.

Indicator:

- University research strategy;
- School regulations;
- Regulations of scientific research institutes;
- Indicators of research strategy and implementation of standards;

2.1.2. Improving the quality of the performed research results and monitoring

Indicator:

- Scientific research activity of academic staff (publications, research projects, other scientific activities);
- Information provision to academic staff, young researchers and research component implementers on relevant databases and their use, organize trainings;
- Results of evaluation of research activities;
- Mechanisms for evaluating research activities;

2.1.3. Strengthening and ensuring standards of academic integrity and academic freedom

Indicator:

- University research strategy;
- Academic integrity strategy;
- Anti-plagiarism software;
- Preventive measures against plagiarism (awareness-raising activities / measures);

2.1.4. Supporting the research activities of the University's scientific resources in conducting research focused on society and the state challenges at different levels and scales.

Indicator:

- Index of connections between the University's scientific staff and institutions;
- Research and commercialization strategy;
- Financial support for research;

- Informing and supporting funding opportunities from domestic and international sources;

2.1.5. Strengthening the motivation to initiate research projects and participate in research

Indicator:

- Job description of academic / scientific / invited staff and their evaluation procedure;
- Growing rates of internal research funding;
- Facilitating mechanisms for finding external resources for research;
- Mechanisms for obtaining internal University resources;

2.1.6. Strengthening the library's electronic databases and encouraging their use

Indicator:

- International electronic databases;
- Usage statistics;

2.2. Strategic goal - to increase the practical significance of scientific research results, to increase contacts with private, governmental and non-governmental, other non-University centers (entities) for the purpose of commercialization and dissemination of research.

Tasks to be performed:

2.2.1. Facilitating the scientific-research centers of the University to carry out joint scientific-research activities with relevant organizations and institutions

Indicator:

- Memorandum / agreement signed between Universities, Schools, research institutes, research groups and other commercial and non-commercial entities;
- Statistical indicators of researchers involved in this type of research;
- Statistical indicator of the number of students involved in research conducted in this field;

2.2.2. Using new and innovative methods of scientific-research activities and promoting the creation of short-term interdisciplinary scientific groups and clusters

Indicator:

- University regulations for conducting and supporting research;
- Indicators of interdisciplinary research;
- Cross-sectoral and interdisciplinary activities;

2.2.3. Supporting existing research institutes and research groups in the frames of projects, enabling the University to respond in a timely and adequate manner to the issues and topics in today's rapidly changing world

Indicator:

- University research strategy;
- Regulations of the relevant structural units;
- Measures to support scientists and researchers;
- Studies on COVID-19 and other hazards;

2.2.4. Promoting the importance and need for academic research, science and research.

Indicator:

- Academic research activities for the general public and various social agents;
- Measures to promote science in the general public and youth;

2.2.5. Ensuring the use of the knowledge and experience accumulated by the University to support the civic, economic, intellectual and cultural growth of the society.

(Minutes of the University Partners Meeting # 44, 17.02.2021)

Indicator:

- "Open to all" educational, creative and cultural events;
- Supporting University staff to carry out expert activities;
- Results of scientific research activities carried out by the University;
- Various public activities conducted by University staff;
- Mechanisms for disseminating scientific research results to the public;

2.3. Strategic goal - to promote maximum integration of scientific research and teaching process

Tasks to be performed:

2.3.1. Strengthening research components for first- and second-tier programs

Indicator:

- Quality Assurance Office monitoring and results;
- Number of student conferences, seminars and other events;
- Number of student papers / research and other activities for each level program;
- Awarding a joint master's degree;
- Expenditures for student research and other similar activities;

2.3.2. Improving the quality of doctoral education programs and doctoral research

Indicator

- Participation of doctoral students in research projects;
- Number of doctoral students;
- Employment rate of doctoral and doctoral graduates;

2.3.3. Improving the quality assurance mechanisms and evaluation system of research activities

Indicator:

- Quality control mechanisms and annual evaluation results;
- Regulations on research and its results in regulatory documents; Research at all three levels;
- Mechanism for assessing the productivity of scientific resources;
- Survey results for doctoral and master's degree students;
- Results of evaluation of research activities;

2.3.4. Integrating the research results and the activities of research institutes into the University teaching process

Indicator:

- Number 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's, master's, doctoral and conference topics;

2.4. Strategic goal - Promoting the internationalization of research activities

Tasks to be performed:

2.4.1. Promoting international cooperation for scientific-academic staff

Indicator:

- Participation of GAU faculty in various scientific and research events at the University and throughout the country;
- Participation of GAU academic and scientific staff in various scientific activities organized abroad;
- Memorandums signed with foreign Universities;
- Research Development and Support Office;
- International Relations Office;
- Recommendations of the Scientific Council;
- International electronic databases of the library and the rate of their use;

2.5. Strategic goal: To ensure lifelong research activities as well as to support pandemic and other risks research management.

Tasks to be performed:

2.5.1. Online adaption of research groups in the process of research activities and application of hybrid methods.

Indicator:

Intensification of online resources and work in small groups (making desk research, collaborative research and information exchange among the university scholars both online and offline).

3. Priority - Support and strengthen an effective system of student life and career services

The student is the main value for the University. The main philosophy of supporting student life, caring for their future careers and approaches, lies in the understanding and recognition that today's student must be able to solve the problems and tasks of future realities.

3.1. Strategic goal - higher education and employment

Tasks to be performed:

3.1.1. Developing the professional confidence and working competencies

Indicator:

- Number of students' participating in various competitions and internships;
- Number of incentive events for students in various competitions and internships;
- Mechanisms for informing students about internships and competitions;
- Opportunities and quantification of meetings with practitioners and experts;
- Number of public lectures and master classes conducted by experts, practitioners and public figures;
- Employment market research results;

3.1.2. Cultivating the spirit and experience of entrepreneurship

Indicator:

- Strengthening the relevant component in educational programs;
- Legal Clinic;
- Memorandums signed with the banking sector;
- Develop and integrate training courses relevant to the competencies necessary for self-employment into training programs;
- Add appropriate topics in relevant training courses;

3.1.3. Developing the facilitating mechanisms of self-employment

Indicator:

- Certificate course system;
- Business incubators;
- Cooperation with business startups and business accelerators;
- Memoranda of Understanding with various startups;
- Student incentive activities for startups or for participating in events organized by startups;
- Number of students and graduates involved in small and medium business;
- Number of incentives, support and informative activities;

3.2.4. Facilitating the logical and tight development of students' research environment and the learning process management

Indicator:

- Providing student representation in the development of curricula;
- Support activities for student scientific activities;
- Student science clubs and associations;
- Joint research activities of the professor and the student;

3.2. Strategic goal - continuous development and support of student adaptation and University life.

Tasks to be performed:

3.2.1. Increasing motivation for student involvement in University life

Indicator:

- Student information mechanisms;
- Student incentives and support mechanisms and activities;

- Involvement of students in external University activities and indicators of equal participation;
- Employment of students in the infrastructure of student services;
- Activities of GAU PR Club and its results;
- The Institute of Student Ambassadors and the results of its activities;
- GAU Band and Theater;

3.2.2. Increasing student involvement in quality assurance mechanisms

Indicator:

- Development and effective use of the student as: source of information - expert - partner system;
- Ensuring student involvement within the PDCA system;
- Mechanisms for providing student feedback;
- Student groups and associations;
- Student involvement in institutionalized management and assessment mechanisms and activities;

3.2.3. Strengthening material, financial and informational resources that will be aimed at ensuring the diversity and competitiveness of student life.

Indicator:

- Existence of student diversity and equality mechanisms;
- Number of student cognitive and sporting events;
- Amount of expenses incurred for student cognitive and sports activities;
- Cost of intercultural student activities;
- Amount of funding for cultural and other events of foreign students;

3.2.4. Improving and supporting the system of students' rights, duties and freedoms continuously

Indicator:

- GAU regulatory documents;
- Student Ombudsman;
- Agreement with the student;
- GAU Code of Ethics and Conduct;
- Student ombudsman report;

3.2.5. Strengthening international student communication and access

Indicator:

- Structural units of GAU international relations;

- GAU International Relations Documents;
- Agreements concluded with foreign Universities (agreements, memoranda);
- Number of international communications of students;

3.2.6. Introducing and reinforcing the ideals that ensure the creation and respect of a diverse, equal and inclusive environment at GAU.

Indicator:

- GAU regulatory documents;
- GAU Code of Ethics and Conduct;
- Agreement with the student;
- Student service infrastructure;
- Number of mass-cultural and sports events of foreign and local students;
- Number of activities to respect and support the culture and traditions of foreign students;
- International Student Satisfaction Survey;

3.2.7. Developing measures to support socially vulnerable, other vulnerable groups and excellent students.

Indicator:

- Existence of different social assistance system;
- Amount of cash spent on financial aids and discounts;
- Quantitative and financial indicators of incentive measures;

3.3. Strategic goal - Permanent adaptation of students to pandemic challenges and their involvement

Tasks to be performed:

3.3.1. To develop online experience for students in the process of learning and to satisfy their needs. This also includes their participation in research practice

Indicator:

Flexible teaching system and schedule. This includes online access to materials and empowering of student participation in research activities by university scholars. Well managed deadline system and semester evaluation.

3.4. Strategic goal - to increase students' social responsibility and effective support

(Minutes of the University Partners Meeting # 44, 17.02.2021)

Tasks to be performed:

*3.4.1. Introducing and supporting the University's philosophy of social responsibility as "more than charity".
(Minutes of the University Partners Meeting # 44, 17.02.2021)*

Indicator:

- Mechanisms to support students, the entire University community, to implement social ideas and partnership opportunities, to be involved in relevant networks;
- Activities of law clinic students in secondary Schools on state, law and civil society issues;
- Activities carried out by medical School students to support the community.

4. Strategic priority - organizational development

4.1. Strategic goal - to increase the mission-oriented institutional stability and the efficiency of the institution management process

Tasks to be performed:

4.1.1. Strengthening the University as a unified educational space and an institution implementing educational-research activities through diversity and integration.

Indicator:

- GAU regulatory documents;
- Recognize and share the relevant legislation of Georgia, universally recognized norms, principles and values;
- GAU management based on the principles of equality and tolerance;
- Diversity and equal opportunities research strategy;
- Periodic data collection and monitoring;
- Indicators of diversity of employees employed in training, research, administrative, support positions;
- Opportunities and mechanisms for equal involvement of foreign students in University life;
- Diversity of University communication forms;

4.1.2. Constantly increasing the effectiveness of the existing management model and practice, creating and implementing a high organizational and academic culture.

Indicator:

- Regulatory documentation;
- Results of optimization of the organizational structure of the University;
- Consequences of public, private and private sector cooperation practices;
- Mechanisms for monitoring and evaluating management effectiveness;
- Separation of functions and rights and responsibilities at the level of Universities, Schools and other structural units;

- Measures for optimal, efficient redistribution of functions and mutual coordination;
- Number of activities aimed at increasing teamwork and work capacity;
- Mechanisms of personal responsibility and accountability;
- Results of surveys of students, academic, invited, administrative and support staff;
- Transparent and fair rules and mechanisms for election and appointment to governing bodies;
- Participation of external evaluators in the evaluation of the institution's management;

4.1.3 Improving and decentralizing the quality management and development system

Indicator:

- Quality management system and process management documentation;
- Quality management system audit results;
- Obtaining authorization for 2021;
- Quality Assurance Office findings and evaluations;
- Negotiations and cooperation for the implementation of alternative accreditation;

4.1.4. Adapting / complying of internal quality assurance standards and principles with local and international (Bologna space) standards and principles

Indicator:

- Transparent and measurable quality assurance system;
- Mechanisms for elaboration and development of educational programs;
- Mechanisms to ensure the evaluation, involvement and implementation of educational programs;
- Regular survey of graduates, employers, labor market for program monitoring and periodic evaluation;
- Mechanisms for creating and modifying research-based programs using the PDCA cycle;
- Mechanisms for individual curriculum needs and resource support in the programs;
- A fair and transparent system for evaluating learning outcomes;
- Student-centered learning support mechanisms according to the curriculum of the relevant level of the educational program;
- Mechanisms for assessing the environment necessary for teaching and learning;

4.1.5. Strengthening the internal quality mechanism policy and culture as an integral part of management and monitor the implementation of results

Indicator:

- Structured and regulatory mechanisms for implementing internal quality;
- Information collection, analysis, use-based management;
- A system of continuous monitoring of educational programs to achieve the goals set in accordance with the needs of the student and the community;
- Existence of quality assessment mechanisms as a result of continuous improvement of programs;

- Continuous supportive regulations and structures of higher education institutions for the implementation of internal quality mechanisms and the introduction of a quality culture;
- Mechanisms for the protection of academic freedom and academic integrity;
- Self-assessment, accountability and responsibility-based assessment process;

4.1.6. Improving the quality of use of information and communication resources in the management of the institution

Indicator:

- Continuously updated University website;
- Learning process management system;
- Availability and access to information and communication tools;
- Ensuring the quality and security of accounting and storage of documentation and personal data;
- University Technology, Software and Information Infrastructure Development Plan, which provides a wide range of opportunities to use these tools, both in management and in teaching and research;

4.1.7. Creation and introduction of an effective electronic case management system

Indicator:

- Existence of ordering its own electronic management system tailored to the specifics of its own University and modern needs;
- University case management rules;
- Electronic learning management system of the University;

4.1.8. Increase opportunities for global implementation of teaching, research activities through enhanced distance learning.

Indicator:

- Existence of practice of distance learning and other educational-scientific activities;
- Internet supply agreement;
- Opportunities and indicators for access to the Internet and other electronic means;
- Performance indicators of academic activities performed distantly;

4.1.9. Development of educational infrastructure

Indicator:

- Improvement of educational spaces (permanent improvement of laboratories, study rooms, auditoriums);
- Improving the adapted environment for students with special needs / disabilities. Arranging training and support spaces according to their needs.
- Orientation and constant updating of library programs;

- Improving the environment for students' extracurricular activities;
- Permanent improvement of a comfortable, safe and learning-friendly University environment;
- Maintaining a comfortable, safe, learning-friendly and appropriate level of environment Existence of sanitary-hygienic, modernly equipped protection and first aid systems;
- Infrastructure Satisfaction Survey Results;
- Computer and other learning technology upgrade rate;

4.1.10. Raising University awareness at the regional and global levels

Indicator:

- Functioning of the University information support system;
- Dynamics of contact and cooperation with regional and international partner Universities;
- Amount of expenses incurred for the University PR campaign;
- Participation of the University in various international events;
- Projects and various activities implemented abroad by the University, individual academic or scientific staff;

4.1.11. Improving the student contingency planning mechanism by considering internal and external factors and risks.

Indicator:

- Identify the target groups of the student contingent;
- Methodology for determining the student contingent;
- Mechanisms and activities for active cooperation with general education institutions;
- Vocational orientation activities for Schoolchildren;
- Organizing Olympiads, mock trials, debates, modeling, competitions and other educational events for School students or together with their participation;
- Collaborate with School owners and administration to develop and adapt individual components of School curricula;
- Open house and other introductory activities for School children;
- Cooperation with other organizations carrying out educational activities or components;

*4.1.12. Ensuring graduate participation in the activities of University / School decision-making bodies.
(Minutes of the University Partners Meeting # 44, 17.02.2021)*

Indicator:

- Encouraging mechanisms for graduates involvement in University activities;
- Rate of inclusion of graduates in the structures of basic educational units;
- Regulatory documents.

4.2. Strategic goal - to improve human resource management policy, financial and material resources

Tasks to be performed:

4.2.1. Providing the University personnel based on respect for academic freedom, institutional autonomy, fundamental rights, and establishing an organizational culture

Indicator:

- GAU regulatory documents;
- University Code of Ethics and Conduct;
- Management strategy;
- Labor contracts;
- Labor regulation;
- Personnel management policy;

4.2.2. Improving the health and well-being system of University staff

Indicator:

- University regulatory documents;
- Existence of insurance packages;
- Employee benefits and incentives system;
- Cooperation with health and cultural-health institutions by reserving preferential conditions for University employees;
- Functioning of the medical office;

4.2.3. Developing the University Institutional Self-Esteem, Self-Correction and Corporate Culture

Indicator:

- Self-assessment and planning mechanisms;
- System for evaluation and planning and implementation of changes accompanying the authorization process;
- Monitoring, evaluation and correction procedures for software accreditation;
- Staff survey and evaluation indicators;

4.2.4. Effective implementation of University staff management for sustainable development through both internal and external staff recruitment.

Indicator:

- University Personnel Management Policy;
- Mechanisms for attracting, selecting and employing University staff;
- Clearly established and accessible mechanisms and procedures for qualification, competition and working conditions;

- Indicators of employees as a result of internal and external recruitment;
- Affiliation rule and conditions;

4.2.5. Increasing the motivation of the academic staff and other employees of the University, promoting personal and professional development as measures of labor productivity and efficiency of the institution

Indicator

- Measures to promote the development of employees' work experience, skills and relevant habits;
- Bonuses and other incentives;
- Supporting University staff in the wider and more efficient use of technology in the work process;
- Employee evaluation indicators;
- Support and information meetings and trainings;
- Access to GAU courses and programs;
- Measures for the development of working conditions (mechanisms);

4.2.6. Increasing University revenue and ensuring financial sustainability

Indicator:

- Planned state grant revenues;
- Revenues from the continuing education (University certificate) system;
- Funds received from domestic national and international scientific grants;
- Funds received as a result of commercialization of research and innovative activities;
- Tuition fees, including tuition fees paid by international students;
- Business Process Continuity Plan;

4.2.7. Expanding the University's finances through effective and transparent support mechanisms for priority and leading projects and initiatives to achieve educational and research goals

Indicator:

- Increase in research commercialization rates;
- Improving the mechanisms for financing internal projects and initiatives;

4.2.8. Strengthening and supporting library and other teaching, research and practical resources

Indicator:

- Library fund renewal costs;
- Existence of international scientific electronic databases and free access opportunities;
- Constant updating of computer and other training equipment and quantification of expenditures;
- Laboratories and training and research facilities equipped with special digital visual equipment;
- Clinical Teaching Medicine;

- Legal Clinic;

4.2.9. Maintaining / upgrading / improving the University infrastructure (real estate and movable property) in relation to the teaching and research goals and needs

Indicator:

- Material resources owned by the University;
- Existence of regulatory, personnel and technical mechanisms for accounting, protection, renewal and compliance of the material resources of the University with the teaching / research objectives;
- Safety rules for all human resources and the existence of an appropriate mechanism;
- Improving the conditions for free, independent adaptation of the University environment for people with disabilities;
- University Maintenance Office;
- University property accounting mechanism;
- Amount of maintenance / upgrade / improvement costs;
- Results of the Periodic Evaluation of the University Information and Communication Technologies.

4.3. Strategic goal: Adaptation with new challenges and strengthening institutional capacity

Tasks to be performed:

4.3.1. Empowering personal online communications and supporting university's electronic management

Indicator:

Re-adaptation of university's experience of virtual management and formation of new approaches for flexible and effective management.

4.4. Strategic goal - introduction of corporate social responsibility (CSR)

[\(Minutes of the University Partners Meeting # 44, 17.02.2021\)](#)

Tasks to be performed:

4.4.1. Introduce and develop an effective social responsibility model

[\(Minutes of the University Partners Meeting # 44, 17.02.2021\)](#)

Indicator:

- GAU Social Transition Strategy;
- Encouragement measures for social responsibility and social integration;
- GAU ideas and social responsibility promotion activities;
- Measures to support the development of women's football;
- Support for basic education units and educational programs.

4.4.2. Social integration and expanding participation

[\(Minutes of the University Partners Meeting # 44, 17.02.2021\)](#)

Indicator:

- Project - GAU Friendly Schools Club;
- Project - GAU Ambassadors;
- PR Club;
- Sharing student experiences to overcome learning barriers and learning barriers;
- Measures to increase student social responsibility and support social activities

VIII. GAU Schools and Strategic Plan Implementation

GAU Schools and the implementation of the strategic plan in the presented seven-year strategic period, on the one hand, include common University approaches and standards, and on the other hand, specify the goals and interests of the individual School, which will be aimed at achieving their activities. Such an understanding and architecture of the strategic plan confirms the GAU philosophy of the above-mentioned approaches to the whole and the parts, and in this particular case further increases the opportunities for more creative, business-like, synchronized and guaranteed implementation for future activities and tasks.

The strategic plan of the main educational unit - the School, as part of the strategic plan of the University, is aimed at achieving the common University priorities, goals and objectives. Accordingly, when working on the plan and the specifics of the Schools, the self-assessment team, including the Deans, defined unified and School-specific approaches as the principle formation of the plan and the tactical approach, which determined the architecture and content of the strategic plan.

