2019-2025

STRATEGIC PLAN

TBILISI

2019

Contents

Introduction

Strategic plan - 2019-2025 represents the priority directions of the development policy of LLC Guram Tavartkiladze Tbilisi Teaching University (hereafter referred to as GTUNI). It is based on our vision and responsibilities towards our country, society, student and staff, illustrates our day-to-day activities, consistency of our ideas and values with future perspective.

Strategic development plan of GTUNI, which sets institutional development priorities, strategic aims and strategic tasks for the forthcoming 7 years (2019-2025), reflects distinct direction and logical coherence of the decisions for effective implementation of the mission.

GTUNI strategic development plan, first, is based on the fundamental principles defined by University Charter (Magna Charta Universitatum) and main documents of Bologna Process. It is also in line with the laws of Georgia, subordinate acts and important strategies, namely:

- Unified Strategy for Education and Science, 2017-2021;
- Law of Georgia on Higher Education, 2004;
- Law of Georgia on Science, Technologies and their Development, 1997
- Association Agreement between Georgia-EU (appendix XXXII, recommendations and decisions on higher education 2015-2022), 2013;
- Law of Georgia on Quality Improvement, 2010;
- Law of Georgia on Innovations, 2016;
- Social-economic Development Strategy of Georgia, 'Georgia 2020', 2014.
- Law of Georgia on the Georgian National Academy of Sciences, 2007
- Strategic Document for National Centre for Education Quality Enhancement, 2016-2020;
- Law of Georgia on Grants, 1996;
- Order №99/N, October 1, 2010 of Minister of Education and Science of Georgia on the Approval of the Educational Institutions Authorisation Charter and of Authorisation Fees.

In the planning process, the references were made on local and International methodological resources on strategic planning; the strategic documents of GTUNI partner European and US Universities, as well as strategic documents of HEI of Georgia have been analysed.

Based on the evaluation of the outcomes achieved via implementation of the strategic plan of 2010-2016, as well as based on conducted research and factual data, GTUNI worked out Strategic Development Plan 2017-2023, which was approved by Academic Council (meeting protocol N 10.09.12.2016).

In the Implementation process of the strategic plan 2017-2023, the new standards for accreditation and authorization of HEI-s were approved by Ministry of Education and Science of Georgia. It brought new challenges to HEI.

The adoption of new standards and new regulations, statutes, guidelines, seminars provided by Education Quality Enhancement Centre, training and recommendations on the implementation of new standards, as well as the outcome of GTUNI program accreditation in 2018, revealed and put on the agenda the necessity of fundamental updating of the existing strategic plan, in order to meet international standards, and above all, to build up a solid basis for institutional development and educational quality improvement.

Besides, the necessity to update strategic development plan was revealed by monitoring of realization of the action plan 2017-2018. Consequently, it was concluded that:
-   GTUNI vison and mission needs to be revised and reformulated. It had to define more clearly and distinctly the role and place of GTUNI in educational space and community;
-   Strategic aims needed to be more realistic and achievable. They had to be reformulated and optimized;
-   Strategic tasks, sub-tasks, their indicators and benchmarks needed concretization, in order to make their implementation more measurable.
-   The budget should be more focused on strategic goals, in order to clearly prove that it is the efficient instrument for the implementation of the goals set.

Considering all the circumstances described above, based on the recommendations of monitoring and evaluation group of the action plan 2017, 2018 and by the initiative of GTUNI Rector, the decision to elaborate a new strategic development plan for 2019-2025 and 3-year action plan (2019-2021) was made.

The process of working out the strategic plan 2019-2025 and action plan 2019-2021 was carried out in accord with the rules and procedures defined by strategic planning methodology of GTUNI.

1.   Strategic planning Methodology

Guram Tavartkiladze Tbilisi Teaching University has worked out the strategic planning methodology. According to the rules and procedures defined in the document, under Rector's leadership, strategic planning group was created. It consisted of the representatives of GTUNI administrative, academic, support staff, a student and an employer. The foreign specialist also participated in the process.

The responsibility of the group was to elaborate a draft of the strategic plan and broadly involve the university staff in the planning process.

Strategic planning was implemented based on the cycle presented below. It consisted of several stages:

The updating of the strategic plan started in October 2018.

The initial stage of the strategic planning process included data collection and analysis (it involved the analysis of feedbacks provided by the staff, students, employers and alumni; analysis of the normative base of educational sphere, information and methodology resources; analysis of the best international practices; SWOT analysis of University activities);

In the following stage, the university mission statement, future vision and values were defined and formulated. On this stage, in order to ensure the high level of transparency and involvement of all the stakeholders in the process, the group of strategic planning carried out the following activities:

1. The printed version of a mission draft, vision and value statement for providing recommendations and feedbacks were given to stakeholders: academic, administrative and support staff, target groups of students, alumni and employers.
2. The enquiries were made to ascertain: Does university vision reflect or not the final goal that GTUNI wants to achieve; is it the 'picture' of its future? Does GTUNI mission clearly and distinctly define the role and place of the university in higher educational space and society, are its characteristic features in accord with its main directions (profile) of activities, with the role for preparation of the active member of the democratic society, knowledge creation and sharing for ensuring student's personal development and competitiveness on labour market; and finally, do the stakeholders share GTUNI mission and vision?

    Concerning Mission, surveys confirmed that 90% of the inquiry participants confirmed that mission clearly expresses who we are, what we do and why and for whom we exist. 7 % had recommendations and remarks, some of which were considered by planning group; 3% of inquiry participants indicated that it was difficult for them to answer the question. **Concerning vision**, 95% of the inquiry participants answered that the vision statement is clear and reflects the aspiration university is striving for, its

future perspective; 4 % had remarks and recommendations, which was thoroughly considered by planning group. 1% indicated that it is difficult for them to answer this question.

3. Strategic planning group also held 4 presentations for the discussion of a draft document for strategic plan (with administrative and support staff; Law faculty academic and invited staff, with Academic and invited staff of the faculty of Business and Social Sciences, with focus groups of students, alumni and employers).

Consequently, as a result of survey analysis and consultations, mission, vision and value statement have been changed several times and, at last got the final form that was confirmed by stakeholders and was approved together with the strategic plan by the Academic Council of GTUNI.

On the following stage of strategic planning, based on the university mission, the main strategic priorities were identified, corresponding strategic goals, tasks and their completion indicators were established. It also has been implemented via intense communication with all the stakeholders.

On the next stage of strategic planning, draft for strategic development plan was developed, demonstrative presentations were held for partner's board and staff. All the stakeholders and representatives of academic society were eligible to attend them. The information about the presentations was shared on the university web site. Recommendations and remarks on the draft strategic development plan were considered by planning group.

On the next stage of the strategic planning, based on the strategy document, planning group developed action plan, which encompasses the tasks and sub-tasks for achievement of strategic goals, implementation mechanisms, scheduled in timeframe. The document defines positions responsible for their completion indicators, benchmarks and financial resources; The draft of an action plan was also the object for broad discussions. After analysing of the feedbacks and comments on the draft, the final, amended and shared by the university society document - action plan - was approved by the Academic Council.

After all the procedures mentioned above, the document was published on GTUNI website.

> **Therefore, Strategic Development plan -2019-2025 is the result of the consistent work, which is based on conceptualization of the experience gained, multiple improvement activities and presents a valuable database for the development and constant dialogue!**

2. History and Present-day Life

LLC Guram Tavartkiladze Tbilisi Teaching University is one of the young Higher Educational Institutions in Georgia (set up on 29.05.2008, N204555524). However, it has already got the history, as far as it goes on those rich traditions, which were established by the founder of the university, scientist, pedagogue and public figure, Professor Guram Tavartkiladze.