1. School of Law, Social Sciences and Diplomacy

Priority - quality and development-oriented educational activities		
Strategic goal I		
Development of educational programs that provide both theoretical and practical knowledge and professional confidence;		
Task	Activities to be performed	Main indicator
1.1. Refinement, strengthening and continuous monitoring of practical components in educational programs;	1.1.1. High involvement of the Quality Assurance Office, academic / scientific / invited staff, students, graduates, employers in the process of program development, self-assessment, implementation of changes; 1.1.2. Monitoring the results of the Legal Clinic and analyzing the achieved results; 1.1.3. Reviewing, updating and promoting the clinic beneficiaries; 1.1.4. Organizing mock trials in different courts in different instances; 1.1.5. Organizing mock trials, debates and modeling within the University or participating in similar events at various levels; 1.1.6. Maintain and develop an ongoing balance of theorists and practitioners with academic staff and guest lecturers in line with program needs and changes; 1.1.7. Invite government officials, diplomats and experienced politicians, public figures to give the lecture in the relevant courses, organize thematic lectures and discussions; 1.1.8. Provide internal evaluation of the program; 1.1.9. Provide external evaluation of the program; 1.1.10. Evaluation of learning outcomes;	<ul style="list-style-type: none"> • Educational programs; • Legal clinic syllabus and results of the clinic's activities; • Ratio of theoretical and practical staff to academic staff and guest lecturers; • Employer and student survey rates; • Number of mock trials, debates and other activities organized / conducted inside and outside the University; • The results of the internal evaluation of the program and their use; • Results of external evaluation of the program and their use; • Mechanisms for evaluating program learning outcomes;

<p>1.2. Periodic review of program objectives and outcomes, taking into account existing economic and social actors, educational standards, regulations and best practices;</p>	<p>1.2.1. Constant monitoring of variable actors in the employment market and relevant modernization of program goals and outcomes; 1.2.2. Monitoring compliance with program standards, regulations, recommendations; 1.2.3. Beyond the standards and considering the expediency and possibilities of imposing the relevant requirements of the legislation, taking into account the learning outcomes and the interests of the students; 1.2.4. Monitor and analyze best practices regarding programs for program modification, improvement, and compatibility; 1.2.5. Provide internal evaluation of the program; 1.2.6. Provide external evaluation of the program; 1.2.7. Evaluation of learning outcomes;</p>	<ul style="list-style-type: none"> • Market research results; Relevant level educational programs; • School Board decisions; • Mechanisms for evaluating program learning outcomes; • The results of the internal evaluation of the program and their use; • External evaluation results of the program and their use.
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<p>Strategic goal II</p> <p>Modernization of educational programs and their compliance with modern public and market requirements;</p>		
Task	Activities to be performed	Main indicator
<p>2.1. Periodic review of educational programs in accordance with market requirements, taking into account qualification, research and employment prospects;</p>	<p>2.1.1. Periodic monitoring and review in accordance with the regulations and market requirements established for the introduction or removal of certain courses in law, international relations relevant educational programs; 2.1.2. Detection of non-compliance with external requirements in the programs and adequate and timely filling of gaps; 2.1.3. Confront the program learning outcomes and proposed changes (to make a final decision);</p>	<ul style="list-style-type: none"> • Program development mechanisms; • Quality Assurance Office Reports; • Program modification rules and procedures; • Employment market and employer demand indicators;

<p>2.2. Use of e-learning methods in the learning process, its evaluation and continuous monitoring;</p>	<p>2.2.1. Continuous improvement of e-learning methods in the learning process; 2.2.2. Continuous improvement of e-learning quality assurance mechanisms; 2.2.3. Diversification of teaching-learning and assessment methods in educational programs for the purposes of e-learning and quality assessment of this process;</p>	<ul style="list-style-type: none"> • E-learning methods; • Quality assurance mechanisms; • Educational programs;
<p>2.3. Assist graduates, and society at large, in adapting to modern requirements through teaching and research;</p>	<p>2.3.1. Identifying the needs of the School's academic and other staff; 2.3.2. Planning events to increase their professionalism; 2.3.3. Promoting academic, short-term and long-term exchange mobility to facilitate the sharing of modern experiences; 2.3.4. Support for innovative teaching methods and pedagogical approaches; 2.3.5. Development / promotion of modern methods of leadership and consulting; 2.3.6. Develop programs using the results of the latest research in relevant fields.</p>	<ul style="list-style-type: none"> • Educational programs; • Peer learning mechanisms and indicators of their use; • Measures to support innovative teaching methods and approaches; • Short-term academic and research exchange rates.

<p>2.4. Adding new programs to meet the demands of the modern labor and employment market; Development of interdisciplinary programs and courses;</p>	<p>2.4.1. Initiate and develop a Bachelor of Public Administration program; 2.4.2. Initiate and develop an English language program in international law; 2.4.3. Initiation and development of a doctoral program in political science; (Minutes of the University Partners Meeting # 44, 17.02.2021) 2.4.4. Initiate new courses in law, international relations and political science;</p>	<ul style="list-style-type: none"> • Relevant educational program;
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Strategic goal III

Promoting the internationalization of educational programs

Task	Activities to be performed	Main indicator
<p>3.1. Increase the foreign language component in the existing educational program at all levels and modernize the curricula to ensure maximum compatibility and mobility;</p>	<p>3.1.1. Continuous study and monitoring of global, regional and local trends; An analysis of their impact on existing School programs and qualifications; 3.1.2. Analyze University practice in law, international relations and political science and create compatible, relevant courses; Support for relevant initiatives; 3.1.3. Adapting and introducing internationally used methods in law, international relations and political science; 3.1.4. Creation of a new Master's program in English in International Law;</p>	<ul style="list-style-type: none"> • Indicators of the foreign language component in the existing educational programs of all levels; • Doctoral Program in International Relations; • Quality Assurance Office Reports;

<p>3.1. Expand and support international connections between School students and academic staff; Development of international cooperation at the School level</p>	<p>3.1.1. Increase participation rates in student and academic staff exchange programs; 3.1.2. Support for School professors' academic connections; 3.1.3. Support and increase the number of private study / research visits to the School's academic and visiting staff at both partner Universities and other educational institutions; 3.1.4. Encouragement and support for participation in academic competitions; 3.1.5. Expanding contacts with educational and scientific units of foreign Universities.</p>	<ul style="list-style-type: none"> • Indicators of participation of students, academic and invited staff in exchange programs; • Indicators of academic trips of the academic staff of the School; • Status of international cooperation and relations between the academic staff of the School; • Documentation of relations with foreign Universities and Schools, research units
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Strategic goal IV Promoting lifelong learning		
Task	Activities to be performed	Main indicator
<p>4.1. Increase the motivation of the School's academic and visiting staff to create relevant certificate courses / programs relevant to market requirements. Informing and motivating students to participate and earn credits as part of certificate courses;</p>	<p>4.1.1. To support the initiatives of the highly qualified School staff and to give orders for the creation of short and long-term courses in this direction in order to develop certificate courses and strengthen the support of lifelong learning. 4.1.2. Expansion of information mechanisms related to certificate courses;</p>	<ul style="list-style-type: none"> • Number of courses developed in the system of certificate courses; • Number of academic staff involved in the certificate course system;

<p>4.2. Identify the necessary needs for the professional and personal development of the academic and invited staff, as well as the support staff in the academic process within the School and take appropriate measures;</p>	<p>4.2.1. Identify needs for professional and personal development; 4.1.2. Organizing / ordering seminars, trainings, courses and other events appropriate to the needs of professional and personal development.</p>	<ul style="list-style-type: none"> • Mechanisms for identifying the needs for personal and professional development; • Organized events for professional and personal development; • Quantity of participants in activities organized for professional and personal development.
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<p>Strategic goal V Methodological perfection and strengthening of professional foreign language teaching</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>5.1. Strengthen multilingual approaches and professional language teaching due to the nature of global trends in law, international relations, social science practice.</p>	<p>5.1.1. Strengthening the practical elements of teaching English and other foreign languages; 5.1.2. Permanence of teaching methodology and monitoring of learning outcomes; 5.1.3. Assimilation and comparison of relevant materials and texts in English and other languages with the Georgian equivalent; 5.1.4. Compilation of legal, political, international and domestic documents in English and other selected languages; 5.1.5. Increase the intensity of the use of practice-based oral discussions; 5.1.6. Reading sources and increasing interpretation rates; 5.1.7. Expanding participation in English language teaching-learning activities</p>	<ul style="list-style-type: none"> • Relevant educational programs; • Strengthening the English component in the programs; • Quality Assurance Office Reports.

Strategic goal VI		
Continuous monitoring of the quality of learning;		
Task	Activities to be performed	Main indicator
6.1. Strengthening the learning process and making data-based decisions;	6.1.1. Surveying and providing feedback to staff, students, graduates; 6.1.2. Evaluation of the learning process; 6.1.3. Upgrading the electronic learning process management system;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Learning process evaluation results; • Electronic learning process management system;
6.2. Increase in achievement of learning outcomes;	6.2.1. Survey of staff, students, graduates; 6.2.2. Identify and develop targets for learning outcomes; 6.2.3. Periodic evaluation of learning outcomes;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Learning Outcomes Assessment Results; • Target benchmarks of learning outcomes;
6.3. Strengthening teaching quality indicators;	6.3.1. Survey of staff, students, graduates; 6.3.2. Periodic monitoring of the learning process; 6.3.3. Monitoring student performance;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Periodic monitoring of the learning process; • Monitoring student performance;

Strategic goal VII		
To strengthen and support access and engagement to high quality higher education in pandemic period;		
Task	Activities to be performed	Main indicator
7.1. Considering the peculiarities of the field,	7.1.1. Implementation of online learning methods in educational programs;	<ul style="list-style-type: none"> • Modified educational program;

<p>making relevant changes in educational program in order to keep and improve the quality.</p>	<p>7.1.2. Ensuring relevant activities for online teaching methods, including methods of evaluation and criteria. 7.1.3. Under the logical frame to guarantee flexibility of the content of educational program component for the interests of the students.</p>	
<p>7.2. Effective application of the mechanisms to achieve study results and ensuring the quality of study in pandemic period</p>	<p>7.2.1. Intensive monitoring of learning process by the representatives of school administration and quality assurance service; 7.2.2. Periodic and permanent monitoring of student achievement in academic courses, including specific forms of evaluation in academic courses to achieve the results of study; 7.2.3. Conducting student surveys on distance learning and ensuring fast and adequate reaction on the results.</p>	<ul style="list-style-type: none"> • Internal regulations (Orders issued by the dean); • Reports and evaluations prepared by the manager of the quality assurance service • The results of the monitoring of students academic achievements; • The results of student surveys and application of these results.
<p>7.3. Supporting the lifelong and high quality inclusion of scholars and students in the learning process;</p>	<p>7.3.1. Meetings with professors on application of e-platforms and organization of individual consultations; 7.3.2. Meetings with students on application of e-platforms and organization of individual consultations; 7.3.3. Intensive monitoring of learning process by the representative of the school; 7.3.4. Technical support for uninterrupted implementation of the learning process; 7.3.5. Mobilization of staff officers and accurate labor division;</p>	<ul style="list-style-type: none"> • Numbers indicating the meetings and consultations; • Internal regulations of the school; • E-platform and opportunities; • Activities of technical group; • The functions of school's staff officers

Priority - Research Activities		
Strategic goal I		
Support and expansion of scientific research activities;		
Task	Activities to be performed	Main indicator
1.1. Adherence to and development of external and internal University standards for research and innovation activities. Ensuring autonomy and academic freedom in the process of organizing and conducting research;	1.1.1. Establish additional quality-related requirements beyond the external standards of law and international doctoral programs; 1.1.2. Improving mechanisms and measures to eliminate plagiarism; 1.1.3. Continuous monitoring of compliance of research components of programs with standards; 1.1.4. Implementation of measures to improve the quality of doctoral research; 1.1.5. Implementation of plagiarism prevention measures;	<ul style="list-style-type: none"> • Doctoral educational programs; • Activities of the Quality Assurance Office; • Anti-plagiarism program;
1.2. Increase the motivation of research institutes and researchers to undertake research initiatives, support problem-based research projects and project proposals;	1.2.1. Constantly promoting the academic and scientific potential of the School; Informing about the educational and scientific connections, dynamics and expectations of the University and faculty; 1.2.2. Improving financial and other research support activities and providing relevant information in a timely manner; 1.2.3. Constant monitoring, evaluation and informing of relevant School and state problems and challenges; 1.2.4. Diversity of international electronic databases and constant information of University students and staff;	<ul style="list-style-type: none"> • System of research funding and support measures; • Increase research funding rates; • Expanding research opportunities and connections; • International electronic databases;

<p>1.3. Encouraging cross-sectoral research and innovative activities. Introduction of modern innovative research methods</p>	<p>1.3.1. Identify common research interests and contemporary topics in the social and political sciences of law; 1.3.2. Initiate and implement research collaborations, projects with other Schools and research institutes within the University; 1.3.3. Organizing cross-cutting events on various topical issues; 1.3.4. Introduction of modern research methods.</p>	<ul style="list-style-type: none"> • Indicators of internal and external joint surveys; • Results of interdisciplinary surveys; • Funding for joint research and other support mechanisms; • Indicators of internal and external research activities.
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<p>Strategic goal 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 and dissemination of research;</p>		
Task	Activities to be performed	Main indicator
<p>2.1. Increase the practical importance and quality of research commercialization and innovative activities through both collaborative research and dissemination of new knowledge generated within the School through promotion;</p>	<p>2.1.1. Strengthening research cooperation with economic agents; 2.1.2. Expansion of research and innovation activities that are important in terms of promoting socio-economic, cultural, political and social development at different levels; 2.1.3. Implement consistent policies and activities to find alternative sources of funding for research and innovation activities; 2.1.4. Advocating for School research infrastructure; 2.1.5. Improving the quality evaluation mechanisms of the research results;</p>	<ul style="list-style-type: none"> • Growing number of partners implementing the external economic and research component; • External research orders received within the School and institute; • Memorandum signed with the House of Israel (T. Herzl Jewish Research Laboratory); • Statistical indicators of researchers involved in this type of research; • Statistical indicator of the number of students involved in research conducted in this area.

<p>2.2. Use the knowledge and experience accumulated in the School to support the civic, economic, intellectual and cultural growth of the society; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>2.2.1. Support and encourage School staff to carry out expert activities; 2.1.2. Supporting and encouraging School staff to engage in a variety of public activities; 2.1.3. Promoting and encouraging research activities on topics and problems important to the community within the School;</p>	<ul style="list-style-type: none"> • Results of scientific research activities carried out within the School; • Various public activities conducted by School staff; • Expert activities carried out by School staff;
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<p>Strategic goal III Promoting maximum integration of scientific research and teaching process;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>3.1. Increase the research component of all levels of the educational program by enhancing the results of in-School research and the cooperation of research entities;</p>	<p>3.1.1. Strengthen the research component of the first and second level educational programs of higher education; 3.1.2. Increase opportunities for student involvement in master's and doctoral programs in research; 3.1.3. Initiate new theoretical and practical courses based on the analysis of research results; 3.1.4. Strengthen the coordination of scientists and researchers involved in various institutions and projects and generate and support interdisciplinary research and courses; 3.1.5. Active involvement of scientific staff in the development of the research component of educational programs</p>	<ul style="list-style-type: none"> • Existing educational programs; • Number of students participating in the research; • Indicators of the intensity of involvement of the study participants in the learning process; • Number of courses initiated on the basis of research activities and research results; • Number of interdisciplinary courses.

<p>3.2. Qualitative improvement of research activity management and research results;</p>	<p>3.2.1. Increase the opportunities for doctoral and postgraduate research in research projects; 3.2.2. Permanent monitoring and evaluation of the quality of research activities and research results; 3.2.3. Improving the research component of undergraduate education programs; 3.2.4. Evaluate the research productivity of scientific resources and improve evaluation mechanisms.</p>	<ul style="list-style-type: none"> • Increase the opportunities for doctoral and postgraduate research in research projects; • Permanent monitoring and evaluation of the quality of research activities and research results; • Improving the research component of undergraduate education programs; • Evaluate the research productivity of scientific resources and improve evaluation mechanisms.
<p>3.3. Further develop research opportunities for students within the educational program. Encourage joint research activities by the professor and the student</p>	<p>3.3.1. Study and analysis of the research potential of the existing student contingent; 3.3.2. Defining relevant research priorities for the student contingent and developing relevant and financial systems; 3.3.3. Involve students in research projects and activities;</p>	<ul style="list-style-type: none"> • Analyze the research potential and research needs of the existing student contingent • Total number of initiated and completed research projects

Strategic goal IV Promoting the internationalization of research activities;		
Task	Activities to be performed	Main indicator
4.1. Facilitate the expansion of international cooperation between the academic and invited staff of the School, the students of the doctoral educational program;	4.1.1. Facilitate and increase participation in international research projects and events of research direction and academic nature; 4.1.2. Improving and increasing the funding of the School scientific contingent in research programs; 4.1.3. Increase the number of scientific events and participants organized jointly with foreign partners;	<ul style="list-style-type: none"> • Facilitate and increase participation in international research projects and events of an academic nature; • Improving and increasing the funding of the School scientific contingent in research programs; • Increase the number of scientific events and participants organized jointly with foreign partners.
4.2. Improving the mechanisms of informing and promoting the structures and subjects implementing the research component within the School.	4.2.1. Constantly informing the academic staff and research centers of the School about the scientific activities of the partner Universities; 4.2.2. Introducing the scientific potential of academic staff and research institutes, research groups to partner Universities and research centers; 4.2.3. Coordinated production of information at the University and faculty level and refinement of relevant mechanisms;	<ul style="list-style-type: none"> • Existence of a research structure supporting the University; • Information and support system; • Reporting research activities within the School;

Strategic goal V To ensure lifelong research activities as well as to support pandemic and other risks research management;		
Task	Activities to be performed	Main indicator
5.1. To support research groups in pandemic period, including the	5.1.1. To ensure safe conditions at the university for the activities of research groups (following the regulations);	<ul style="list-style-type: none"> • Relevant spaces of the school; • School budget;

implementation of distance research based activities;	5.1.2. In case of necessity to provide technical support for research groups or individuals; 5.1.3. To organize meetings with researchers on use of e-platforms and individual consultations	<ul style="list-style-type: none"> • Numbers indicating meetings and consultations;
5.2. To ensure effective application on the mechanisms for the research activities and their results	5.2.1. Intensive monitoring of the assurance of the quality of research activities by the members of school administration and representatives of the quality assurance service; 5.2.2. Intensification of using the system of reporting by the researchers in pandemic period; 5.2.3. Promotion of the monitoring of interim research reports in pandemic period;	<ul style="list-style-type: none"> • Reports prepared by the manager of school's quality assurance service; • Reports prepared by the researchers; • The results of interim research results monitoring;

Priority - Strengthening and supporting an effective system of student life and career services

Strategic goal I Higher education and employment;

Task	Activities to be performed	Main indicator
1.1. Application of student skills and professional interest synthesis to refine their professional visions and develop career aspirations;	1.1.1. Conducting special courses, seminars, organizing meetings with professional and commercial organizations to motivate students to think about employment during their student days; 1.1.2. Informing and encouraging students to do internships and participate in competitions;	<ul style="list-style-type: none"> • Number of employed students; • Number of employed graduates; • Intensity of internships, competitions and numbers of students participating in these; • Memorandums signed with professional, commercial and other types of organizations.

<p>1.2. Develop the entrepreneurial spirit and skills necessary for self-employment;</p>	<p>1.2.1. Developing a legal clinic and increasing beneficiaries; 1.2.2. Development of new training courses: "Legal Technologies and Entrepreneurship"; Legal Technologies and Startups; 1.2.3. Expanding cooperation with the public, private and public sectors;</p>	<ul style="list-style-type: none"> • Law and International Relations Educational programs; • Legal Clinic; • Certificate course system; • System of practical components of teaching;
<p>1.3. Harmonious cooperation in teaching, research and management with maximum involvement of students;</p>	<p>1.3.1. Participation of student representatives in the program development/implementation process; 1.3.2. Participation of student representatives in relevant structures based on the principles of equality, fairness and transparency; 1.3.3. Promoting and encouraging student research activities; 1.3.4. Encourage joint research activities of students and academic staff;</p>	<ul style="list-style-type: none"> • Student participation rates in University and faculty activities; • Student information mechanisms; • Student life; Equal opportunities for participants in University and faculty structures and activities; • Indicators of students' scientific and research activities.

<p>Strategic goal II Continuous development and support of student adaptation and University life;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>

<p>2.1. Ensuring student involvement in quality assurance of School-implemented programs;</p>	<p>2.1.1. Ensuring student involvement in the program evaluation process; 2.1.2. Survey of students for the purpose of evaluating the quality of the educational program. Identifying and considering their interest; 2.1.3. Promoting student union(s); 2.1.4. Ensuring student involvement in School decision-making structures; 2.1.5. Development of student information and counseling system;</p>	<ul style="list-style-type: none"> • Program development mechanism; • Quality Assurance Office Evaluation; • Student union(s); • School regulations; • Information and consulting system;
<p>2.2. Establishing values of solidarity, intercultural and tolerance and developing skills for compromise;</p>	<p>2.2.1. Strengthen relevant skills development courses in international relations and law education programs; 2.2.2. Encouraging intercultural dialogue and cooperation; 2.2.3. Encourage students to create the right conditions for participation and more collaboration in University life.</p>	<ul style="list-style-type: none"> • GAU Code of Ethics and Conduct; • Relevant training courses for educational programs; • Student participation rates in University life;
<p>2.3. Strengthening Student engagement in Quality Assurance and Academic Activities;</p>	<p>2.3.1. Further strengthen student involvement in the evaluation and development of educational programs; 2.3.2. Support for the formation of student associations for academic activities; 2.3.3. Development and refinement of communication and feedback systems with students; 2.3.4. Develop and refine communication mechanisms with academic staff to ensure involvement in student activities; 2.3.5. Establish a system of meetings for students with academic / guest staff related to academic activities; 2.3.6. Student: Source of information - Expert - Effective implementation of partner system, principles;</p>	<ul style="list-style-type: none"> • Mechanisms for the development and evaluation of educational programs; • Student union(s); • Number of new courses and educational programs created through student activism; • Regularity of meetings held by academic / invited and administrative staff with students regarding academic activities; • Alternative student surveys and use of their results;

<p>2.4. Strengthening curriculum with outdoor activities and student adaptation/integration activities;</p>	<p>2.4.1. Organizing conferences, mock trials, modeling, debates (forums, conferences, etc.), public lectures for students;</p> <p>2.4.2. Registration of student associations and groups to ensure their eligible outcomes;</p> <p>2.4.3. Organizing various cultural, sports and cognitive events for students;</p> <p>2.4.4. Support of student union(s) - clubs, groups, etc. within the School;</p> <p>2.4.5. Supporting individual ideas, suggestions, and activities of different time groups of students;</p> <p>2.4.6. Regular and timely counseling of students on student life and adaptation activities;</p>	<ul style="list-style-type: none"> • Number of student conferences, mock trials, modeling, debates (forums, conferences, etc.), public lectures; • Number of different cultural, sports and cognitive activities for students; • Student union(s); • Student survey results; • Advisory mechanisms;
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Strategic goal III		
Permanent adaptation of students to pandemic challenges and their involvement		
Task	Activities to be performed	Main indicator
<p>3.1. To keep student life under distance conditions and to support student initiatives;</p>	<p>3.1.1. Distance planning and organization of student activities;</p> <p>3.1.2. Conducting student surveys and systematic study of their interests;</p> <p>3.1.3. Supporting student initiatives via distance and hybrid communication means;</p>	<ul style="list-style-type: none"> • Implemented distance activities for students; • Student surveys and their usage; • The mechanisms to support student initiatives;
<p>3.2. To ensure maximum of the student inclusion in the university life under the pandemic period;</p>	<p>3.2.1. To support the activities of student associations under distance conditions;</p> <p>3.2.2. To ensure distance participation of students in the decision making structures;</p> <p>3.2.3. Student surveys and following the results;</p>	<ul style="list-style-type: none"> • Student associations • The indicators of student participation in decision making structures; • Student surveys and following the results;
<p>3.3. To ensure flexible study and research climate for</p>	<p>3.3.1. To ensure flexible study system and schedule for the students;</p>	<ul style="list-style-type: none"> • Study schedule; • Library service;

students under distance condition;	3.3.2. To ensure uninterrupted and unlimited access to online materials; 3.3.3. To support student participation in research activities; Implementation of effective management of deadline systems and semester evaluation;	<ul style="list-style-type: none"> • Access to teaching materials; • Indicators of student participation in research activities; • System of assessments
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Strategic goal IV Improving students' social responsibility and effective support (Protocol of the University Partners Meeting # 44, 17.02.2021)		
Task	Activities to be performed	Main indicator
4.1. Develop student support mechanisms within the School, implement social ideas and partnership opportunities; (Minutes of the University Partners Meeting # 44, 17.02.2021)	4.1.1. Organizing activities conducted by Law Clinic students on state, law and civil society issues in the high schools; 4.1.2. Promoting and developing the social activity of the Law Clinic. Expanding vulnerable groups; 4.1.3. Raising the relevant social responsibility of students for the legal-political situation of ecology, state obligations within the framework of integration, teaching, research and informing the public;	<ul style="list-style-type: none"> • Activities of Law Clinic students in secondary Schools on state, law and civil society issues; • Beneficiaries of the Law Clinic; • Activities of the Law Clinic; • Training courses;

Priority - organizational development
Strategic goal I Increase mission-oriented institutional stability and the degree of efficiency of the institution management process;

Task	Activities to be performed	Main indicator
<p>1.1. Strengthening diversity as a unified educational space and educational-research institution of the University And through integration;</p>	<p>1.1.1. Exchange accurate and timely information on ongoing and ongoing School activities at the University level; 1.1.2. Strengthen cooperation with the University's core educational units and Schools; 1.1.3. Planning of educational and scientific communication and activities with other basic educational units; 1.1.4. Strengthening academic and scientific cooperation with the University's scientific research institutes and other groups; 1.1.5. Implementing the University's diversity policy in the process of recruiting teaching and research staff; 1.1.6. Active use of University communication forms and means in communication with students and professors, as well as with the administrative and support structures of the University; 1.1.7. Encourage students to take part in University life, adhering to the principles of equity and transparency.</p>	<ul style="list-style-type: none"> • Sources of dissemination of information in the University space; • Implemented activities and events; • Educational programs; • Program implementation staff; • Joint projects and other events; • Scientific / research projects; • Electronic system of educational process, University e-mail; • Regulatory acts; Student clubs, academic circles, temporary target groups;
<p>1.2. Effective implementation of the existing management model and practice, implementation of University policy of high organizational and academic culture;</p>	<p>1.2.1. Results of optimization of the organizational structure of the University; 1.2.2. Implement public-private partnerships to achieve common and School strategic goals; 1.2.3. Conduct management effectiveness measures within the School; 1.2.4. Encourage and implement teamwork and personal responsibility; 1.2.5. Strengthen personal and structural coordination at the faculty and University levels.</p>	<ul style="list-style-type: none"> • Results of optimization of the organizational structure of the University; • Memorandum of Understanding / Agreements; • Incentive activities; • Regulatory acts;

<p>1.3. Ensuring the involvement of stakeholders in the development, development and evaluation of educational programs;</p>	<p>1.3.1. Labor and employment market research and analysis of results. Modify the program according to their requirements; 1.3.2. Survey of employers and graduates, analyze the results and use them to develop and evaluate the program; 1.3.3. Survey of students, analysis of results and their use for program development and evaluation; 1.3.4. Ensuring direct involvement of students in the program development and evaluation process; 1.3.5. Identify / analyze the need for an individual curriculum and develop them with the involvement of stakeholders; 1.3.6. Establish transparent and measurable targets and indicators for evaluating program learning outcomes; 1.3.7. Development of student-centered learning support mechanisms taking into account the specifics of the program; 1.3.8. Assess the learning environment to identify student needs;</p>	<ul style="list-style-type: none"> • Labor and employment market research results; Educational program; School Board decisions; • Survey results for employers and graduates; • Student survey results; • Mechanisms for program creation and development; • Individual curriculum development methodology; • Target benchmarks and indicators for evaluating the learning outcomes of the program; • Student support mechanisms;
<p>1.4. Periodic evaluation of programs by the Quality Assurance Office and monitoring of the implementation of the issued recommendations;</p>	<p>1.4.1. Periodic evaluation of educational programs by the Quality Assurance Office; 1.4.2. Analysis of the recommendations issued by the Quality Assurance Office and its consideration for the development of the program; 1.4.3. Monitoring the implementation of the recommendations issued by the Quality Assurance Office;</p>	<ul style="list-style-type: none"> • Quality Assurance Office Evaluation; • Educational program; School Board decisions;

1.5. Ensuring graduates participation in School decision-making structures; (Minutes of the University Partners Meeting # 44, 17.02.2021)	1.5.1. Ensuring the involvement of graduates in the activities of the School Board; 1.5.2. Provide close liaison with graduates and support their involvement in various School-planned activities;	<ul style="list-style-type: none"> • School regulations; • Graduate participation rate in different levels;
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Strategic goal II Human resource management, improvement of financial and material resources;		
Task	Activities to be performed	Main indicator
2.1. Recruit high-ranking theorists and practitioners relevant to the needs of the program;	2.1.1 Introduction of opportunities, features and advantages of existing programs in a wide range of professional circles; 2.1.2 Increase the number of foreign specialists and local foreign language specialists in line with the growth of the foreign language component; 2.1.3 Promoting the professional and personal development of the recruited staff.	<ul style="list-style-type: none"> • The ratio of School students to professors; • Ratio of invited and academic staff according to the content of the program; • Quantitative indicator of theoretical and practical staff.
2.2. Internal University financial and material resources to ensure the results of the program Effective use and search for appropriate alternative sources;	2.2.1. Support for internal School projects and initiatives; 2.2.2. Increase motivation and support for group and cluster research; 2.2.3. Strengthen cooperation with external economic agents and foundations.	<ul style="list-style-type: none"> • Internal University funding for research activities; • Indicators of research activities commissioned from outside and produced within the School; • Financial resources attracted from alternative sources; • Existing tangible assets.

<p>2.3. Continuous training of existing staff, capacity building for their career and personal development and organizational success</p>	<p>2.3.1. Periodic review of requirements for academic / invited and administrative staff 2.3.2. Periodic analysis of the relevance of existing academic / invited and administrative staff to their positions 2.3.3. Establish mechanisms for raising competencies and acquiring new skills. 2.3.4. Advocacy (petition) of the system of adequate remuneration for the imposed obligations, competencies and activities performed.</p>	<ul style="list-style-type: none"> • Deficiencies observed in the implementation of educational programs (in terms of academic / invited and administrative staff) • Sustainable development programs implemented for staff • Number of academic / invited and administrative staff trained in sustainable development programs • Outflow of academic and administrative staff (grouped according to the reasons for the outflow);
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<p>Strategic goal III</p>		
<p>Adaptation with new challenges and strengthening institutional capacity;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>3.1. To ensure proper online functioning of the school structure and to support personal online communication;</p>	<p>3.1.1. Proper functioning of the council of the school via the distance work; 3.1.2. Ensuring effective online communication for school's structural units and their staff; 3.1.3. Technical support for school's structural units and their staff; 3.1.4. Organizing various online information and consultative meetings;</p>	<ul style="list-style-type: none"> • Intense meetings of the school council; • Distance communication methods and means; • E-platforms; • Information and consultative meetings

Strategic goal IV**Introduction of Corporate Social Responsibility (CSR) (University Partners Meeting Protocol # 44, 17.02.2021)**

Task	Activities to be performed	Main indicator
4.1. Active involvement of the School in expanding the University's social integration and participation;	4.1.1. Promoting social responsibility and integration of School staff; 4.1.2. Support for students' social ideas and projects; 4.1.3. Relevant consultations by the academic / scientific staff of the School for the administration and teachers of the general education School; 4.1.4. Methodological consultations on state, law and public education; 4.1.5. Involvement of students in activities for high School students on a "learn from each other" principle; 4.1.6. Organizing joint debates, mock trials, modeling, discussions and other events;	• Measures to promote social responsibility and social integration for School staff; • Students' social ideas and projects; • Consultations organized by the academic / scientific staff of the School; • Methodological consultations on state, law and public education; • Organized events with student involvement;

2. School of Business

Priority - quality and development-oriented educational activities		
Strategic goal I Development of educational programs that provide both theoretical and practical knowledge and professional confidence;		
Task	Activities to be performed	Main indicator
1.1. Refinement, strengthening and continuous monitoring of practical components in educational programs;	1.1.1. High involvement of the Quality Assurance Office, academic / scientific / invited staff, students, graduates, employers in the process of program development, self-assessment, implementation of changes; 1.1.2. Involvement in the startup / business accelerator learning process to develop students' practical skills; 1.1.3. Organizing debates within the University or participating in similar events at various levels; 1.1.4. Maintain and develop an ongoing balance of theorists and practitioners with academic staff and guest lecturers in line with program needs and changes; 1.1.5. Invite experienced business representatives to read relevant training courses / some topics, to organize thematic lectures and discussions; 1.1.6. Provide internal evaluation of the program; 1.1.7. Provide external evaluation of the program; 1.1.8. Evaluation of learning outcomes;	<ul style="list-style-type: none"> • Educational programs; • Startups / business accelerators; • Ratio of theoretical and practical staff to academic staff and guest lecturers; • Employer and student survey rates; • Number of activities organized / conducted inside and outside the University; • The results of the internal evaluation of the program and their use; • Results of external evaluation of the program and their use; • Mechanisms for evaluating program learning outcomes;

<p>1.2. Periodic review of program objectives and outcomes, taking into account existing economic and social actors, educational standards, regulations and best practices;</p>	<p>1.2.1. Constant monitoring of variable actors in the employment market and relevant modernization of program goals and outcomes; 1.2.2. Monitoring compliance with program standards, regulations, recommendations; 1.2.3. Monitor and analyze best practices regarding programs for program modification, improvement and compatibility; 1.2.4. Provide internal evaluation of the program; 1.2.5. Develop / provide external evaluation of the program in the future; 1.2.6. Evaluation of learning outcomes;</p>	<ul style="list-style-type: none"> • Market research results; Relevant level educational programs; • School Board decisions; • Mechanisms for evaluating program learning outcomes; • Results of internal and external evaluation of the program and their use;
<p>1.3. Academic Bachelor's, Master's and Doctorate Business School Education Continuous monitoring and refinement of program architecture, flexibility and logic and consistency and training of program components;</p>	<p>1.3.1. Improving the relationship between program structure and content based on program planning, design and development methodology; 1.3.2. Further expansion of elective opportunities in all levels of education; 1.3.3. Maintain and ensure the logical sequence, ratio of components in the program at all levels; 1.3.4. Provide internal and external evaluation of the program;</p>	<ul style="list-style-type: none"> • Program planning, design and development methodology; • Relevant level educational program; • The results of the internal evaluation of the program and their use; • External evaluation results of the program and their use.

Strategic goal II**Modernization of educational programs and their compliance with modern public and market requirements;**

Task	Activities to be performed	Main task
2.1. Periodic review of educational programs in accordance with market requirements, taking into account qualification, research and employment prospects;	2.1.1. Periodic monitoring and review in accordance with the regulations and market requirements for the introduction or removal of individual courses in the relevant level of business education programs; 2.1.2. Timely implementation of changes in programs in accordance with external requirements; 2.1.3. Confront the program learning outcomes and proposed changes (to make a final decision);	• Program development mechanisms; • Quality Assurance Office Reports; • Program modification rules and procedures; • Employment market and employer demand indicators;
2.2. Use of e-learning methods in the learning process, its evaluation and continuous monitoring;	2.2.1. Continuous improvement of e-learning methods in the learning process; 2.2.2. Continuous improvement of e-learning quality assurance mechanisms; 2.2.3. Diversification of teaching-learning and assessment methods in educational programs 2.2.4. For the purposes of e-learning and evaluating the quality of this process;	• E-learning methods; • Quality assurance mechanisms; • Educational programs;

<p>2.3. Facilitate the adaptation of graduates, and society in general, to modern needs through teaching and research;</p>	<p>2.3.1. Identifying the needs of the School's academic and other staff; 2.3.2. Planning events to increase their professionalism; 2.3.3. Promoting academic, short-term and long-term exchange mobility to facilitate the sharing of modern experiences; 2.3.4. Support for innovative teaching methods and pedagogical approaches; 2.3.5. Development / promotion of modern methods of leadership and consulting; 2.3.6. Develop programs using the results of the latest research in relevant fields.</p>	<ul style="list-style-type: none"> • Educational programs; • Peer learning mechanisms and indicators of their use; • Measures to support innovative teaching methods and approaches; • Short-term academic and research exchange rates.
<p>2.4. Initiation, development and development of new programs in the field of economics; Development of interdisciplinary courses;</p>	<p>2.4.1. Research and analysis of the labor and employment market in the field of economics; 2.4.2. Initiation of new training courses in business and economics; 2.4.3. Initiation, development and self-assessment of a doctoral program in economics; 2.4.4. Initiate, develop and self-evaluate undergraduate and graduate programs in economics; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<ul style="list-style-type: none"> • Labor market research results; • Relevant educational program;

Strategic goal III

Promoting the internationalization of educational programs

Task	Activities to be performed	Main indicator
3.1. Increase the English-language component of existing curricula at all levels and modernize curricula to maximize compatibility and mobility;	3.1.1. Continuous study and monitoring of global, regional and local trends; An analysis of their impact on existing School programs and qualifications; 3.1.2. Analyze University business practices and create compatible, relevant courses; Support for relevant initiatives; 3.1.3. Adapting and introducing world-class teaching methods in Business Administration; 3.1.4. Qualitative changes in teaching (lectures / seminars, etc.) and, based on this, a sharp increase in interactivity (e.g. lectures); 3.1.5. Develop new English language courses in business administration to attract international students;	<ul style="list-style-type: none">• Indicators of the foreign language component in the existing educational programs of all levels;• Doctoral Program;• Quality Assurance Office Reports;
3.2. Expand and support international connections between School students and academic staff; 3.3. Development of international cooperation at the School level	3.3.1. Increase participation rates in student and academic staff exchange programs; 3.3.2. Support for School professors' academic connections; 3.3.3. Support and increase the number of private study / research visits to the School's academic and visiting staff at both partner Universities and other educational institutions; 3.3.4. Encouragement and support for participation in academic competitions; 3.3.5. Expanding contacts with educational and scientific units of foreign Universities;	<ul style="list-style-type: none">• Indicators of participation of students, academic and invited staff in exchange programs;• Indicators of academic trips of the academic staff of the School;• Status of international cooperation and relations between the academic staff of the School;• Documentation of relations with foreign Universities and Schools, research units

Strategic goal IV**Promoting lifelong learning**

Task	Activities to be performed	Main indicator
4.1. Increase the motivation of the academic and visiting staff of the School to create relevant certificate courses / programs relevant to the market requirements;	4.1.1. To support the initiatives of highly qualified School staff and to give orders for the creation of short-term and long-term courses in this direction, in order to strengthen the development of certificate courses and support for lifelong learning.	<ul style="list-style-type: none">• Number of courses developed in the system of certificate courses;• Number of academic staff involved in the certificate course system;
4.2. Identify the necessary needs for the professional and personal development of both the academic and invited staff, as well as the support staff in the academic process within the School, and take appropriate measures;	4.2.1. Identify needs for professional and personal development; 4.2.2. Organizing / ordering seminars, trainings, courses and other events appropriate to the needs of professional and personal development.	<ul style="list-style-type: none">• Mechanisms for identifying the needs for personal and professional development;• Organized events for professional and personal development;• Quantity of participants in activities organized for professional and personal development.

Strategic goal V**Methodological perfection and strengthening of professional foreign language teaching**

Task	Activities to be performed	Main indicator
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5.1. Strengthen professional language teaching	5.1.1. Strengthening the practical elements of English language teaching; 5.1.2. Permanence of teaching methodology and monitoring of learning outcomes; 5.1.3. Increase the intensity of the use of English language-based oral practice; 5.1.4. Expanding participation in English-language scientific / educational activities;	<ul style="list-style-type: none"> • Relevant educational programs; • Strengthening the English component in the programs; • Quality Assurance Office Reports.
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Strategic goal VI Continuous monitoring of the quality of learning;		
Task	Activities to be performed	Main indicator
6.1. Strengthen the learning process and make data-based decisions;	6.1.1. Surveying and providing feedback to staff, students, graduates; 6.1.2. Evaluation of the learning process; 6.1.3. Upgrading the electronic learning process management system;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Learning process evaluation results; • Electronic learning process management system;
6.2. Increase in achievement of learning outcomes;	6.2.1. Survey of staff, students, graduates; 6.2.2. Identify and develop targets for learning outcomes; 6.2.3. Periodic evaluation of learning outcomes;	<ul style="list-style-type: none"> • Results of surveys of students, graduates, staff; • Learning Outcomes Assessment Results; • Target benchmarks of learning outcomes;
6.3. Strengthening teaching quality indicators;	6.3.1. Survey of staff, students, graduates; 6.3.2. Periodic monitoring of the learning process; 6.3.3. Monitoring student performance;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Periodic monitoring of the learning process; • Monitoring student performance;

Strategic goal VII		
To strengthen and support access and engagement to high quality higher education in pandemic period;		
Task	Activities to be performed	Main indicator
7.1. Considering the peculiarities of the field, making relevant changes in educational program in order to keep and improve the quality.	7.1.1. Implementation of online learning methods in educational programs; 7.1.2. Under the logical frame to guarantee flexibility of the content of educational program component for the interests of the students.	<ul style="list-style-type: none"> • Modified educational program;
7.2. Effective application of the mechanisms to achieve study results and ensuring the quality of study in pandemic period	7.2.1. Intensive monitoring of learning process by the representatives of school administration and quality assurance service; 7.2.2. Periodic and permanent monitoring of student achievement in academic courses, including specific forms of evaluation in academic courses to achieve the results of study; 7.2.3. Conducting student surveys on distance learning and ensuring fast and adequate reaction on the results.	<ul style="list-style-type: none"> • Internal regulations (Orders issued by the dean); • Reports and evaluations prepared by the manager of the quality assurance service • The results of the monitoring of students academic achievements; • The results of student surveys and application of these results.
7.3. Supporting the lifelong and high quality inclusion of scholars and students in the learning process;	7.3.1. Meetings with professors on application of e-platforms and organization of individual consultations; 7.3.2. Meetings with students on application of e-platforms and organization of individual consultations; 7.3.3. Intensive monitoring of learning process by the representative of the school; 7.3.4. Technical support for uninterrupted implementation of the learning process; 7.3.5. Mobilization of staff officers and accurate labor division;	<ul style="list-style-type: none"> • Numbers indicating the meetings and consultations; • Internal regulations of the school; • E-platform and opportunities; • Activities of technical group; • The functions of school's staff officers

Priority - research activities

Strategic goal I

Support and expansion of scientific research activities;