Since its foundation LLC Guram Tavartkiladze Tbilisi Teaching University has established unity of vision, values and traditions, which are shared and respected by the staff.

Teaching university started its operation with 6 programs and 390 students. In 2013, the fourth year since its operation, it successfully went through institutional authorization and program accreditation. It became the important stimulus for further development. Today GTUNI implements 10 accredited educational programs and number of students has increased in 3 1/5.

Initially, when the university was set up, total number of the staff involved in university operation was 43, including academic staff, the number of which was 29.

For the moment of the approval of the strategic plan, the number of the whole staff is 139, including academic staff, number of which is 56. Academic staff, affiliated with GTUNI includes: 24 Professors, 17 Associate Professors, 1 Assistant Professor, 2 Assistants.

Guram Tavartkiladze Tbilisi Teaching University seeks to serve national interest of Georgia, to satisfy demands of the country, society and students for labour market-oriented, high quality education.
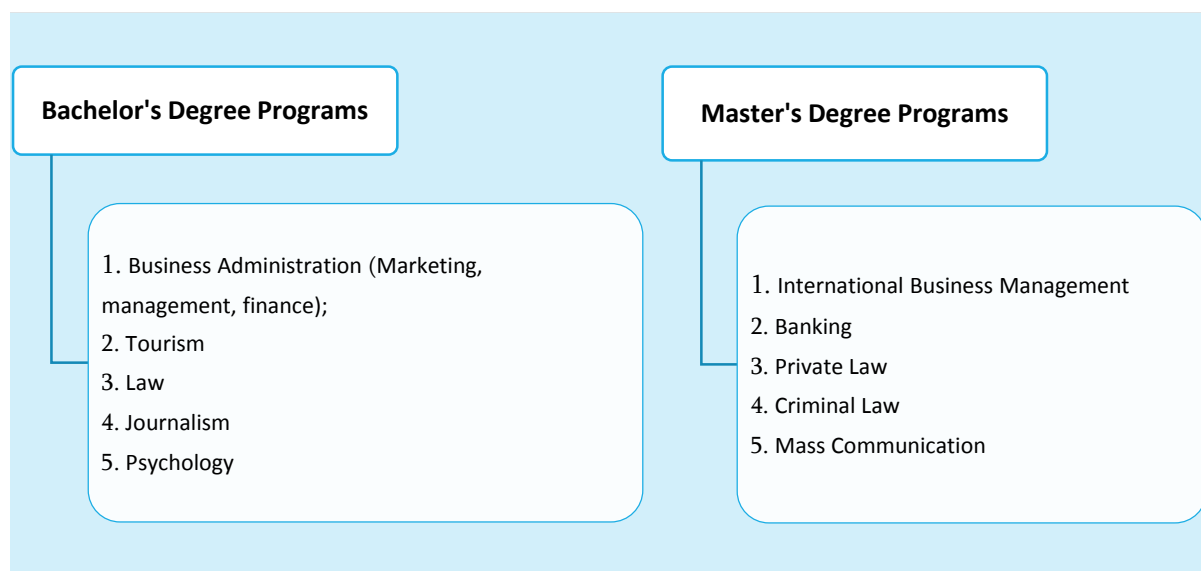
In GTUNI physical and professional environment, all conditions are created for successful implementation of academic and scientific activities: qualified human resources, modern material and technical base, available to everyone, rich modern library, classrooms equipped with media projectors, radio and Tele laboratories, legal clinic, imitated courtroom, Laboratory of Criminalistics, teaching incubator (mock bank and Touristic agency, consulting), 'Training and Consulting (lifelong learning) Centre-GT TCC', conference hall, playground, recreation area, the areas for student group work, comfortable yard and etc.

University has two main educational structural units – Faculties (According to the changes implemented by order N:01-01/57 05, September 5, 2017):
1. The Faculty of Business and Social Sciences;
2. The Faculty of Law.

The faculties will ensure the provision to the students with science-based knowledge with harmonic integration of theory and practice.