Task	Activities to be performed	Main indicator
<p>1.1. Adherence to and development of external and internal University standards for research and innovation activities. Ensuring autonomy and academic freedom in the process of organizing and conducting research;</p>	<p>1.1.1. Continuous monitoring of compliance of research components of programs with standards; 1.1.2. Implementation of measures to improve the quality of doctoral research; 1.1.3. Implementation of plagiarism prevention measures;</p>	<ul style="list-style-type: none"> • Doctoral educational programs; • Activities of the Quality Assurance Office; • Plagiarism detection program;
<p>1.2. Increase the motivation of research institutes and researchers for research initiatives, support for research projects and project proposals based on problems and challenges;</p>	<p>1.2.1. Constantly promoting the academic and scientific potential of the School to the University and School educational and scientific connections, capacity dynamics and expectations; 1.2.2. Improving financial and other research support activities and providing relevant information in a timely manner; 1.2.3. Constant monitoring, evaluation and informing of relevant School and state problems and challenges; 1.2.4. Diversity of international electronic databases and constant informing of University students and staff;</p>	<ul style="list-style-type: none"> • System of research funding and support measures; • Increase research funding rates; • Expanding research opportunities and connections; • International electronic databases;

<p>1.3. Encouraging cross-sectoral research and innovative activities. Introduction of modern innovative research methods</p>	<p>1.3.1. Identify common research interests and contemporary topics in business and economics; 1.3.2. Initiate and implement research collaborations, projects with other Schools and research institutes within the University; 1.3.3. Organizing interdisciplinary events on relevant issues; 1.3.4. Introduction of modern research methods.</p>	<ul style="list-style-type: none"> • Indicators of internal and external joint surveys; • Results of interdisciplinary surveys; • Funding for joint research and other support mechanisms; • Indicators of internal and external research activities.
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<p>Strategic goal II</p> <p>Increase the practical importance of scientific research results, increase contacts with private, governmental and non-governmental, other non-University centers (entities) for the purpose of commercialization of research;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>2.1. Increase the practical importance and quality of research commercialization and innovative activities through both collaborative research and dissemination of new knowledge generated within the School through promotion;</p>	<p>2.1.1. Expanding cooperation with economic agents for the implementation of scientific research activities; 2.1.2. The expansion of research and innovation activities that are important to promote socio-economic, cultural, political and social development at various levels; 2.1.3. Implement consistent policies and activities to find alternative sources of funding for research and innovation activities; 2.1.4. Advocating for School research infrastructure; 2.1.3. Conduct research on COVID-19;</p>	<ul style="list-style-type: none"> • External research orders received within the School and institute; • Statistical indicator of the number of researchers and students involved in this type of research; • Growing number of partners implementing the external economic and research component; • Research activities carried out within the framework of the signed memorandum; • Research Results;

<p>2.2. Use the knowledge and experience accumulated in the School to support the civic, economic, intellectual and cultural growth of the society; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>2.2.1. Support and encourage School staff to carry out expert activities; 2.2.2. Supporting and encouraging School staff to engage in a variety of public activities; 2.2.1. Promoting and encouraging research activities on topics and problems important to the community within the School;</p>	<ul style="list-style-type: none"> • Results of scientific research activities carried out within the School; • Various public activities conducted by School staff; • Expert activities carried out by School staff;
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<p>Strategic goal III Promoting maximum integration of scientific research and teaching process;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>3.1. Increase the research component of all levels of the educational program by enhancing the results of in-School research and the cooperation of research entities;</p>	<p>3.1.1. Strengthening the research component of undergraduate and graduate education programs; 3.1.2. Increase opportunities for student involvement in master's and doctoral programs in research; 3.1.3. Initiate new theoretical and practical courses / topics based on the analysis of research results; 3.1.4. Strengthen the coordination of scientists and researchers involved in various institutions and projects and generate and support interdisciplinary research and courses; 3.1.5. Active involvement of scientific staff in the development of the research component of educational programs</p>	<ul style="list-style-type: none"> • Existing educational programs; • Number of students participating in the research; • Indicators of the intensity of involvement of the study participants in the learning process; • Number of courses initiated on the basis of research activities and research results; • Number of interdisciplinary courses.

<p>3.1. Qualitative improvement of research activity management and research results;</p>	<p>3.1.1. Increase the opportunities for doctoral and postgraduate research in research projects; 3.1.2. Permanent monitoring and evaluation of the quality of research activities and research results; 3.1.3. Improving the research component of undergraduate education programs; 3.1.4. Assess the research productivity of scientific resources and participate in the improvement of evaluation mechanisms; 3.1.5. Involve students in research projects and activities;</p>	<ul style="list-style-type: none"> • Increase the opportunities for doctoral and postgraduate research in research projects; • Permanent monitoring and evaluation of the quality of research activities and research results; • Improving the research component of undergraduate education programs; • Evaluate the research productivity of scientific resources and improve evaluation mechanisms.
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<p>Strategic goal IV</p>		
<p>Promoting the internationalization of research activities;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>4.1. Facilitate the expansion of international cooperation between the academic and invited staff of the School, the students of the doctoral educational program;</p>	<p>4.1.1. Facilitate and increase participation in international research projects and events of research direction and academic nature; 4.1.2. Improving and increasing the funding of the School scientific contingent in research programs; 4.1.3. Increase the number of scientific events and participants organized jointly with foreign partners;</p>	<ul style="list-style-type: none"> • Facilitate and increase participation in international research projects and events of an academic nature; • Improving and increasing the funding of the School scientific contingent in research programs; • Increase the number of scientific events and participants organized jointly with foreign partners.
<p>4.2. Improving the mechanisms of informing and promoting the structures and subjects implementing the research component within the School.</p>	<p>4.2.1. Constantly informing the academic staff and research centers of the School about the scientific activities of the partner Universities; 4.2.2. Promoting the scientific potential of academic staff and research institutes, research groups to partner Universities and research centers; 4.2.3. Coordinated production of information at University and School level and participation in the refinement of relevant mechanisms;</p>	<ul style="list-style-type: none"> • Existence of a research structure supporting the University; • Information and support system; • Reporting research activities within the School;

Strategic goal V		
To ensure lifelong research activities as well as to support pandemic and other risks research management;		
Task	Activities to be performed	Main indicator
5.1. To support research groups in pandemic period, including the implementation of distance research based activities;	5.1.1. To ensure safe conditions at the university for the activities of research groups (following the regulations); 5.1.2. In case of necessity to provide technical support for research groups or individuals; 5.1.3. To organize meetings with researchers on use of e-platforms and individual consultations	Relevant spaces of the school; School budget; Numbers indicating meetings and consultations;
5.2. To ensure effective application on the mechanisms for the research activities and their results	5.2.1. Intensive monitoring of the assurance of the quality of research activities by the members of school administration and representatives of the quality assurance service; 5.2.2. Intensification of using the system of reporting by the researchers in pandemic period; 5.2.3. Promotion of the monitoring of interim research reports in pandemic period;	Reports prepared by the manager of school's quality assurance service; Reports prepared by the researchers; The results of interim research results monitoring;
5.3. To support and promote research focused on pandemic challenges;	5.3.1. Assessment and analyzing of current situation for future research; 5.3.2. To support collaborative research among the school researchers;	Conducted research programs

Priority - Strengthening and supporting an effective system of student life and career services		
Strategic goal I		
Higher education and employment;		
Task	Activities to be performed	Main indicator

1.1. Application of student skills and professional interest synthesis to refine their professional visions and develop career aspirations;	1.1.1. Conducting special courses, seminars, organizing meetings with professional and commercial organizations to motivate students to think about employment during their student days; 1.1.2. Informing and encouraging students to participate in internships and competitions;	<ul style="list-style-type: none"> • Number of employed students; • Number of employed graduates; • Intensity of internships, competitions and number of students participating in these; • Memorandums signed with professional, commercial and other types of organizations.
1.2. Develop the entrepreneurial spirit and skills necessary for self-employment;	1.1.1. Creating and developing startups, business accelerators; 1.1.2. Development of new training courses: e.g. 'Starting and managing startups'; 1.1.3. Expanding cooperation with the public, private and public sectors; 1.1.4. Encourage students to get involved in small and medium businesses.	<ul style="list-style-type: none"> • Certificate course system; • System of practical components of teaching; • Educational programs;
1.3. Harmonious cooperation in teaching, research and management with maximum involvement of students;	1.3.1. Participation of student representatives in the program development/implementation process; 1.3.2. Participation of student representatives in relevant structures based on the principles of equality, fairness and transparency; 1.3.3. Promoting and encouraging student research activities; 1.3.4. Encourage joint research activities of students and academic staff;	<ul style="list-style-type: none"> • Student participation rates in University and faculty activities; • Student information mechanisms; • Student life; Equal opportunities for participants in University and faculty structures and activities; • Indicators of students' scientific and research activities.

Strategic goal II Continuous development and support of student adaptation/integration and University life;		
Task	Activities to be performed	Main indicator

<p>2.1. Ensuring the quality of programs implemented by the School through student involvement;</p>	<p>2.1.1. Ensuring student involvement in the program evaluation process; 2.1.2. Survey of students for the purpose of evaluating the quality of the educational program. Identifying and considering their interest; 2.1.3. Promoting student union(s); 2.1.4. Involvement of students in representative structures; 2.1.5. Development of student information and counseling system;</p>	<ul style="list-style-type: none"> • Program development mechanism; • Quality Assurance Office Evaluation; • Student union(s); • School regulations; • Information and consulting system;
<p>2.2. Establishing values of solidarity, intercultural and tolerance and developing skills for compromise;</p>	<p>2.2.1. Encourage students to create the right conditions for participation and more collaboration in University life.</p>	<ul style="list-style-type: none"> • GAU Code of Ethics and Conduct; • Student participation rates in University life;
<p>2.3. Strengthening student engagement in quality assurance and academic activities;</p>	<p>2.3.1. Further strengthen student involvement in the evaluation and development of educational programs; 2.3.2. Support for the formation of student associations for academic activities; 2.3.3. Development and refinement of communication and feedback systems with students; 2.3.4. Develop and refine communication mechanisms with academic / visiting staff to ensure involvement in student activities; 2.3.5. Provide students with academic / meeting staff related academic activities; 2.3.6. Student: Source of information - Expert - Effective implementation of partner system principles;</p>	<ul style="list-style-type: none"> • Mechanisms for the development and evaluation of educational programs; • Student union(s); • Number of new courses and educational programs created through student activism; • Regularity of meetings held by academic / invited and administrative staff with students regarding academic activities; • Alternative student surveys and use of their results;

2.4. Strengthening curriculum with outdoor activities and student adaptation activities;	2.4.1. Organizing conferences, debates (forums, conferences, etc.), public lectures for students; 2.4.2. Organizing various cultural, sports and cognitive events for students; 2.4.3. Support of student union(s) - clubs, groups, etc. within the School; 2.4.4. Supporting individual ideas, suggestions, and activities of different time groups of students; 2.4.5. Regular and timely counseling of students on student life and adaptation activities;	<ul style="list-style-type: none"> • Number of student conferences, debates (forums, conferences, etc.), public lectures; • Number of different cultural, sports and cognitive activities for students; • Student union(s); • Student survey results; • Advisory mechanisms;
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Strategic goal III

Permanent adaptation of students to pandemic challenges and their involvement

Task	Activities to be performed	Main indicator
3.1. To keep student life under distance conditions and to support student initiatives;	3.1.1. Distance planning and organization of student activities; 3.1.2. Conducting student surveys and systematic study of their interests; 3.1.3. Supporting student initiatives via distance and hybrid communication means;	<ul style="list-style-type: none"> • Implemented distance activities for students; • Student surveys and their usage; • The mechanisms to support student initiatives;
3.2. To ensure maximum of the student inclusion in the university life under the pandemic period;	3.2.1. To support the activities of student associations under distance conditions; 3.2.2. To ensure distance participation of students in the decision making structures; 3.2.3. Student surveys and following the results;	<ul style="list-style-type: none"> • Student associations • The indicators of student participation in decision making structures; • Student surveys and following the results;
3.3. To ensure flexible study and research climate for students under distance condition;	3.3.1. To ensure flexible study system and schedule for the students; 3.3.2. To ensure uninterrupted and unlimited access to online materials; 3.3.3. To support student participation in research activities;	<ul style="list-style-type: none"> • Study schedule; • Library service; • Access to teaching materials; • Indicators of student participation in research activities;

	Implementation of effective management of deadline systems and semester evaluation;	<ul style="list-style-type: none"> • System of assessments
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Strategic goal IV
Improving students' social responsibility and effective support (Minutes of the University Partners Meeting # 44, 17.02.2021)

Task	Activities to be performed	Main indicator
4.1. Develop student support mechanisms within the School, implement social ideas and partnership opportunities; (Minutes of the University Partners Meeting # 44, 17.02.2021)	4.1.1. Support for social ideas of School students; 4.1.2. Encourage and increase student participation in social activities; 4.1.3. Involve students in research on the economic aspects of the harmful effects of production on the environment and thus increase appropriate social responsibility;	<ul style="list-style-type: none"> • Relevant activities of School students; • Relevant research and student involvement rate;

Priority - Organizational Development

Strategic goal I
Increase mission-oriented institutional stability and the degree of efficiency of the institutional management process;

Task	Activities to be performed	Main indicator
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<p>1.1. Strengthening the University as a unified educational space and an institution implementing educational-research activities through diversity and integration;</p>	<p>1.1.1. Provide accurate and timely information about the activities carried out by the School to the relevant structures and officials of the University;</p> <p>1.1.2. Strengthening cooperation with the main educational units of the University and Schools;</p> <p>1.1.3. Planning educational and scientific activities with other basic educational units;</p> <p>1.1.4. Strengthening academic and scientific communication cooperation with the University's scientific research institutes and other groups;</p> <p>1.1.5. Implementing the University's diversity policy in the process of recruiting teaching and research staff;</p> <p>1.1.6. Active use of University communication forms and means in communication with students and professors, as well as with the administrative and support structures of the University;</p> <p>1.1.7. Encourage students to take equal opportunities for active participation in University life, adhering to the principles of equity and transparency;</p>	<ul style="list-style-type: none"> • Sources of dissemination of information in the University space; • Implemented activities and events; • Educational programs; • Program implementation staff; • Joint projects and other events; • Scientific / research projects; • Electronic system of educational process, University e-mail; • Regulatory acts; Student clubs, academic circles, temporary target groups;
<p>1.2. Practical implementation of the management model established at the University and ensuring the implementation of academic culture policy;</p>	<p>1.2.1. Ensuring the efficiency of the University as an organizational structure;</p> <p>1.2.2. Implement public-private partnerships to achieve common and School strategic goals;</p> <p>1.2.3. Conduct management effectiveness measures within the School;</p> <p>1.2.4. Encourage and implement teamwork and personal responsibility;</p> <p>1.2.5. Strengthen personal and structural coordination at the faculty and University levels.</p>	<ul style="list-style-type: none"> • School activities; • Memorandum of Understanding / Agreements; • Incentive activities; • Regulatory acts;

<p>1.3. Ensuring the involvement of stakeholders in the process of development, development and evaluation of educational programs;</p>	<p>1.3.1. Labor and employment market research and analysis of results. Modify the program according to their requirements; 1.3.2. Survey of employers and graduates, analyze the results and use them to develop and evaluate the program; 1.3.3. Survey of students, analysis of results and their use for program development and evaluation; 1.3.4. Ensuring direct involvement of students in the program development and evaluation process; 1.3.5. Identifying / analyzing the needs of an individual curriculum and developing them with the involvement of stakeholders; 1.3.6. Establish transparent and measurable targets and indicators for evaluating program learning outcomes; 1.3.7. Development of student-centered learning support mechanisms taking into account the specifics of the program; 1.3.8. Assess the learning environment to identify student needs;</p>	<ul style="list-style-type: none"> • Labor and employment market research results; Educational program; School Board decisions; • Survey results for employers and graduates; • Student survey results; • Mechanisms for program development and development; • Individual curriculum development methodology; • Target benchmarks and indicators for evaluating the learning outcomes of the program; • Student support mechanisms;
<p>1.4. Periodic evaluation of programs by the Quality Assurance Office and monitoring of the implementation of the issued recommendations;</p>	<p>1.4.1. Periodic evaluation of educational programs by the Quality Assurance Office; 1.4.2. Analysis of recommendations issued by the Quality Assurance Office and its consideration for program development; 1.4.3. Monitoring the implementation of the recommendations issued by the Quality Assurance Office;</p>	<ul style="list-style-type: none"> • Quality Assurance Office evaluation; • Educational program; School Board decisions;
<p>1.5. Ensuring graduates participation in School decision-making structures; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>1.5.1. Ensuring graduates involvement in School Board activities; 1.5.2. Provide close liaison with graduates and support their involvement in various School-planned activities;</p>	<ul style="list-style-type: none"> • School regulations; • Graduate participation rate in various activities;

Strategic goal II**Improving human resource management policy, financial and material resources;**

Task	Activities to be performed	Main indicator
2.1. Attract highly rated theorists and practitioners relevant to the needs of the program;	2.1.1 Introduce the capabilities of existing programs to a wide range of professional circles; 2.1.2 Increase the number of foreign specialists and local foreign language specialists in line with the growth of the foreign language component; 2.1.3 Promoting the professional and personal development of the recruited staff.	2.1.1 Introduce the capabilities of existing programs to a wide range of professional circles; 2.1.2 Increase the number of foreign specialists and local foreign language specialists in line with the growth of the foreign language component; 2.1.3 Promoting the professional and personal development of the recruited staff.
2.2. Effective use of internal University financial and material resources to ensure the results of the program and search for appropriate alternative sources;	2.2.1. Support for internal School projects and initiatives; 2.2.2. Increase motivation and support for group and cluster research; 2.2.3. Strengthen cooperation with external economic agents and foundations.	<ul style="list-style-type: none"> • Internal University funding for research activities; • Indicators of research activities commissioned from outside and produced within the School; • Financial resources attracted from alternative sources; • Existing tangible assets.
2.1. Continuous training of existing staff, raising competencies, their professional and personal development;	2.3.1. Periodic review of requirements for academic / invited and administrative staff; 2.3.2. Periodic analysis of compliance of existing academic / invited and administrative staff with positions held; 2.3.3. Development of mechanisms for raising competencies and acquiring new skills; 2.3.4. Advocacy (petition) of the system of adequate remuneration for the imposed obligations, competencies and activities performed.	<ul style="list-style-type: none"> • Deficiencies in relation to the staff implementing educational programs; • Sustainable staff development programs; • Number of academic / invited and administrative staff trained in sustainable development programs; • Outflow of academic and administrative staff;

Strategic goal III

Adaptation with new challenges and strengthening institutional capacity;

Task	Activities to be performed	Main indicator
3.1. To ensure proper online functioning of the school structure and to support personal online communication;	3.1.1. Proper functioning of the council of the school via the distance work; 3.1.2. Ensuring effective online communication for school's structural units and their staff; 3.1.3. Technical support for school's structural units and their staff; 3.1.4. Organizing various online information and consultative meetings;	<ul style="list-style-type: none">• Intense meetings of the school council;• Distance communication methods and means;• E-platforms;• Information and consultative meetings

Strategic goal IV

Introduction of Corporate Social Responsibility (University Partners Meeting Protocol # 44, 17.02.2021)

Task	Activities to be performed	Main indicator
4.1. Active involvement of the School in expanding the University's social integration and participation;	4.1.1. Promoting social responsibility and integration of School staff; 4.1.2. Support for students' social ideas and projects; 4.1.3. Consulting the secondary school teachers in teaching economics and expanding support for school curriculum modernization; 4.1.4. Organizing joint debates, discussions and other events; 4.1.5. Organizing seminars and consultations on business ethics target groups and local municipality staff; 4.1.6. Expand target groups in business project development results and management consulting;	<ul style="list-style-type: none">• Measures to promote social responsibility and social integration for School staff;• Students' social ideas and projects;• Consultations organized by the academic / scientific staff of the School;• Organized events with student involvement;• Cooperation with municipalities;

3. School of Medicine

Priority - Quality and Development-Oriented Educational Activities		
Strategic goal I Development of educational programs that provide both theoretical and practical knowledge and professional confidence;		
Task	Activities to be performed	Main indicator
1.1. Development of a one-level educational program for certified physicians in accordance with modern and international standards	1.1.1. Continuous compliance of the medical program of the certified physician with international standards; 1.1.2. Ensuring the compliance of the educational program with the field characteristics and qualifications of medicine; 1.1.3. Monitoring the effectiveness of educational programs; 1.1.4. Internal evaluation of the educational program; 1.1.5. External evaluation of the educational program;	<ul style="list-style-type: none"> • One-level educational program of a certified physician; • The level of student satisfaction with the curriculum; • Level of satisfaction of academic / invited staff with regard to educational programs; • Results of the Employer Satisfaction Survey; • Results of periodic evaluation of the program;
1.2. Further development and refinement of the research and practical component in the one-level educational program of a certified physician;	1.2.1. Continuous monitoring of educational program teaching / teaching and assessment methods; 1.2.2. Expansion of memoranda / agreements concluded with public and private structures; 1.2.3. Providing highly qualified, practical staff for the educational program; 1.2.4. Organizing various activities for students to develop practical and research skills; 1.2.5. Provide internal and external evaluation of the educational program;	<ul style="list-style-type: none"> • One-level educational program of a certified physician; • Number of memoranda / agreements; • Laboratory and practical components used in educational programs; • Program implementation staff; • Activities carried out within the University / School; • Results of internal and external evaluation of the educational program;

Strategic goal II**Modernization of educational programs and their compliance with modern public and market requirements;**