GTUNI, as a Teaching University, implements 10 accredited programs for the first and the second cycle of education, namely,

Bachelor's Degree Programs	Master's Degree Programs
1. Business Administration (Marketing, management, finance); 2. Tourism 3. Law 4. Journalism 5. Psychology	1. International Business Management 2. Banking 3. Private Law 4. Criminal Law 5. Mass Communication

GTUNI academic staff raised their qualification locally, within GTUNI and outside it, as well as, internationally, participating in numerous of qualification raising activities arranged abroad.

Besides stable niche assumption in educational space of Georgia, Internationalization is the priority of GTUNI. Young University became the beneficiary/the applicant of EU funded projects- TEMPUS, ERASMUS+, VISEGRAD Foundation.

GTUNI established partnerships with the following HEI: Paderborn University (Germany); Inholland University (the Netherlands); Varna Free University (Bulgaria); Bremerhaven University (Germany); Baden-Württemberg Teaching University (Germany); Ovidius University of Constanta (Romania), Banska-Bystrica Matej Bel University (Slovakia); Ventspils University(Latvia); Birmingham College (UK); Ingolstadt University (Germany); Pecs University (Hungary); Ulster University (Ireland); St George University (US); EURAC (Italy); Ljubljana University (Slovakia); Riga Technical University (Latvia) and etc.

Participation in International projects and other partnership collaborations mentioned above had the following consequences:

- Improvement of academic program contents and teaching/leering methods;
- Creation of the training courses for Lifelong Learning purposes, some of them were created in English language (these courses were successfully completed by Masters of Ingolstadt University (Germany) and other students from this partner HEI, already express the complete them;
- Masterclasses, trainings and workshops were held for students as well as for the academic staff of GTUNI;
- EU funded textbooks were prepared and published in Georgian language;
- With the support of EU funds, GTUNI set up Training and Consulting centre, equipped with modern technique as well as GIS Lab;
- With the EU funds raised through the project, GTUNI library was enriched with foreign literature;

- GTUNI academic staff raised its qualification and passed the internship in HE and research institutions of Germany, Romania, Bulgaria, Italy, UK and Netherlands;
- GTUNI strives to develop and enhance such international partnerships, which, first, will bring success to students. From this point of view, it is noteworthy that since 2017, within the framework of ERASMUS+ mobility project, 13 GTUNI students have been studying abroad. We consider that it is a considerable achievement for a small size university. GTUNI intensively carries on working on more international projects. the clear evidence of it is the fact that in the beginning of the year 2019, 5 projects were submitted with the participation of GTUNI. Among them 4 is Erasmus K1 and 1 project is Erasmus K2. It will considerably increase the number of beneficiary students and academic staff;
- Within the framework of ERASMUS+ mobility project, 3 GTUNI professors delivered classes in 2017 and 2018 at Inholland University of Applied Sciences, Netherlands, in the direction of Law and Tourism that will go on in 2019-2020.
- Total number of the Professors involved with different status in EU funded projects, was 17.
- GTUNI in 2017 and 2018 participated in the International Educational Fair arranged by Inholland University.

GTUNI is proud of its academic staff, among which there are: several time DAAD scholarship holders; Honourable Doctors of Saint George University of US, International Arbitrator of Mediation; the members of editorial collegium/Council of Foreign International scientific journals, permanent Member of International Cooperation of Scientific Experts in Tourism (AIEST); The member of executive board of British Language Academy 'Imperial English; field experts; Academician of Legal Science Academy of Georgia; the member of International Informatization Academy; the member of scientific and consultation Council of Supreme Court of Georgia; the academician of Business Academy of Georgia; the member of editorial council of international, academic, peer-reviewed, impact factor Journal 'Economic World' and etc.

Although GTUNI is not a research institution, it assigns utmost significance on the integration of education and science. It strives to occupy the important place in national scientific space and become internationally recognizable. In order to achieve this task, GTUNI makes significant efforts and tries to adopt efficient scientific culture. The representatives of the academic staff of GTUNI are the members of different scientific societies, association and unions and contribute to their activities.