Task	Activities to be performed	Main indicator
2.1. Periodic review of educational programs in accordance with market requirements, taking into account qualification, research and employment prospects;	2.1.1. Periodic monitoring and review in accordance with the regulations and market requirements for the introduction or removal of individual courses in the education program of a certified physician; 2.1.2. Timely implementation of changes in the program in accordance with external requirements; Confronting program learning outcomes and proposed changes;	<ul style="list-style-type: none"> • Market research results; • Graduate medical education program; • Quality Assurance Office Reports; • Mechanisms for evaluating program learning outcomes; • Analysis of employers' requirements;
2.2. Use of e-learning methods in the learning process, its evaluation and continuous monitoring;	2.2.1. Continuous improvement of e-learning methods in the learning process; 2.2.2. Continuous improvement of e-learning quality assurance mechanisms; 2.2.3. Diversification of teaching-learning and assessment methods in educational programs for the purposes of e-learning and quality assessment of this process;	<ul style="list-style-type: none"> • E-learning methods; • Quality assurance mechanisms; • Educational programs;

Strategic goal III**Promoting the internationalization of educational programs**

Task	Activities to be performed	Main indicator
3.1. Expanding and supporting international connections; Developing international cooperation at the School level;	3.1.1. Expansion of exchange programs; 3.1.2. Expanding the network of foreign partners; 3.1.3. Awareness of students and staff about exchange programs;	<ul style="list-style-type: none"> • Quantitative indicator of exchange programs; • Rate of participation in student, academic and guest exchange programs;

3.2. Inviting foreign staff;	3.2.1. Implementation of various activities to attract foreign professors; 3.2.2. Implementation of technological and infrastructural projects necessary to ensure remote involvement;	<ul style="list-style-type: none"> • Invited foreign staff; • Educational courses, lectures, seminars, etc. conducted by foreign staff. • Educational programs, training courses, etc. implemented using remote communication methods.
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Strategic goal IV Promoting lifelong learning		
Task	Activities to be performed	Main indicator
4.1. Identify the necessary needs for the professional and personal development of both the academic and invited staff, as well as the support staff in the academic process within the School, and take appropriate measures;	4.1.1. Systematic self-assessment / assessment of academic / invited / support staff to identify needs for professional and personal development; 4.1.2. Organizing / ordering seminars, trainings, courses and other types of events relevant to the needs for professional and personal development;	<ul style="list-style-type: none"> • Evaluation results; • Highlights of seminars, trainings, courses and other types of events; Number of participants in these activities;

Strategic goal VI Continuous monitoring of the quality of learning;		
Task	Activities to be performed	Main indicator

6.1. Strengthen the learning process and make data-based decisions;	6.1.1. Surveying and providing feedback to staff, students, graduates; 6.1.2. Evaluation of the learning process; 6.1.3. Upgrading the electronic learning process management system;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Learning process evaluation results; • Electronic learning process management system;
6.2. Increase in the achievement of learning outcomes;	6.2.1. Survey of staff, students, graduates; 6.2.2. Identify and develop targets for learning outcomes; 6.2.3. Periodic evaluation of learning outcomes;	<ul style="list-style-type: none"> • Results of surveys of students, graduates, staff; • Learning Outcomes Assessment Results; • Target benchmarks of learning outcomes;
6.3. Strengthening teaching quality indicators;	6.3.1. Survey of staff, students, graduates; 6.3.2. Periodic monitoring of the learning process; 6.3.3. Monitoring student performance;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Periodic monitoring of the learning process; • Monitoring student performance;

Strategic goal VII		
To strengthen and support access and engagement to high quality higher education in pandemic period;		
Task	Activities to be performed	Main indicator
7.1. Considering the peculiarities of the field, making relevant changes in educational program in order to keep and improve the quality.	7.1.1. Implementation of online learning methods in educational programs; 7.1.2. Under the logical frame to guarantee flexibility of the content of educational program component for the interests of the students.	<ul style="list-style-type: none"> • Modified educational program;
7.2. Effective application of the mechanisms to achieve study results and ensuring the quality of study in pandemic period	7.2.1. Intensive monitoring of learning process by the representatives of school administration and quality assurance service; 7.2.2. Periodic and permanent monitoring of student achievement in academic courses, including specific forms of evaluation in academic courses to achieve the results of study; 7.2.3. Conducting student surveys on distance learning and ensuring fast and adequate reaction on the results.	<ul style="list-style-type: none"> • Internal regulations (Orders issued by the dean); • Reports and evaluations prepared by the manager of the quality assurance service • The results of the monitoring of students academic achievements; • The results of student surveys and application of these results.

7.3. Supporting the lifelong and high quality inclusion of scholars and students in the learning process;	7.3.1. Meetings with professors on application of e-platforms and organization of individual consultations; 7.3.2. Meetings with students on application of e-platforms and organization of individual consultations; 7.3.3. Intensive monitoring of learning process by the representative of the school; 7.3.4. Technical support for uninterrupted implementation of the learning process; 7.3.5. Mobilization of staff officers and accurate labor division;	<ul style="list-style-type: none"> • Numbers indicating the meetings and consultations; • Internal regulations of the school; • E-platform and opportunities; • Activities of technical group; • The functions of school's staff officers
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Priority - research activities		
Strategic goal I Support and expansion of scientific research activities;		
Task	Activities to be performed	Main indicator
1.1. Further definition and specification of research priorities;	1.1.1. Defining research priorities using national and international experience;	• Research Priorities Plan;
1.2. Attract, retain and develop staff with highly qualified research potential;	1.2.1. Targeted search and attraction of staff with high academic experience and skills relevant to the requirements of the GAU School of Medicine; 1.2.2. Establish a research administration infrastructure within the GAU School of Medicine to suit its needs; 1.2.3. Periodic evaluation of the research potential of the existing staff of the GAU School of Medicine and identification of their potential research directions; 1.2.3. Develop programs to develop and acquire new skills to enhance the research potential of GAU School of Medicine staff;	<ul style="list-style-type: none"> • Number of articles, posters and papers submitted at national and international conferences; • Number of referenced articles published by newly recruited staff; • Relevant citation index for newly recruited staff; • Mechanisms for encouraging academic staff; • Legal and transparent mechanisms for funding academic staff research activities;

<p>1.3. Encouraging cross-sectoral research and innovative activities. Introduction of modern innovative research methods</p>	<p>1.3.1. Identify common research interests and contemporary topics with other major educational units of the University; 1.3.2. Initiate and implement research collaborations, projects with other Schools and research institutes within the University; 1.3.3. Organizing internal and external interdisciplinary events of the University; 1.3.4. Introduction of modern research methods; 1.3.5. Diversity of international electronic databases and constant informing of staff;</p>	<ul style="list-style-type: none"> • Indicators of internal and external joint surveys; • Results of interdisciplinary surveys; • Funding for joint research and other support mechanisms; • Indicators of internal and external research activities; • International electronic databases;
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<p>Strategic goal 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 and dissemination of research;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>2.1. Increase the practical importance and quality of research commercialization and innovative activities as collaborative research;</p> <p>As well as disseminating new knowledge created within the School through promotion;</p>	<p>2.1.1. Expand research and innovation activities that are important at various levels to promote the health care system and community development;</p> <p>2.1.2. An alternative to funding research and innovative activities Implement consistent resource-finding policies and activities;</p> <p>2.1.3. Advocating for School research infrastructure;</p>	<ul style="list-style-type: none"> • Growing number of partners implementing the external economic and research component; • External research orders received within the School and Institute; • Statistical indicators of the number of researchers and students involved in this type of research;

<p>2.2. Use the knowledge and experience accumulated in the School to support the civic, economic, intellectual and cultural growth of the society; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>2.2.1. Support and encourage School staff to carry out expert activities; 2.2.2. Supporting and encouraging School staff to engage in a variety of public activities; 2.2.1. Promoting and encouraging research activities on topics and problems important to the community within the School;</p>	<ul style="list-style-type: none"> • Results of scientific research activities carried out within the School; • Various public activities conducted by School staff; • Expert activities carried out by School staff;
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Strategic goal III Promoting maximum integration of scientific research and teaching process;		
Task	Activities to be performed	Main indicator
<p>3.1. Increase the research component in the education program of a certified physician by strengthening the results of research conducted within the School and the cooperation of research entities;</p>	<p>3.1.1. Strengthening the research component in the education program of a certified physician; 3.1.2. Initiate new theoretical and practical courses based on the analysis of research results; 3.1.3. Strengthen the coordination of scientists and researchers involved in various institutions and projects and generate and support interdisciplinary research and courses; 3.1.4. Active involvement of staff in the development of the research component of educational programs;</p>	<ul style="list-style-type: none"> • Number of students participating in conferences; • Indicators of the intensity of involvement of the study participants in the learning process; • Research projects; • Educational program;
<p>3.2. Further development of research opportunities for students within the educational program;</p>	<p>3.2.1. Study and analysis of the research potential of the existing student contingent; 3.2.2. Defining relevant research priorities for the student contingent and developing appropriate funding systems;</p>	<ul style="list-style-type: none"> • Analysis of the research potential and research needs of the existing student contingent; • Educational program; • Research priorities for students; • Appropriate funding system;

Strategic goal IV Promoting the internationalization of research activities;		
Task	Activities to be performed	Main indicator
4.1. Attracting and diversifying national and international grant projects and funding sources;	4.1.1. Identify national and international grant and funding sources; 4.1.2. Initiate and promote the creation of relevant research projects;	<ul style="list-style-type: none"> • Identified sources of funding; • Number of projects created and submitted for international and national and / or international and financial purposes; • Number of funded projects, according to funding sources;
4.2. Establish and further develop relationships with Universities and Research Institutes within the country and internationally;	4.2.1. Identify potential partners domestically and internationally in accordance with GAU research needs; 4.2.2. Identify and develop mechanisms for physical and virtual collaboration; 4.2.3. Develop cooperation with the US Heart Center;	<ul style="list-style-type: none"> • Cooperation with Research Institutes within the country and internationally;

Strategic goal V To ensure lifelong research activities as well as to support pandemic and other risks research management;		
Task	Activities to be performed	Main indicator
5.1. To support research groups in pandemic period, including the implementation of distance research based activities;	5.1.1. To ensure safe conditions at the university for the activities of research groups (following the regulations); 5.1.2. In case of necessity to provide technical support for research groups or individuals; 5.1.3. To organize meetings with researchers on use of e-platforms and individual consultations	<ul style="list-style-type: none"> • Relevant spaces of the school; • School budget; • Numbers indicating meetings and consultations;
5.2. To ensure effective application on the	5.2.1. Intensive monitoring of the assurance of the quality of research activities by the members of school administration and representatives of the quality assurance service;	<ul style="list-style-type: none"> • Reports prepared by the manager of school's quality assurance service; • Reports prepared by the researchers;

mechanisms for the research activities and their results	5.2.2. Intensification of using the system of reporting by the researchers in pandemic period; 5.2.3. Promotion of the monitoring of interim research reports in pandemic period;	<ul style="list-style-type: none"> • The results of interim research results monitoring;
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Priority - Strengthening and supporting an effective system of student life and career services

**Strategic goal I
Higher education and employment;**

Task	Activities to be performed	Main indicator
1.1. Ensuring the attractiveness and competitiveness of graduates in the national and international markets	1.1.1. Integrating employers into the development of educational programs; 1.1.2. Regular monitoring of employer requirements and changes in programs according to the results; 1.1.3. Creating and introducing short targeted courses to increase competitiveness; 1.1.4. Develop an appropriate merit support and recommendation system for students; 1.1.5. Supporting student activities that ensure leadership development in students;	<ul style="list-style-type: none"> • The results of the employer survey and its use for program development; • Graduate employment rate 1 and 3 years after completion of the course; • Average salary of graduates 1 and 3 years after the completion of the course; • Short targeted courses; • Relevant support and referral systems; • Results of monitoring students' academic performance; • School Board protocols; • Student activities;

<p>1.2. Harmonious cooperation in teaching, research and management with maximum involvement of students;</p>	<p>1.2.1. Ensuring student representation in the program development / evaluation / implementation process; 1.2.2. Ensuring student participation in School decision-making structures; 1.2.3. Support the establishment of student organizations focused on academic activities; 1.2.4. Development and refinement of communication and feedback systems with students; 1.2.5. Develop a student counseling system and ensure effective work;</p>	<ul style="list-style-type: none"> • Composition of the Program Development Commission; • Composition of the School Board; • Student organizations; • Number of new courses created through student activism; • Student counseling system; • Material reflecting the work of the self-assessment group;
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<p>Strategic goal II Continuous development and support of student adaptation and University life;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>2.1. Ensuring student involvement in quality assurance of School-implemented programs;</p>	<p>2.1.1. Ensuring student involvement in the program development and development process; 2.1.2. Ensuring student involvement in the program evaluation process; 2.1.3. Survey of students for the purpose of evaluating the quality of the educational program. Identifying and considering their interest; 2.1.4. Promoting student union(s); 2.1.4. Ensuring student involvement in School decision-making structures; 2.1.5. Development of student information and counseling system;</p>	<ul style="list-style-type: none"> • Ensuring student engagement A program development mechanism; • Quality Assurance Office evaluation; • Student union(s); • School regulations; • Information and consulting system;

<p>2.2. Development of a fair, transparent and objective system of student assessment and continuous monitoring</p>	<p>2.2.1. Modify the current grading system and bring it in line with student requirements; 2.2.2. Development of a skills-based assessment system for students (portfolio system); 2.2.3. Continuous monitoring of students' academic performance; 2.2.4. Continuous monitoring of reasons for suspension and termination of student status; 2.2.5. Introduce support mechanisms and systems for students;</p>	<ul style="list-style-type: none"> • Educational program; • Student GPA in 4th, 6th and 8th semesters; • Number of students suspended and suspended due to academic absence in the 4th, 6th and 8th semesters (by appropriate grouping of reasons according to the semesters); • Relevant student support mechanisms and systems;
<p>2.3. Establishing values of solidarity, intercultural and tolerance and developing skills for compromise;</p>	<p>2.2.1. Encouraging intercultural dialog and collaboration among students; 2.2.2. Promoting the work of various student associations;</p>	<ul style="list-style-type: none"> • Relevant measures; • Student union(s)
<p>2.4. Strengthening student engagement in quality assurance and academic activities;</p>	<p>2.4.1. Further strengthen student involvement in the evaluation and development of educational programs; 2.4.2. Support for the formation of student associations for academic activities; 2.4.3. Development and refinement of communication and feedback systems with students; 2.4.4. Develop and refine communication mechanisms with academic / invited staff to ensure involvement in student activities; 2.4.4. Provide students with academic / meeting staff related academic activities; 2.4.5. Student: Source of information - Expert - Effective implementation of partner system, principles;</p>	<ul style="list-style-type: none"> • Mechanisms for the development and evaluation of educational programs; • Student union(s); • Number of new courses and educational programs created through student activism; • Regularity of meetings held by academic / invited and administrative staff with students regarding academic activities; • Alternative student surveys and use of their results;

2.5. Strengthening extracurricular activities and student adaptation activities;	2.5.1. Organizing conferences, public lectures for students; 2.5.2. Organizing various cultural, sports and cognitive events for students; 2.5.3. Support of student union(s) - clubs, groups, etc. within the School; 2.5.4. Supporting individual ideas, suggestions, and activities of different time groups of students; 2.5.5. Regular and timely counseling of students on student life and adaptation activities;	<ul style="list-style-type: none"> • Number of student conferences, public lectures; • Number of different cultural, sports and cognitive activities for students; • Student union(s); • Student survey results; • Advisory mechanisms;
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Strategic goal III		
Permanent adaptation of students to pandemic challenges and their involvement		
Task	Activities to be performed	Main indicator
3.1. To keep student life under distance conditions and to support student initiatives;	3.1.1. Distance planning and organization of student activities; 3.1.2. Conducting student surveys and systematic study of their interests; 3.1.3. Supporting student initiatives via distance and hybrid communication means;	<ul style="list-style-type: none"> • Implemented distance activities for students; • Student surveys and their usage; • The mechanisms to support student initiatives;
3.2. To ensure maximum of the student inclusion in the university life under the pandemic period;	3.2.1. To support the activities of student associations under distance conditions; 3.2.2. To ensure distance participation of students in the decision making structures; 3.2.3. Student surveys and following the results;	<ul style="list-style-type: none"> • Student associations • The indicators of student participation in decision making structures; • Student surveys and following the results;
3.3. To ensure flexible study and research climate for students under distance condition;	3.3.1. To ensure flexible study system and schedule for the students; 3.3.2. To ensure uninterrupted and unlimited access to online materials; 3.3.3. To support student participation in research activities; Implementation of effective management of deadline systems and semester evaluation;	<ul style="list-style-type: none"> • Study schedule; • Library service; • Access to teaching materials; • Indicators of student participation in research activities; • System of assessments

Strategic goal IV Improving students' social responsibility and effective support (Minutes of the University Partners Meeting # 44, 17.02.2021)		
Task	Activities to be performed	Main indicator
4.1. Develop student support mechanisms within the School, implement social ideas and partnership opportunities; (Minutes of the University Partners Meeting # 44, 17.02.2021)	4.1.1. Organizing community support activities by Medical School students; 4.1.2. Increase student engagement in social projects;	<ul style="list-style-type: none"> • Activities carried out by Medical School students in support of the community; • Student involvement in social projects;

Priority - organizational development		
Strategic goal I Increase mission-oriented institutional stability and the degree of efficiency of the institutional management process;		
Task	Activities to be performed	Main indicator

<p>1.1. Implement University policy through diversity and integration;</p>	<p>1.1.1. Exchanging the accurate and timely information on implemented and ongoing school activities at the university level;</p> <p>1.1.2. Strengthening cooperation with the University's core educational units - Schools;</p> <p>1.1.3. Planning of educational and scientific communication and activities with other educational units;</p> <p>1.1.4. Strengthening academic and scientific cooperation with the University's scientific Research Institutes and other groups;</p> <p>1.1.5. Implementing the University's diversity policy in the process of recruiting teaching and research staff;</p> <p>1.1.6. Active use of University communication forms and means in communication with students and professors, as well as with the administrative and support structures of the University;</p> <p>1.1.7. Encourage students to take equal opportunities for active participation in University life, adhering to the principles of equity and transparency;</p>	<ul style="list-style-type: none"> • Sources of dissemination of information in the University space; • Implemented activities and events; • Educational programs; • Program implementation staff; • Joint projects and other events; • Scientific / research projects; • Electronic system of educational process, University e-mail; • Regulatory acts; Student clubs, academic circles, temporary target groups;
<p>1.2. Effective implementation of the existing management model and practice, implementation of University policy of high organizational and academic culture;</p>	<p>1.2.1. Ensuring the efficiency of the University as an organizational structure;</p> <p>1.2.2. Implement public-private partnerships to achieve common and School strategic goals;</p> <p>1.2.3. Conduct management effectiveness measures within the School;</p> <p>1.2.4. Encourage and implement teamwork and personal responsibility;</p> <p>1.2.5. Strengthening personal and structural coordination at the faculty and University levels;</p> <p>1.2.6. Develop and implement a peer review system by employees;</p>	<ul style="list-style-type: none"> • School activities; • Memorandum of Understanding / Agreements; • Incentive activities; • Regulatory acts; • Evaluate the effectiveness of the employee; • Personnel management policy; • Employee evaluation results; • Measures related to their development;

	1.2.7. Identify, implement and continuously monitor the programs necessary for retraining and continuous development;	
1.3. Ensuring the involvement of stakeholders in the creation, development and evaluation of educational programs;	<p>1.3.1. Labor and employment market research and analysis of results. Modify the program according to their requirements;</p> <p>1.3.2. Survey of employers and graduates, analyze the results and use them to develop and evaluate the program;</p> <p>1.3.3. Survey of students, analysis of results and their use for program development and evaluation;</p> <p>1.3.4. Ensuring direct involvement of students in the program development and evaluation process;</p> <p>1.3.5. Identify / analyze the need for an individual curriculum and develop them with the involvement of stakeholders;</p> <p>1.3.6. Establish transparent and measurable targets and indicators for evaluating program learning outcomes;</p> <p>1.3.7. Development of student-centered learning support mechanisms taking into account the specifics of the program;</p> <p>1.3.8. Assess the learning environment to identify student needs;</p>	<ul style="list-style-type: none"> • Labor and employment market research results; • Educational program; School Board decisions; • Survey results for employers and graduates; • Student survey results; • Mechanisms for program creation and development; • Individual curriculum development methodology; • Target benchmarks and indicators for evaluating the learning outcomes of the program; • Student support mechanisms;
1.4. Periodic evaluation of programs by the Quality Assurance Office and monitoring of the implementation of the issued recommendations;	<p>1.4.1. Periodic evaluation of educational programs by the Quality Assurance Office;</p> <p>1.4.2. Analysis of the recommendations issued by the Quality Assurance Office and its consideration for the development of the program;</p> <p>1.4.3. Monitoring the implementation of the recommendations issued by the Quality Assurance Office;</p>	<ul style="list-style-type: none"> • Quality Assurance Office Evaluation; • Educational program; School Board decisions;

1.5. Ensuring graduates participation in School decision-making structures; (Minutes of the University Partners Meeting # 44, 17.02.2021)	1.5.1. Ensuring graduates involvement in School Board activities; 1.5.2. Provide close liaison with graduates and support their involvement in various School-planned activities	<ul style="list-style-type: none"> • School regulations; • Graduate participation rate in various activities;
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Strategic goal II Improving human resource management policy, financial and material resources;		
Task	Activities to be performed	Main indicator
2.1. Attract both academic and invited staff meeting the requirements of the field;	2.1.1. Creating and constantly updating the reserve system in accordance with the requirements of the School of Medicine; 2.1.2. Defining the recruitment priorities on an annual basis and establishing the relevant requirements; 2.1.3. Development of attraction mechanisms;	<ul style="list-style-type: none"> • Number of persons in reserve according to priority positions; • Number of recruited academic staff (during the reporting period, 2 and 5 years after recruitment); • Number of invited staff recruited (during the reporting period, 2 and 5 years after recruitment);
2.2. Continuous training of existing staff, raising and maintaining competencies;	2.2.1. Periodic review of requirements for academic / invited and administrative staff; 2.2.2. Periodic analysis of the compliance of existing academic / invited and administrative staff with the positions held; 2.2.3. Development of mechanisms for raising competencies and acquiring new skills and organizing relevant events (short courses, trainings, TOT programs, international exchange programs); 2.2.4. Advocating for the system of adequate remuneration of imposed obligations, competencies and activities performed (rankings according to competencies, position held and matrix of work performed);	<ul style="list-style-type: none"> • Employee evaluation results; • Deficiencies in relation to the staff implementing educational programs; • Personnel development activities; • Outflow rate of academic and administrative staff (grouped according to the reasons for outflow);

2.3. Providing material and technical resources appropriate to the needs and requirements;	2.3.1 Periodic revision and phased updating of mannequins, mules and other equipment necessary for practical training on the basis of the School of Medicine in accordance with the priorities; 2.3.2 Expand cooperation with clinics to strengthen clinical training;	<ul style="list-style-type: none"> • Mannequins, models and other equipment necessary for practical training relevant to the training courses; • Contracts with clinics;
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Strategic goal III		
Adaptation with new challenges and strengthening institutional capacity;		
Task	Activities to be performed	Main indicator
3.1. To ensure proper online functioning of the school structure and to support personal online communication;	3.1.1. Proper functioning of the council of the school via the distance work; 3.1.2. Ensuring effective online communication for school's structural units and their staff; 3.1.3. Technical support for school's structural units and their staff; 3.1.4. Organizing various online information and consultative meetings;	<ul style="list-style-type: none"> • Intense meetings of the school council; • Distance communication methods and means; • E-platforms; • Information and consultative meetings

Strategic goal IV Introduction of Corporate Social Responsibility (CSR) (University Partners Meeting Minutes # 44, 17.02.2021)		
Task	Activities to be performed	Main indicator

<p>4.1. Active involvement of the School in expanding the University's social integration and participation; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>4.1.1. Promoting social responsibility and integration of School staff; 4.1.2. Support for students' social ideas and projects; 4.1.3. Identify target groups based on statistical data in Georgia and raise their awareness on public health issues; 4.1.4. Inform and advise practicing medical staff on evidence-based research on current topical medical issues (e.g. sexual and reproductive health, diabetes and geriatrics, etc.);</p>	<ul style="list-style-type: none"> • Social responsibility and incentive incentives for School staff; • Students' social ideas and projects; • Relevant consultations and activities;
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4. School of Informatics and Engineering

Priority - Quality and Development-Oriented Educational Activities		
Strategic goal I Development of educational programs that provide both theoretical and practical knowledge and professional confidence;		
Task	Activities to be performed	Main indicator
<p>1.1. Refinement, strengthening and continuous monitoring of practical components in the educational programs implemented by the School of Informatics and Engineering;</p>	<p>1.1.1. High involvement of the Quality Assurance Office, academic / scientific / invited staff, students, graduates, employers in various fields in the process of program development, self-assessment, implementation of changes; 1.1.2. Maintain and develop an ongoing balance of theorists and practitioners with academic staff and guest lecturers in line with program needs and changes; 1.1.3. Invite experienced specialists of state and commercial organizations, recognized experts, to give relevant training courses, to organize thematic lectures and discussions; 1.1.4. Provide internal evaluation of the program; 1.1.5. Provide external evaluation of the program; 1.1.6. Evaluation of learning outcomes;</p>	<ul style="list-style-type: none"> • Educational programs; • Ratio of theoretical and practical staff to academic staff and guest lecturers; • Employer and student survey rates; • Results of internal evaluation of the program and their use; • Results of external evaluation of the program and their use; • Mechanisms for evaluating program learning outcomes;

<p>1.2. Periodic review of program goals and outcomes in accordance with educational standards, regulations and best practices;</p>	<p>1.2.1. Continuous monitoring of the employment market and relevant modernization of the goals and results of the programs; 1.2.2. Monitoring compliance with program standards, regulations, recommendations; 1.2.3. Monitor and analyze best practices regarding programs for program modification, improvement, and compatibility; 1.2.4. Provide internal evaluation of the program; 1.2.5. Provide external evaluation of the program; 1.2.6. Evaluation of learning outcomes;</p>	<ul style="list-style-type: none"> • Market research results; Relevant level educational programs; • School Board decisions; • Mechanisms for evaluating program learning outcomes; • Results of internal evaluation of the program and their use; • Results of external evaluation of the program and their use;
<p>1.3. Monitoring and refining the flexibility of the architecture of Informatics and Construction undergraduate and graduate programs and the logical consistency of its components</p>	<p>1.3.1. Improving the relationship between program structure and content based on program planning, design and development methodology; 1.3.2. Further expansion of elective opportunities in all levels of education; 1.3.3. Maintain and ensure the ratio of courses, practical and research components in all levels of the program; 1.3.4. Provide internal evaluation of the program; Provide external evaluation of the program;</p>	<ul style="list-style-type: none"> • Program planning, design and development methodology; • Relevant level educational program; • Results of internal evaluation of the program and their use; • Results of external evaluation of the program and their use;

Strategic goal II

Modernization of educational programs and their compliance with modern public and market requirements;

Task	Activities to be performed	Main indicator
<p>2.1. Periodic review of educational programs in accordance with market requirements, taking into account qualification, research and employment prospects;</p>	<p>2.1.1. Periodic monitoring and review in accordance with the regulations and market requirements for the introduction or removal of individual courses in computer science and construction at the relevant level of education; 2.1.2. Detection of non-compliance with external requirements in the programs and adequate and timely filling of gaps; 2.1.3. Analyze the program learning outcomes and proposed changes (to make a final decision);</p>	<ul style="list-style-type: none"> • Program development mechanisms; • Quality Assurance Office Reports; • Program modification rules and procedures; • Employment market and employer demand indicators;

2.2. Use of e-learning methods in the learning process, its evaluation and continuous monitoring;	2.2.1. Continuous improvement of e-learning methods in the learning process; 2.1.2. Continuous improvement of e-learning quality assurance mechanisms; 2.2.3. Diversification of teaching-learning and assessment methods in educational programs for the purposes of e-learning and quality assessment of this process;	<ul style="list-style-type: none"> • E-learning methods; • Quality assurance mechanisms; • Educational programs;
2.3. Assist graduates, and society at large, in adapting to modern requirements through teaching and research;	2.3.1. Identifying School's academic and other staff; 2.3.2. Planning events to increase their professionalism; 2.3.3. Promoting academic, short-term and long-term exchange mobility to facilitate the sharing of modern experiences; 2.3.4. Support for innovative teaching methods and pedagogical approaches; 2.3.5. Development / promotion of modern methods of leadership and consulting; 2.3.6. Developing programs using the results of the latest research in relevant fields;	<ul style="list-style-type: none"> • Educational programs; • Peer learning mechanisms and indicators of their use; • Measures to support innovative teaching methods and approaches; • Short-term academic and research exchange rates;

Strategic goal III Promoting the internationalization of educational programs		
Task	Activities to be performed	Main indicator

<p>3.1. Expand and support international connections between School students and academic staff; Developing international cooperation at the School level;</p>	<p>3.1.1. Increase participation rates in student and academic staff exchange programs; 3.1.2. Support for School professors' academic connections; 3.1.3. Support and increase the number of private study / research visits to the School's academic and visiting staff at both partner Universities and other educational institutions; 3.1.4. Encouragement and support for participation in academic competitions; 3.1.5. Expanding contacts with educational and scientific units of foreign Universities;</p>	<ul style="list-style-type: none"> • Indicators of participation of students, academic and invited staff in exchange programs; • Indicators of academic trips of the academic staff of the School; • Status of international cooperation and relations between the academic staff of the School; • Documentation of relations with foreign Universities and Schools, research units;
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Strategic goal IV Promoting lifelong learning		
Task	Activities to be performed	Main indicator
<p>4.1 Increase the motivation of the academic and visiting staff of the School to create relevant certificate courses / programs in line with market requirements. Informing and motivating students to participate and earn credits as part of certificate courses;</p>	<p>4.1.1. To support the initiatives of highly qualified School staff and to give orders for the creation of short and long-term courses in this direction in order to develop certificate courses and strengthen support for lifelong learning; 4.1.2. Expansion of information mechanisms related to certificate courses;</p>	<ul style="list-style-type: none"> • Number of courses developed in the system of certificate courses; • Number of academic staff involved in the certificate course system;
<p>4.2. Identify the necessary needs for the professional and personal development of both academic and visiting staff, as well as support staff in the academic process within the School, and take appropriate measures;</p>	<p>4.2.1. Identify needs for professional and personal development; 4.2.2. Organizing / ordering seminars, trainings, courses and other events appropriate to the needs of professional and personal development.</p>	<ul style="list-style-type: none"> • Mechanisms for identifying the needs for personal and professional development; • Organized events for professional and personal development; • Quantity of participants in activities organized for professional and personal development.

Strategic goal V
Methodological perfection and strengthening of professional foreign language teaching

Task	Activities to be performed	Main indicator
5.1. Provide a high level of technical English teaching in School education programs to ensure maximum compatibility and mobility;	5.1.1. Continuous monitoring and improvement of technical English teaching; 5.1.2. Ensuring student participation in English language teaching and learning activities; 5.1.3. Organizing practice-based oral discussions in English;	<ul style="list-style-type: none"> • Relevant educational program; • Material reflecting the work of the Quality Assurance Office / analysis of the evaluation results; • The results of the internal evaluation of the program and their use; • Relevant activities;

Strategic goal VI
Continuous monitoring of the quality of learning;

Task	Activities to be performed	Main indicator
6.1. Strengthen the learning process and make data-based decisions;	6.1.1. Surveying and providing feedback to staff, students, graduates; 6.1.2. Evaluation of the learning process; 6.1.3. Upgrading the electronic learning process management system;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Learning process evaluation results; • Electronic learning process management system;
6.2. Increase in achievement of learning outcomes;	6.2.1. Survey of staff, students, graduates; 6.2.2. Identify and develop targets for learning outcomes; 6.2.3. Periodic evaluation of learning outcomes;	<ul style="list-style-type: none"> • Results of surveys of students, graduates, staff; • Learning Outcomes Assessment Results; • Target benchmarks of learning outcomes;
6.3. Strengthening teaching quality indicators;	6.3.1. Survey of staff, students, graduates; 6.3.2. Periodic monitoring of the learning process; 6.3.3. Monitoring student performance	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Periodic monitoring of the learning process; • Monitoring student performance;

Strategic goal VII
To strengthen and support access and engagement to high quality higher education in pandemic period;

Task	Activities to be performed	Main indicator
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<p>7.1. Considering the peculiarities of the field, making relevant changes in educational program in order to keep and improve the quality.</p>	<p>7.1.1. Implementation of online learning methods in educational programs; 7.1.2. Under the logical frame to guarantee flexibility of the content of educational program component for the interests of the students.</p>	<ul style="list-style-type: none"> • Modified educational program;
<p>7.2. Effective application of the mechanisms to achieve study results and ensuring the quality of study in pandemic period</p>	<p>7.2.1. Intensive monitoring of learning process by the representatives of school administration and quality assurance service; 7.2.2. Periodic and permanent monitoring of student achievement in academic courses, including specific forms of evaluation in academic courses to achieve the results of study; 7.2.3. Conducting student surveys on distance learning and ensuring fast and adequate reaction on the results.</p>	<ul style="list-style-type: none"> • Internal regulations (Orders issued by the dean); • Reports and evaluations prepared by the manager of the quality assurance service • The results of the monitoring of students academic achievements; • The results of student surveys and application of these results.
<p>7.3. Supporting the lifelong and high quality inclusion of scholars and students in the learning process;</p>	<p>7.3.1. Meetings with professors on application of e-platforms and organization of individual consultations; 7.3.2. Meetings with students on application of e-platforms and organization of individual consultations; 7.3.3. Intensive monitoring of learning process by the representative of the school; 7.3.4. Technical support for uninterrupted implementation of the learning process; 7.3.5. Mobilization of staff officers and accurate labor division;</p>	<ul style="list-style-type: none"> • Numbers indicating the meetings and consultations; • Internal regulations of the school; • E-platform and opportunities; • Activities of technical group; • The functions of school's staff officers

Priority - Research Activities

Strategic goal I Support and expansion of scientific research activities;		
Task	Activities to be performed	Main indicator
1.1. Adherence to and development of external and internal University standards for research and innovation activities. Ensuring autonomy and academic freedom in the process of organizing and conducting research;	1.1.1. Improving mechanisms and measures to eliminate plagiarism; 1.1.2. Continuous monitoring of compliance of research components of programs with standards; 1.1.3. Implementation of measures to improve the quality of master studies; 1.1.4. Implementation of plagiarism prevention measures;	<ul style="list-style-type: none"> • Activities of the Quality Assurance Office; • Anti-plagiarism program;
1.2. Promoting cross-sectoral research and innovative activities;	1.2.1. Identify computer research and engineering research interests and contemporary topics in line with School curricula and staffing; 1.2.2. Initiate and implement research collaborations, projects with other Schools and Research Institutes within the University; 1.2.3. Diversity of international electronic databases and constant information of School staff about it;	<ul style="list-style-type: none"> • Indicators of internal and external joint surveys; • Results of interdisciplinary surveys; • Funding for joint research and other support mechanisms; • Indicators of internal and external research activities; • International electronic databases;

Strategic goal II Increase the practical importance of scientific research results, increase contacts with private, governmental and non-governmental, other non-University centers (entities) for the purpose of commercialization and dissemination of research;		
Task	Activities to be performed	Main indicator

<p>2.1. Increase the practical importance and quality of research commercialization and innovative activities through both collaborative research and the dissemination of new knowledge generated within the School;</p>	<p>2.1.1. Expanding cooperation with economic agents in order to carry out scientific research activities in accordance with the existing programs and staffing of the School; 2.1.2. Expanding research and innovation activities that are important in terms of their practical application; 2.1.3. Implement consistent policies and activities to find alternative sources of funding for research and innovation activities; 2.1.4. Advocating for School research infrastructure; 2.1.5. Improving the quality evaluation mechanisms of the research results.</p>	<ul style="list-style-type: none"> • Index of cooperation with external economic agents; • External communication through research (projects); • Statistical indicators of researchers involved in this type of research; • Alternative sources of research funding;
<p>2.2. Use the knowledge and experience accumulated in the School to support the civic, economic, intellectual and cultural growth of the society; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>2.2.1. Support and encourage School staff to carry out expert activities; 2.2.2. Supporting and encouraging School staff to engage in a variety of public activities; 2.2.3. Promoting and encouraging research activities on topics and problems important to the community within the School;</p>	<ul style="list-style-type: none"> • Results of scientific research activities carried out within the School; • Various public activities conducted by School staff; • Expert activities carried out by School staff;

<p>Strategic goal III Promoting maximum integration of scientific research and teaching process;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>

<p>3.1. Increase the research component of all levels of education curriculum by enhancing the results of in-School research and collaboration between research entities;</p>	<p>3.1.1. Strengthen the research component of the first and second level educational programs of higher education; 3.1.2. Increase opportunities for engagement in postgraduate student research; 3.1.3. Strengthen the coordination of scientists and researchers involved in various projects and generate and support interdisciplinary research and courses;</p>	<ul style="list-style-type: none"> • Existing educational programs; • Number of students participating in the research; • Number of interdisciplinary courses.
<p>3.2. Qualitative improvement of research activity management and research results;</p>	<p>3.2.1. Permanent monitoring and evaluation of the quality of research activities and research results in accordance with the School programs and staffing; 3.2.2. Improving the research component of undergraduate and graduate education programs; 3.2.3. Assess the scientific productivity of staff and improve evaluation mechanism</p>	<ul style="list-style-type: none"> • Permanent monitoring and evaluation of the quality of research activities and research results; • Research component (papers) of undergraduate and graduate education programs; • Assessment of staff scientific productivity and evaluation mechanisms;
<p>Strategic goal IV Promoting the internationalization of research activities;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>4.1. Facilitate the expansion of international cooperation between the academic and invited staff of the School, the students of the educational program;</p>	<p>4.1.1. Promoting participation in international research projects and events of an academic nature; 4.1.2. Improving the funding of the School scientific contingent in research programs; 4.1.3. Organizing scientific events with foreign partners;</p>	<ul style="list-style-type: none"> • Facilitate and increase participation in international research projects and events of an academic nature; • Improving and increasing the funding of the School scientific contingent in research programs; • Increase the number of scientific events and participants organized jointly with foreign partners.

<p>4.2. Improving the mechanisms of informing and promoting the subjects implementing the research component within the School.</p>	<p>4.2.1. Constantly informing the academic staff of the School about the scientific activities of the partner Universities; 4.2.2. Promoting the scientific potential of academic staff, research groups to partner Universities and research centers; 4.2.3. Coordinated production of information at the University and faculty level and refinement of relevant mechanisms;</p>	<ul style="list-style-type: none"> • Existence of a research structure supporting the University; • Information and support system; • Reporting research activities within the School;
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<p>Strategic goal V</p> <p>To ensure lifelong research activities as well as to support pandemic and other risks research management;</p>		
Task	Activities to be performed	Main indicator
<p>5.1. To support research groups in pandemic period, including the implementation of distance research based activities;</p>	<p>5.1.1. To ensure safe conditions at the university for the activities of research groups (following the regulations); 5.1.2. In case of necessity to provide technical support for research groups or individuals; 5.1.3. To organize meetings with researchers on use of e-platforms and individual consultations</p>	<ul style="list-style-type: none"> • Relevant spaces of the school; • School budget; • Numbers indicating meetings and consultations;
<p>5.2. To ensure effective application on the mechanisms for the research activities and their results</p>	<p>5.2.1. Intensive monitoring of the assurance of the quality of research activities by the members of school administration and representatives of the quality assurance service; 5.2.2. Intensification of using the system of reporting by the researchers in pandemic period; 5.2.3. Promotion of the monitoring of interim research reports in pandemic period;</p>	<ul style="list-style-type: none"> • Reports prepared by the manager of school's quality assurance service; • Reports prepared by the researchers; • The results of interim research results monitoring;

Priority - Strengthening and supporting an effective system of student life and career services

Strategic goal I Higher education and employment;		
Task	Activities to be performed	Main indicator
1.1. Application of student skills and professional interest synthesis to refine their professional visions and develop career aspirations;	1.1.1. Conducting special courses, seminars, organizing meetings with professional and commercial organizations to motivate students to think about employment during their student days; 1.1.2. Informing and encouraging students to participate in internships and competitions;	<ul style="list-style-type: none"> • Number of employed students; • Number of employed graduates; • Intensity of internships, competitions and number of students participating in these; • Memorandums signed with professional, commercial and other types of organizations.
1.2. Develop the entrepreneurial spirit and skills necessary for self-employment;	1.2.1. Expanding cooperation with the public, private and public sectors; 1.2.2. Encourage students to get involved in small and medium businesses.	<ul style="list-style-type: none"> • Educational program; • Memorandums / agreements concluded with economic agents; • Employment rate;
1.3. Harmonious cooperation in teaching, research and management with maximum involvement of students;	1.3.1. Ensuring student representation in the program creation and development process; 1.3.2. Participation of student representatives in relevant structures based on the principles of equality, fairness and transparency; 1.3.3. Promoting and encouraging student research activities; 1.3.4. Encourage joint research activities of students and academic staff;	<ul style="list-style-type: none"> • Student participation rates in University and faculty activities; • Student information mechanisms; • Student life; Equal opportunities to participate in University and faculty structures and activities; • Indicators of students' scientific and research activities.

Strategic goal II Continuous development and support of student adaptation and University life;		
Task	Activities to be performed	Main indicator

<p>2.1. Ensuring student involvement in quality assurance of School-implemented programs;</p>	<p>2.1.1. Ensuring student involvement in the program development and development process; 2.1.2. Ensuring student involvement in the program evaluation process; 2.1.3. Survey of students for the purpose of evaluating the quality of the educational program. Identifying and considering their interest; 2.1.4. Promoting student union(s); 2.1.5. Ensuring student involvement in School decision-making structures; 2.1.6. Development of student information and counseling system;</p>	<ul style="list-style-type: none"> • Ensuring student engagement A program development mechanism; • Quality Assurance Office evaluation; • Student union(s); • School regulations; • Information and consulting system;
<p>2.2. Establishing values of solidarity, intercultural and tolerance and developing skills for compromise;</p>	<p>2.2.1. Encouraging intercultural dialogue and cooperation; 2.2.2. Encourage students to create the right conditions for participation and more collaboration in University life.</p>	<ul style="list-style-type: none"> • GAU Code of Ethics and Conduct; • Indicators of participation in University life;
<p>2.3. Strengthening student engagement in quality assurance and academic activities;</p>	<p>2.3.1. Further strengthen student involvement in the evaluation and development of educational programs; 2.3.2. Support for the formation of student associations for academic activities; 2.3.3. Development and refinement of communication and feedback systems with students; 2.3.4. Develop and refine communication mechanisms with academic / invited staff to ensure involvement in student activities; 2.3.5. Provide students with academic / meeting staff related academic activities; 2.3.6. Student: Source of information - Expert - Effective implementation of partner system, principles;</p>	<ul style="list-style-type: none"> • Mechanisms for the development and evaluation of educational programs; • Student union(s); • Number of new courses and educational programs created through student activism; • Regularity of meetings held by academic / invited and administrative staff with students regarding academic activities; • Alternative student surveys and use of their results;

2.4. Strengthening program external activities and student adaptation activities;	2.4.1. Organizing conferences, public lectures for students; 2.4.2. Organizing various cultural, sports and cognitive events for students; 2.4.3. Support of student union(s) - clubs, groups, etc. within the School; 2.4.4. Supporting individual ideas, suggestions, and activities of different time groups of students; 2.4.5. Regular and timely counseling of students on student life and adaptation activities;	<ul style="list-style-type: none"> • Number of student conferences, public lectures; • Number of different cultural, sports and cognitive activities for students; • Student union(s); • Student survey results; • Advisory mechanisms;
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Strategic goal III		
Permanent adaptation of students to pandemic challenges and their involvement		
Task	Activities to be performed	Main indicator
3.1. To keep student life under distance conditions and to support student initiatives;	3.1.1. Distance planning and organization of student activities; 3.1.2. Conducting student surveys and systematic study of their interests; 3.1.3. Supporting student initiatives via distance and hybrid communication means;	<ul style="list-style-type: none"> • Implemented distance activities for students; • Student surveys and their usage; • The mechanisms to support student initiatives;
3.2. To ensure maximum of the student inclusion in the university life under the pandemic period;	3.2.1. To support the activities of student associations under distance conditions; 3.2.2. To ensure distance participation of students in the decision making structures; 3.2.3. Student surveys and following the results;	<ul style="list-style-type: none"> • Student associations • The indicators of student participation in decision making structures; • Student surveys and following the results;
3.3. To ensure flexible study and research climate for students under distance condition;	3.3.1. To ensure flexible study system and schedule for the students; 3.3.2. To ensure uninterrupted and unlimited access to online materials; 3.3.3. To support student participation in research activities;	<ul style="list-style-type: none"> • Study schedule; • Library service; • Access to teaching materials; • Indicators of student participation in research activities; • System of assessments

	Implementation of effective management of deadline systems and semester evaluation;	
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Strategic goal IV Improving students' social responsibility and effective support (Minutes of the University Partners Meeting # 44, 17.02.2021)		
Task	Activities to be performed	Main indicator
4.1. Develop student support mechanisms within the School, implement social ideas and partnership opportunities; (Minutes of the University Partners Meeting # 44, 17.02.2021)	4.1.1. Organizing activities in support of the community by School students; 4.1.2. Increase student involvement in building condition / reconstruction and reconstruction projects;	<ul style="list-style-type: none"> • Activities carried out by School students to support the community; • Relevant projects;

Priority - Organizational Development		
Strategic goal I Increase mission-oriented institutional stability and the degree of efficiency of the institutional management process;		
Task	Activities to be performed	Main indicator

<p>1.1. Diversity And through integration, the strengthening of the University as a unified educational space and an institution carrying out educational-research activities;</p>	<p>1.1.1. Exchange accurate and timely information on ongoing and ongoing School activities at the University level; 1.1.2. Strengthening cooperation with the main educational units of the University with Schools; 1.1.3. Planning of educational and scientific communication and activities with other basic educational units; 1.1.4. Strengthening academic and scientific cooperation with the University's scientific research institutes and other groups; 1.1.5. Implementing the University's diversity policy in the process of recruiting teaching and research staff; 1.1.6. Active use of University communication forms and means in communication with students and professors, as well as with the administrative and support structures of the University; 1.1.7. Encourage students to take equal opportunities for active participation in University life, adhering to the principles of equity and transparency;</p>	<ul style="list-style-type: none"> • Sources of dissemination of information in the University space; • Implemented activities and events; • Educational programs; • Program implementation staff; • Joint projects and other events; • Scientific / research projects; • Electronic system of educational process, University e-mail; • Regulatory acts; Student clubs, academic circles, temporary target groups;
<p>1.2. Effective implementation of the existing management model and practice, implementation of University policy of high organizational and academic culture;</p>	<p>1.2.1. Ensuring the efficiency of the University as an organizational structure; 1.2.2. Implement public-private partnerships to achieve common and School strategic goals; 1.2.3. Conduct management effectiveness measures within the School; 1.2.4. Encourage and implement teamwork and personal responsibility; 1.2.5. Strengthen personal and structural coordination at the faculty and University levels.</p>	<ul style="list-style-type: none"> • School activities; • Memoranda of Understanding / Agreements; • Incentive activities; • Regulatory acts;

<p>1.3. Ensuring the involvement of stakeholders in the development, development and evaluation of educational programs;</p>	<p>1.3.1. Labor and employment market research and analysis of results. Modify the program according to their requirements; 1.3.2. Survey of employers and graduates, analyze the results and use them to develop and evaluate the program; 1.3.3. Survey of students, analysis of results and their use for program development and evaluation; 1.3.4. Ensuring direct involvement of students in the program development and evaluation process; 1.3.5. Identify / analyze the need for an individual curriculum and develop them with the involvement of stakeholders; 1.3.6. Establish transparent and measurable targets and indicators for evaluating program learning outcomes; 1.3.7. Development of student-centered learning support mechanisms taking into account the specifics of the program; 1.3.8. Assess the learning environment to identify student needs;</p>	<ul style="list-style-type: none"> • Labor and employment market research results; Educational program; School Board decisions; • Survey results for employers and graduates; • Student survey results; • Mechanisms for program development and development; • Individual curriculum development methodology; • Target benchmarks and indicators for evaluating the learning outcomes of the program; • Student support mechanisms;
<p>1.4. Periodic evaluation of programs by the Quality Assurance Office and monitoring of the implementation of the issued recommendations;</p>	<p>1.4.1. Periodic evaluation of educational programs by the Quality Assurance Office; 1.4.2. Analysis of recommendations issued by the Quality Assurance Office and its consideration for program development; 1.4.3. Monitoring the implementation of the recommendations issued by the Quality Assurance Office;</p>	<ul style="list-style-type: none"> • Quality Assurance Office evaluation; • Educational program; School Board decisions;
<p>1.5. Ensuring graduates participation in School decision-making structures; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>1.5.1 .Ensuring the involvement of graduates in the activities of the School Board; 1.5.2 .Provide close communication with graduates and support their involvement in various activities planned by the School;</p>	<ul style="list-style-type: none"> • School regulations; • Graduate participation rate in various activities;

Strategic goal II

Improving human resource management policy, financial and material resources;

Task	Activities to be performed	Main indicator
2.1. Involvement of highly rated theorists and practitioners in order to fully and qualitatively implement the program components;	2.1.1. Introduction of opportunities, features and advantages of existing programs in a wide range of professional circles; 2.1.2. Increase the number of foreign specialists and local foreign language specialists in line with the growth of the foreign language component; 2.1.3. Promoting the professional and personal development of the recruited staff;	<ul style="list-style-type: none"> • School-to-teacher ratio; • Ratio of invited and academic staff according to the content of the program; • Quantitative indicator of theoretical and practical staff;
2.2. Effective use of internal University financial and material resources to ensure the results of the program and search for appropriate alternative sources;	2.2.1. Support for internal School projects and initiatives; 2.2.2. Increase motivation and support for group and cluster research; 2.2.3. Strengthening cooperation with external economic agents and foundations;	<ul style="list-style-type: none"> • Internal University funding for research activities; • Indicators of research activities commissioned from outside and produced within the School; • Financial resources attracted from alternative sources; • Existing financial resources;
2.3. Continuous training of existing staff, capacity building for their career and personal development and organizational success	2.3.1. Periodic review of requirements for academic / invited and administrative staff; 2.3.2. Periodic analysis of the compliance of existing academic / invited and administrative staff with the positions held; 2.3.3. Establishing mechanisms for raising competencies and acquiring new skills; 2.3.4. Advocacy of the imposed obligations, competencies and adequate remuneration system of the performed activities (petition);	<ul style="list-style-type: none"> • Deficiencies observed in the implementation of educational programs (in terms of academic / invited and administrative staff); • Sustainable staff development programs; • Number of academic / invited and administrative staff trained in sustainable development programs; • Outflow of academic and administrative staff;

Strategic goal III

Adaptation with new challenges and strengthening institutional capacity;

Task	Activities to be performed	Main indicator
3.1. To ensure proper online functioning of the school	3.1.1. Proper functioning of the council of the school via the distance work;	<ul style="list-style-type: none"> • Intense meetings of the school council; • Distance communication methods and means;

structure and to support personal online communication;	<p>3.1.2. Ensuring effective online communication for school's structural units and their staff;</p> <p>3.1.3. Technical support for school's structural units and their staff;</p> <p>3.1.4. Organizing various online information and consultative meetings;</p>	<ul style="list-style-type: none"> • E-platforms; • Information and consultative meetings
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Strategic goal IV Introduction of Corporate Social Responsibility (University Partners Meeting Minutes # 44, 17.02.2021)		
Task	Activities to be performed	Main indicator
4.1. Active involvement of the School in expanding the University's social integration and participation; (Minutes of the University Partners Meeting # 44, 17.02.2021)	<p>4.1.1. Promoting social responsibility and integration of School staff;</p> <p>4.1.2. Support for students' social ideas and projects;</p> <p>4.1.3. Relevant consultations by the academic / scientific staff of the School for the administration and teachers of the general education School;</p> <p>4.1.4. Methodological consultations on modern information technologies for secondary School teachers;</p> <p>4.1.5. Organizing joint debates, discussions and other events;</p> <p>4.1.6. To study, analyze the condition of the old architectural districts and buildings of the city and provide information about it to the local municipal bodies;</p>	<ul style="list-style-type: none"> • Measures to promote social responsibility and social integration for School staff; • Students' social ideas and projects; • Consultations organized by the academic / scientific staff of the School; • Methodological consultations on modern information technologies; • Organized events with student involvement;

5.School of Humanities and Liberal Arts

Priority - Quality and Development-Oriented Educational Activities

Strategic goal I**Development of educational programs that provide both theoretical and practical knowledge and professional confidence;**

Task	Activities to be performed	Main indicator
1.1. Refinement, strengthening and continuous monitoring of practical components in educational programs;	1.1.1. High involvement of the Quality Assurance Office, academic / scientific / invited staff, students, graduates, employers in the process of program development, self-assessment, implementation of changes; 1.1.2. Developing a practical component of the program; 1.1.3. Involve staff with practical experience in program development and implementation; 1.1.4. Organizing semester English and Georgian language presentations; 1.1.5. Organizing scientific conferences and various creative events for students within the School; 1.1.6. Organizing a "Learning Translation Center", monitoring its activities and analyzing the achieved results; 1.1.7. Ensuring the activities of the "Georgian and Foreign Languages Training Center" of the School of Humanities and Liberal Arts; 1.1.8. Monitoring the activities of the English Club, analyzing and evaluating the achieved results; 1.1.9. Organizing conferences, debates (forums, conferences, etc.), public lectures, creative evenings for students within the School; 1.1.10. Provide internal evaluation of the program; 1.1.11. Provide external evaluation of the program; 1.1.12. Evaluation of learning outcomes;	<ul style="list-style-type: none">• Undergraduate programs in English Philology, Georgian Philology and History;• Practice memorandums / agreements with general education Schools and various research institutes and professional institutions (National Center for Manuscripts, Institute of Linguistics, Institute of Literature, State Archives, various museums, etc.) and results of bilateral activities;• Survey figures for future employers and students employed in major and related professions;• Program implementing staff;• Number of English and Georgian language presentations organized within the School and/or jointly with other Schools per semester;• Number of student scientific conferences and creative evenings;• Number of students' participation from Humanities and Liberal Arts School in the events and activities organized by various Educational Institutions;• Conference materials published by the University (in book or PDF format), student almanacs, field bilateral translations;• Quantitative rate of internal translations of the internal University "Translation Center";• Number of the courses conducted by the Georgian and Foreign Language Training Center in all directions;• Survey indicators of the beneficiaries of the courses conducted by the Georgian and Foreign Languages Training Center;

		<ul style="list-style-type: none"> • GAU at the English Club - a quantitative indicator of the involvement and activity of students from different Schools; • Involvement / participation in English Club educational institutions (eg THE OPEN DOORS or any other language School) and monitoring of bilateral activities; • Student attendance and participation in various types of activities (eg public lectures, debates and discussions); • Results of internal evaluation of programs and their use; • External evaluation results of the program and their use.
1.2. Periodic review of program objectives and outcomes, taking into account existing economic and social actors, educational standards, regulations and best practices;	<p>1.2.1. Constant monitoring of variable actors in the employment market and relevant modernization of program goals and outcomes;</p> <p>1.2.2. Monitoring compliance with program standards, regulations, recommendations;</p> <p>1.2.3. Modifying the educational program according to the interests of the students;</p> <p>1.2.1. Monitor and analyze best practices regarding programs for program modification, improvement, and compatibility;</p> <p>1.2.2. Provide internal evaluation of the program;</p> <p>1.2.3. Provide external evaluation of the program;</p> <p>1.2.4. Evaluation of learning outcomes;</p>	<ul style="list-style-type: none"> • Market research results; • Relevant educational program; • School Board decisions; • Mechanisms for evaluating program learning outcomes; • Results of internal evaluation of the program and their use; • Results of external evaluation of the program and their use;
1.3. Continuous monitoring and refinement of the architecture, flexibility and logic and consistency of the components of the academic curriculum implemented within the School of Humanities and Liberal Arts;	<p>1.3.1. Improving the relationship between program structure and content based on program planning, design and development methodology;</p> <p>1.3.2. Further expansion of elective opportunities in educational programs;</p> <p>1.3.3. Maintaining and ensuring the ratio of teaching, practical and research components in educational programs;</p> <p>1.3.4. Provide internal evaluation of the program;</p> <p>1.3.5. Provide external evaluation of the program;</p>	<ul style="list-style-type: none"> • Program planning, design and development methodology; • Relevant educational program; • The results of the internal evaluation of the program and their use; • External evaluation results of the program and their use.

Strategic goal II**Modernization of educational programs and their compliance with modern public and market requirements;**

Task	Activities to be performed	Main indicator
2.1. Periodic review of educational programs in accordance with market requirements, taking into account qualification, research and employment prospects;	2.1.1. Periodic monitoring and review in accordance with the regulations and market requirements for the introduction or removal of individual courses in English Philology, Georgian Philology and History undergraduate programs; 2.1.2. Detection of non-compliance with external requirements in the programs and adequate and timely filling of gaps; 2.1.3. Analyze the program learning outcomes and proposed changes (to make a final decision);	<ul style="list-style-type: none">• Program development mechanisms;• Quality Assurance Office Reports;• Program modification rules and procedures;• Employment market and employer demand indicators;
2.1. Initiate and develop interdisciplinary courses;	2.1.1. Initiation and development of new interdisciplinary training courses within the School educational programs;	<ul style="list-style-type: none">• Educational programs;
2.2. Use of e-learning methods in the learning process, its evaluation and continuous monitoring;	2.2.1. Continuous improvement of e-learning methods in the learning process; 2.2.2. Continuous improvement of e-learning quality assurance mechanisms; 2.2.3. Diversification of teaching-learning and assessment methods in educational programs for the purposes of e-learning and quality assessment of this process;	<ul style="list-style-type: none">• E-learning methods;• Quality assurance mechanisms;• Educational programs;

<p>2.3. Assist graduates, and society at large, in adapting to modern requirements through teaching and research</p>	<p>2.3.1. Promoting exchange mobility to facilitate the sharing of modern experiences; 2.3.2. Planning events to increase their professionalism; 2.3.3. Academic, short-term and long-term 2.3.4. Support for innovative teaching methods and pedagogical approaches; 2.3.5. Development / promotion of modern methods of leadership and consulting; 2.3.6. Develop programs using the results of the latest research in relevant fields.</p>	<ul style="list-style-type: none"> • Educational programs; • Peer learning mechanisms and indicators of their use; • Measures to support innovative teaching methods and approaches; • Short-term academic and research exchange rates.
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<p>Strategic goal III Promoting the internationalization of educational programs</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>

<p>3.1. The steady growth of the foreign language component in educational programs and their modernization in order to promote maximum compatibility and mobility;</p>	<p>3.1.1. Continuous study and monitoring of global, regional and local trends; Analyze their impact on existing School programs and qualifications;</p> <p>3.1.2. Analyze University practice in the humanities and create compatible, relevant courses. Support for relevant initiatives;</p> <p>3.1.3. Adapting and introducing common language teaching methods;</p> <p>3.1.3. Strengthening the teaching of a second foreign language in the undergraduate program of English Philology;</p> <p>3.1.4. Strengthening English language teaching in Georgian philology and history programs;</p> <p>3.1.5. Providing English language courses in Georgian philology and history programs;</p>	<ul style="list-style-type: none"> • Educational programs; • Quality Assurance Office Reports;
<p>3.2. Expand and support international connections between School students and academic staff; Developing international cooperation at the School level;</p>	<p>3.2.1. Increase participation rates in student and academic staff exchange programs;</p> <p>3.2.2. Support for School professors' academic connections;</p> <p>3.2.3. Support and increase the number of private study / research visits to the School's academic and visiting staff at both partner Universities and other educational institutions;</p> <p>3.2.4. Encouragement and support for participation in academic competitions;</p> <p>3.2.5. Expanding contacts with educational and scientific units of foreign Universities;</p>	<ul style="list-style-type: none"> • Indicators of participation of students, academic and invited staff in exchange programs; • Indicators of academic trips of the academic staff of the School; • Status of international cooperation and relations between the academic staff of the School; • Documentation of relations with foreign Universities and Schools, research units;

Strategic goal IV
Promoting lifelong learning

Task	Activities to be performed	Main indicator
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<p>4.1. Increase the motivation of the School's academic and visiting staff to create relevant, multi-level, general profile and sectoral certificate courses / programs relevant to market requirements; Informing and motivating students to participate and earn credits within certificate courses and pass international exams;</p>	<p>4.1.1. To support the development of general profile and sectoral (law, business, engineering, computer science, journalism, psychology) certificate courses (including international exams) and to support lifelong learning, support for high-quality School staff initiatives and short orders in this area To create courses; 4.1.2, Expansion of information mechanisms related to certificate courses;</p>	<ul style="list-style-type: none"> • Number of courses of various, general profile and sectoral certificate (including international exam) developed within the framework of the "Georgian and Foreign Languages Training Center"; • Number of academic and invited staff involved in the system of certificate courses developed on the basis of the "Georgian and Foreign Languages Training Center";
<p>4.2. Identify the necessary needs for the professional and personal development of the academic and invited staff, as well as the support staff in the academic process within the School and take appropriate measures;</p>	<p>4.2.1. Identify needs for professional and personal development; 4.2.2. Organizing / ordering seminars, trainings, courses and other events appropriate to the needs identified for professional and personal development;</p>	<ul style="list-style-type: none"> • Mechanisms for identifying the needs for personal and professional development; • Organized events for professional and personal development; • Quantity of participants in activities organized for professional and personal development.

<p>Strategic goal V Methodological improvement and strengthening of professional foreign language teaching;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>

5.1. Strengthening multilingual approaches and professional language teaching;	5.1.1. Strengthen the practical teaching of professional English and other foreign languages (e.g. French, German, Russian, Spanish); 5.1.2. Continuous monitoring of modern teaching methodology of professional-foreign languages and its learning outcomes; 5.1.3. Increase the intensity of practice-based field-professional oral discussions and debates; 5.1.4. Expanding participation in English-language scientific-educational activities;	<ul style="list-style-type: none"> • Relevant educational programs; • Strengthening the English-language professional-field and scientific component in the programs; • Indicators of participation in joint scientific-educational activities between internal University annual and semester student Schools; • Quality Assurance Office Reports.
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Strategic goal VI Continuous monitoring of the quality of learning;		
Task	Activities to be performed	Main indicator
6.1. Strengthen the learning process and make data-based decisions;	6.1.1. Surveying and providing feedback to staff, students, graduates; 6.1.2. Evaluation of the learning process; 6.1.3. Upgrading the electronic learning process management system;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Learning process evaluation results; • Electronic learning process management system;
6.2. Increase in achievement of learning outcomes;	6.2.1. Survey of staff, students, graduates; 6.2.2. Identify and develop targets for learning outcomes; 6.2.3. Periodic evaluation of learning outcomes;	<ul style="list-style-type: none"> • Results of surveys of students, graduates, staff; • Learning Outcomes Assessment Results; • Target benchmarks of learning outcomes;
6.3. Strengthening teaching quality indicators;	6.3.1. Survey of staff, students, graduates; 6.3.2. Periodic monitoring of the learning process; 6.3.3. Monitoring student performance;	<ul style="list-style-type: none"> • Survey results of students, graduates, staff; • Periodic monitoring of the learning process; • Monitoring student performance;
Strategic goal VII To strengthen and support access and engagement to high quality higher education in pandemic period;		
Task	Activities to be performed	Main indicator

<p>7.1. Considering the peculiarities of the field, making relevant changes in educational program in order to keep and improve the quality.</p>	<p>7.1.1. Implementation of online learning methods in educational programs; 7.1.2. Under the logical frame to guarantee flexibility of the content of educational program component for the interests of the students.</p>	<ul style="list-style-type: none"> • Modified educational program;
<p>7.2. Effective application of the mechanisms to achieve study results and ensuring the quality of study in pandemic period</p>	<p>7.2.1. Intensive monitoring of learning process by the representatives of school administration and quality assurance service; 7.2.2. Periodic and permanent monitoring of student achievement in academic courses, including specific forms of evaluation in academic courses to achieve the results of study; 7.2.3. Conducting student surveys on distance learning and ensuring fast and adequate reaction on the results.</p>	<ul style="list-style-type: none"> • Internal regulations (Orders issued by the dean); • Reports and evaluations prepared by the manager of the quality assurance service • The results of the monitoring of students academic achievements; • The results of student surveys and application of these results.
<p>7.3. Supporting the lifelong and high quality inclusion of scholars and students in the learning process;</p>	<p>7.3.1. Meetings with professors on application of e-platforms and organization of individual consultations; 7.3.2. Meetings with students on application of e-platforms and organization of individual consultations; 7.3.3. Intensive monitoring of learning process by the representative of the school; 7.3.4. Technical support for uninterrupted implementation of the learning process; 7.3.5. Mobilization of staff officers and accurate labor division;</p>	<ul style="list-style-type: none"> • Numbers indicating the meetings and consultations; • Internal regulations of the school; • E-platform and opportunities; • Activities of technical group; • The functions of school's staff officers

Priority - research activities

Strategic goal I

Support and expansion of scientific research activities;

Task	Activities to be performed	Main indicator
1.1. Adherence to and development of external and internal University standards for research and innovation activities. Ensuring autonomy and academic freedom in the process of organizing and conducting research;	1.1.1. Monitoring the implementation of existing internal standards during research and innovation activities; 1.1.2. Ensuring academic ethics and academic freedom in conducting research activities; 1.1.3. Continuous monitoring of compliance of research components of programs with standards; 1.1.4. Implementation of plagiarism prevention measures;	<ul style="list-style-type: none"> • Educational program; • Results of evaluation of research activities; • University Academic Integrity Policy; • Activities of Quality Assurance Office; • Anti-plagiarism program;
1.2. Increase the motivation of research institutes and researchers for research initiatives, support for research projects and project proposals based on problems and challenges;	1.2.1. Constantly promoting the academic and scientific potential of the School. Informing about University and School educational and scientific connections, capacity dynamics and expectations; 1.2.2. Improving financial and other research support activities and providing relevant information in a timely manner; 1.2.3. Constant monitoring, evaluation and informing of relevant School and state problems and challenges; 1.2.4. Diversity of international electronic databases and constant information of School staff about it;	<ul style="list-style-type: none"> • System of research funding and support measures; • Increase research funding rates; • Expanding research opportunities and connections; • International electronic databases;
1.3. Encouraging cross-sectoral research and innovative activities.	1.3.1. Identify common research interests and contemporary topics in linguistics, literature, historical sciences; 1.3.2. Initiate and implement research collaborations, projects with other Schools and research institutes within the University; 1.3.3. Organizing cross-sectoral events;	<ul style="list-style-type: none"> • Indicators of internal and external joint surveys; • Results of interdisciplinary surveys; • Funding for joint research and other support mechanisms; • Indicators of internal and external research activities;

Strategic goal II

Increase the practical importance of scientific research results, increase contacts with private, governmental and non-governmental, other non-University centers (entities) for the purpose of commercialization and dissemination of research;

Task	Activities to be performed	Main indicator
<p>2.1. Increase the practical importance and quality of research commercialization and innovative activities through both collaborative research and dissemination of new knowledge generated within the School through promotion;</p>	<p>2.1.1. Expanding cooperation with economic agents in order to carry out scientific research activities in accordance with the existing programs and staffing of the School;</p> <p>2.1.2. Expand research and innovation activities that are important in promoting socio-economic, cultural, political and social development at various levels;</p> <p>2.1.3. Implement consistent policies and activities to find alternative sources of funding for research and innovation activities;</p> <p>2.1.4. Advocating for School research infrastructure;</p> <p>2.1.5. Improving the quality evaluation mechanisms of the research results.</p>	<ul style="list-style-type: none"> • Growing number of partners implementing the external economic and research component; • Memorandum signed with TSU Arnold Chikobava Institute of Linguistics; • Memorandum signed with Korneli Kekelidze National Center of Manuscripts; • Memorandum signed with the Simon Janashia State Museum and the Georgian State Museum of Theater, Music, Cinema and Choreography; • Memorandum signed with the National Archives of Georgia; • Memorandum signed with the State Department of Georgian Language; • Statistical indicators of researchers involved in this type of research; • External communication through research (projects); • Statistical indicator of the number of students involved in research conducted in this field;
<p>2.2. Use the knowledge and experience accumulated in the School to support the civic, economic, intellectual and cultural growth of the society; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>2.2.1. Support and encourage School staff to carry out expert activities;</p> <p>2.2.2. Supporting and encouraging School staff to engage in a variety of public activities;</p> <p>2.2.3. Promoting and encouraging research activities on topics and problems important to the community within the School;</p>	<ul style="list-style-type: none"> • Results of scientific research activities carried out within the School; • Various public activities conducted by School staff; • Expert activities carried out by School staff;

Strategic goal III Promoting maximum integration of scientific research and teaching process;		
Task	Activities to be performed	Main indicator
3.1. Increase the research component of the educational program by strengthening the results of research conducted within the School and the cooperation of research entities;	3.1.1. Strengthening the research component of future educational programs of the first level of higher education; 3.1.2. Initiate new theoretical and practical courses based on the analysis of research results; 3.1.3. Strengthen the coordination of scientists and researchers involved in various institutions and projects and generate and support interdisciplinary research and courses; 3.1.4. Active involvement of scientific staff in the development of the research component of educational programs;	<ul style="list-style-type: none"> • Existing educational programs; • Indicators of the intensity of involvement of the study participants in the learning process; • Number of courses initiated on the basis of research activities and research results; • Number of interdisciplinary courses.
3.2. Qualitative improvement of research activity management and research results;	3.2.1. Permanent monitoring and evaluation of the quality of research activities and research results in accordance with the School programs and staffing; 3.2.2. Improving the research component of undergraduate education programs; 3.2.3. Assess the scientific productivity of staff and improve evaluation mechanisms.	<ul style="list-style-type: none"> • Results of research activities; • Research component of undergraduate education programs (papers); • Assessment of staff scientific productivity and evaluation mechanisms;

Strategic goal IV Promoting the internationalization of research activities;		
Task	Activities to be performed	Main indicator
4.1. Facilitate the expansion of international cooperation between the academic and visiting staff of the School;	4.1.1. Facilitate and increase participation in international research projects and events of research direction and academic nature; 4.1.2. Improving and increasing the funding of the School scientific contingent in research programs; 4.1.3. Increase the number of scientific events and participants organized jointly with foreign partners;	<ul style="list-style-type: none"> • Rate of participation in international projects and events of research direction and academic nature; • Quantitative indicator of funding of the School scientific contingent in research programs; • Number of scientific events and participants organized jointly with foreign partners;

<p>4.2. Improving the mechanisms of informing and promoting the structures and subjects implementing the research component within the School;</p>	<p>4.2.1. Constantly informing the academic staff and research centers of the School about the scientific activities of the partner Universities;</p> <p>4.2.2. Introducing the scientific potential of academic staff and research institutes, research groups to partner Universities and research centers;</p> <p>4.2.3. Coordinated production of information at the University and faculty level and refinement of relevant mechanisms;</p>	<ul style="list-style-type: none"> • Existence of a research structure supporting the University; • Information and support system;
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Strategic goal V

To ensure lifelong research activities as well as to support pandemic and other risks research management;

Task	Activities to be performed	Main indicator
<p>5.1. To support research groups in pandemic period, including the implementation of distance research based activities;</p>	<p>5.1.1. To ensure safe conditions at the university for the activities of research groups (following the regulations);</p> <p>5.1.2. In case of necessity to provide technical support for research groups or individuals;</p> <p>5.1.3. To organize meetings with researchers on use of e-platforms and individual consultations</p>	<ul style="list-style-type: none"> • Relevant spaces of the school; • School budget; • Numbers indicating meetings and consultations;
<p>5.2. To ensure effective application on the mechanisms for the research activities and their results</p>	<p>5.2.1. Intensive monitoring of the assurance of the quality of research activities by the members of school administration and representatives of the quality assurance service;</p> <p>5.2.2. Intensification of using the system of reporting by the researchers in pandemic period;</p> <p>5.2.3. Promotion of the monitoring of interim research reports in pandemic period;</p>	<ul style="list-style-type: none"> • Reports prepared by the manager of school's quality assurance service; • Reports prepared by the researchers; • The results of interim research results monitoring;

Priority - Strengthening and supporting an effective system of student life and career services

Strategic goal I Higher education and employment;		
Task	Activities to be performed	Main indicator
1.1. Application of student skills and professional interest synthesis to refine their professional visions and develop career aspirations;	1.1.1. Conducting special courses, seminars, organizing meetings with professional and commercial organizations to motivate students to think about employment during their student days; 1.1.2. Informing and encouraging students to do internships and participate in competitions;	<ul style="list-style-type: none"> • Number of employed students; • Number of employed graduates; • Intensity of internships, competitions and number of students participating in these; • Memorandums signed with professional, commercial and other types of organizations;
1.2. Harmonious cooperation in teaching, research and management with maximum involvement of students;	1.2.1. Ensuring student representation in the program development / implementation process; 1.2.2. Participation of student representatives in relevant structures based on the principles of equality, fairness and transparency; 1.2.3. Promoting and encouraging students to participate in scientific conferences;	<ul style="list-style-type: none"> • Composition of the program development commission; • Equal opportunities to participate in student life, University and faculty structures and activities; • Indicators for participation in student scientific conferences.

Strategic goal II Continuous development and support of student adaptation and University life;		
Task	Activities to be performed	Main indicator
2.1. Ensuring student involvement in the quality of programs implemented by the School;	2.1.1. Ensuring student involvement in the program development and implementation process; 2.1.2. Ensuring student involvement in the program evaluation process; 2.1.3. Survey of students for the purpose of evaluating the quality of the educational program. Identifying and considering their interest; 2.1.4. Supporting student union(s); 2.1.5. Ensuring student involvement in School decision-making structures; 2.1.6. Development of student information and counseling system;	<ul style="list-style-type: none"> • Program development mechanism; • Quality Assurance Office Evaluation; • Student union(s); • School regulations; • Information and consulting system;

<p>2.2. Establishing values of solidarity, intercultural and tolerance and developing skills for compromise;</p>	<p>2.2.1. Strengthen relevant skills development courses in educational programs; 2.2.2. Encouraging intercultural dialogue and cooperation; 2.2.3. Encourage students to create appropriate conditions for participation and more collaboration in University life;</p>	<ul style="list-style-type: none"> • GAU Code of Ethics and Conduct; • Relevant training courses for educational programs; • Student participation rates in University life;
<p>2.3. Strengthening student engagement in quality assurance and academic activities;</p>	<p>2.3.1. Further strengthen student involvement in the evaluation and development of educational programs; 2.3.2. Support for the formation of student associations for academic activities; 2.3.3. Development and refinement of communication and feedback systems with students; 2.3.4. Develop and refine communication mechanisms with academic / invited staff to ensure involvement in student activities; 2.3.5. Provide students with academic / meeting staff related academic activities; 2.3.6. Student: Source of information - Expert - Effective implementation of partner system, principles;</p>	<ul style="list-style-type: none"> • Mechanisms for the development and evaluation of educational programs; • Student union(s); • Number of new courses and educational programs created through student activism; • Regularity of meetings held by academic / invited and administrative staff with students regarding academic activities; • Alternative student surveys and use of their results;
<p>2.4. Strengthening curriculum with outdoor activities and student adaptation/integration activities;</p>	<p>2.4.1. Organizing conferences, debates (various events), public lectures for students; 2.4.2. Organizing various cultural, sports and cognitive events for students; 2.4.3. Support of student union(s) - clubs, groups, etc. within the School; 2.4.4. Supporting individual ideas, suggestions, and activities of different time groups of students; 2.4.5. Regular and timely counseling of students on student life and adaptation activities;</p>	<ul style="list-style-type: none"> • Number of student conferences, debates (forums, conferences, etc.), public lectures; • Number of different cultural, sports and cognitive activities for students; • Student union(s); • Student survey results; • Advisory mechanisms;

Strategic goal III**Permanent adaptation of students to pandemic challenges and their involvement**

Task	Activities to be performed	Main indicator
3.1. To keep student life under distance conditions and to support student initiatives;	3.1.1. Distance planning and organization of student activities; 3.1.2. Conducting student surveys and systematic study of their interests; 3.1.3. Supporting student initiatives via distance and hybrid communication means;	<ul style="list-style-type: none"> • Implemented distance activities for students; • Student surveys and their usage; • The mechanisms to support student initiatives;
3.2. To ensure maximum of the student inclusion in the university life under the pandemic period;	3.2.1. To support the activities of student associations under distance conditions; 3.2.2. To ensure distance participation of students in the decision making structures; 3.2.3. Student surveys and following the results;	<ul style="list-style-type: none"> • Student associations • The indicators of student participation in decision making structures; • Student surveys and following the results;
3.3. To ensure flexible study and research climate for students under distance condition;	3.3.1. To ensure flexible study system and schedule for the students; 3.3.2. To ensure uninterrupted and unlimited access to online materials; 3.3.3. To support student participation in research activities; Implementation of effective management of deadline systems and semester evaluation;	<ul style="list-style-type: none"> • Study schedule; • Library service; • Access to teaching materials; • Indicators of student participation in research activities; • System of assessments

Strategic goal IV**Improving students' social responsibility and effective support (Minutes of the University Partners Meeting # 44, 17.02.2021)**

Task	Activities to be performed	Main indicator
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<p>4.1. Develop student support mechanisms within the School, implement social ideas and partnership opportunities; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>4.1.1 .Organizing activities implemented by School students to support the community; 4.1.2 Expand student involvement in English Club outdoor activities / projects;</p>	<ul style="list-style-type: none"> • Activities carried out by School students to support the community; • Involvement of students in the activities of the English Club;
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<p>Priority - organizational development</p>		
<p>Strategic goal I Increase mission-oriented institutional stability and the degree of efficiency of the institution management process;</p>		
<p>Task</p>	<p>Activities to be performed</p>	<p>Main indicator</p>
<p>1.1. Strengthening the University as a unified educational space and an institution implementing educational-research activities through diversity and integration;</p>	<p>1.1.1. Exchange information about current School activities at the University level; 1.1.2. Strengthen cooperation with the University's core educational units and Schools; 1.1.3. Planning of educational and scientific communication and activities with other basic educational units; 1.1.4. Strengthening academic and scientific cooperation with the University's scientific research institutes and other groups; 1.1.5. Implementing the University Diversity Policy in the process of recruiting teaching and research staff; 1.1.6. Active use of University communication forms and means in communication with students and professors, as well as with the administrative and support structures of the University; 1.1.7. Encourage students to take equal opportunities for active participation in University life, upholding the principles of equity and transparency;</p>	<ul style="list-style-type: none"> • Sources of dissemination of information in the University space; • Implemented activities and events; • Educational programs; • Program implementation staff; • Joint projects and other events; • Scientific / research projects; • Electronic system of educational process, University e-mail; • Regulatory acts; • Student clubs, academic circles, temporary target groups;

<p>1.2. Effective implementation of the existing management model and practice, implementation of University policy of high organizational and academic culture;</p>	<p>1.2.1. Ensuring the efficiency of the University as an organizational structure; 1.2.2. Implement public-private partnerships to achieve common and School strategic goals; 1.2.3. Conduct management effectiveness measures within the School; 1.2.4. Encourage and implement teamwork and personal responsibility; 1.2.5. Strengthen personal and structural coordination at the faculty and University levels.</p>	<ul style="list-style-type: none"> • School activities; • Memoranda of Understanding / Agreements; • Incentive activities; • Regulatory acts;
<p>1.3. Ensuring the involvement of stakeholders in the development, development and evaluation of educational programs;</p>	<p>1.3.1. Labor and employment market research and analysis of results. Modify the program according to their requirements; 1.3.2. Survey of employers and graduates, analyze the results and use them to develop and evaluate the program; 1.3.3. Survey of students, analysis of results and their use for program development and evaluation; 1.3.4. Ensuring direct involvement of students in the program development and evaluation process; 1.3.5. Identify / analyze the need for an individual curriculum and develop them with the involvement of stakeholders; 1.3.6. Establish transparent and measurable targets and indicators for evaluating program learning outcomes; 1.3.7. Given the specifics of the program per student development of support mechanisms for focused learning; 1.3.8. Assess the learning environment to identify student needs;</p>	<ul style="list-style-type: none"> • Labor and employment market research results; Educational program; • School Board decisions; • Survey results for employers and graduates; • Student survey results; • Mechanisms for program development and development; • Individual curriculum development methodology; • Target benchmarks and indicators for evaluating the learning outcomes of the program; • Student support mechanisms;
<p>1.4. Periodic evaluation of programs by the Quality Assurance Office and monitoring of the implementation of the issued recommendations;</p>	<p>1.4.1. Periodic evaluation of educational programs by the Quality Assurance Office; 1.4.2. Analysis of recommendations issued by the Quality Assurance Office and its consideration for program development; 1.4.3. Monitoring the implementation of the recommendations issued by the Quality Assurance Office;</p>	<ul style="list-style-type: none"> • Quality Assurance Office evaluation; • Educational program; School Board decisions;

1.5. Ensuring graduates participation in School decision-making structures; (Minutes of the University Partners Meeting # 44, 17.02.2021)	1.5.1. Ensuring graduates involvement in School Board activities; 1.5.2. Provide close liaison with graduates and support their involvement in various School-planned activities;	<ul style="list-style-type: none"> • School regulations; • Graduate participation rate in various activities;
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Strategic goal II Improving human resource management policy, financial and material resources;		
Task	Activities to be performed	Main indicator
2.1. Attracting theorists and relevant practitioners to ensure the implementation of the program;	2.1.1. Close cooperation with employers, professional organizations, specialists in the field of humanities, familiarizing them with educational programs and receiving feedback; 2.1.2. Introduction of opportunities, features and advantages of existing programs in a wide range of professional circles; 2.1.3. Increase the number of foreign specialists; 2.1.4. Promoting the professional and personal development of the recruited staff;	<ul style="list-style-type: none"> • School-to-teacher ratio; • Ratio of invited and academic staff according to the content of the program; • Quantitative indicator of specialists with practical experience.
2.2. Effective use of internal University financial and material resources to ensure the results of the program and search for appropriate alternative sources;	2.2.1. Support for internal School projects and initiatives; 2.2.2. Increase motivation and support for group and cluster research; 2.2.3. Strengthen cooperation with external economic agents and foundations.	<ul style="list-style-type: none"> • Internal University funding for research activities; • Indicators of research activities commissioned from outside and produced within the School; • Financial resources attracted from alternative sources; • Existing tangible assets.

2.3. Constant care for retraining according to the needs and expedencies of School staff;	2.3.1. Periodic review of requirements for academic, visiting and administrative staff; 2.3.2. Periodic analysis of the compliance of existing academic, invited and administrative staff with the positions held; 2.3.3. Establishing mechanisms for raising competencies and acquiring new skills; 2.3.4. Advocacy of the imposed obligations, competencies and adequate remuneration system of the performed activities (petition);	<ul style="list-style-type: none"> • Academic / invited and administrative staff involved in the implementation of educational programs; • Staff development programs; • Number of academic, invited and administrative staff trained in development programs; • Outflow of academic and administrative staff (analysis of the reasons for the outflow)
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Strategic goal III		
Adaptation with new challenges and strengthening institutional capacity;		
Task	Activities to be performed	Main indicator
3.1. To ensure proper online functioning of the school structure and to support personal online communication;	3.1.1. Proper functioning of the council of the school via the distance work; 3.1.2. Ensuring effective online communication for school's structural units and their staff; 3.1.3. Technical support for school's structural units and their staff; 3.1.4. Organizing various online information and consultative meetings;	<ul style="list-style-type: none"> • Intense meetings of the school council; • Distance communication methods and means; • E-platforms; • Information and consultative meetings

Strategic goal IV		
Introduction of Corporate Social Responsibility (CSR) (University Partners Meeting Protocol # 44, 17.02.2021)		
Task	Activities to be performed	Main indicator

<p>4.1. Active involvement of the School in expanding the University's social integration and participation; (Minutes of the University Partners Meeting # 44, 17.02.2021)</p>	<p>4.1.1. Promoting social responsibility and social integration of School staff; 4.1.2. Support for students' social ideas and projects; 4.1.3. Involvement of students in activities for high School students on a "learn from each other" principle; 4.1.4. Organizing joint debates, discussions and other events; 4.1.5. Organizing various types of activities by the Humanitarian Workshop for GAU staff, their family members and the socially vulnerable; 4.1.6. Advising general School teachers on methodological issues of teaching English, Georgian language and history; 4.1.7. Expand student involvement in English Club outdoor activities / projects;</p>	<ul style="list-style-type: none"> • Measures to promote social responsibility and social integration for School staff; • Students' social ideas and projects; • Consultations on methodological issues of teaching English, Georgian language and history; • Organized events with student involvement; • Index of student involvement in English Club outdoor activities / projects; • Humanitarian workshop activities;
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