GTUNI firmly believes that its scientific work, in the first place, should serve students; interest and define research priorities bases on this principle.

Based on the principles mentioned above, since 2015, GTUNI organizes its work oriented not only towards the individual activities and scientific interest of its professors, but towards the involvement of the whole team of the academic units, departments, as well as students, in preparation of one annual scientific theme. Annual scientific theme priorities are defined by the departments, are planned in accord with main

directions of GTUNI educational activities and serves their further development, in order to integrate research outcomes in the educational process.

Since 2011 GTUNI has been issuing annual International scientific proceedings and International scientific and practical journal 'Life and Law'.

In 2013-2017 GTUNI Departments prepared 16 scientific themes; held 4 international and 1 local conference and 2 more conferences under aegis of 'Scientific Festival'. The monograph works, textbooks were issued; GTUNI academic staff representatives issued over 150 scientific articles in different journals; GTUNI professors actively participate in conferences, symposiums and seminars, some of them abroad too.

Furthermore, GTUNI academic staff actively participated in qualification improvement activities, international exchange projects, internship programs.

In 2013-2017, 8 student scientific conference was arranged (among them 4 were inter-university conferences). Over 200 students participated in them (note: the period of working on the strategic plan does not cover the data for the year 2018);

In order to facilitate and support scientific work, from 2019, GTUNI starts working on specific scientific projects, which will be funded by university inner grant. The preconditions for this new initiative are the institutional financial and administrative support activities and outcomes mentioned above.

GTUNI strives to provide student with theoretical competence integrated with practical experience. For this purpose, MOUs were signed with over 100 state and private organisations, which successfully support GTUNI's students' practice, internship and in majority of cases, employment as well.

Active university life and various student support activities are the most vital goals of GTUNI.
GTUNI students are actively involved in University life. They participate in formation of educational program contents, academic process monitoring and management of the processes going on at the university, as well as in scientific activities.

GTUNI self-government, with financial support of GTUNI administration, ensures creation of the conditions for rational spending of free time, supports the development of students' creativity potential.

GTUNI implements multiple student support and motivation activities, such as granting of different types of scholarships, the scholarships offered by GTUNI partner organizations; the winners of university Olympiads and contests are awarded with the vacation in Laputa and Bazaleti resort hotels. GTUNI has devised the instruments to support SES students – to exempt them from tuition fees or offer co-financing.

GTUNI offers co-financing of tuition fees to siblings; renders financial assistance in case of different problems and many others that are detailed in document – 'Student Support Mechanisms.'

The special attention is paid to students' involvement in masterclasses, lectures and trainings delivered by foreign lecturers. As a rule, for this purpose, university invited several foreign specialists per year. For example, in 2017-2018, the following activities were held in GTUNI:

Lecture courses:

- Neuromarketing (8 hours) -Marten Coerts, Inholland University, Netherlands;
- Financial Accounting (8 hours) -Erwin Tuin, Inholland University, Netherlands;
- Statistics SPSS, (8 hours) -Ron Glandolf, Inholland University, Netherlands;
- Research Methods in Criminology (8 hours) -Prof. Jorn Van Rij, Inhollland University, Netherlands;
- Organized Crime (8 hours) – Prof. Jorn van Rij, Inholland University (Netherlands);
- European Law (12 hours)- Prof. Reinhard Pauling (annually);
- European System of Education and Inholland University (4 hours), Dr. Tjerk Busstra;
- Cross-cultural Communications in The Modern World (8 Hours), Sara Dukel, Prof. Inholland University, Rotterdam School of law, Business and Finance, Netherlands;
- Public lecture: 'Actual Problems of Criminal law of Slovakia and Europe.' Prof. Demina Korazhich, Prof. Vid Jakulin, Prof. Tadeja Jere Jakulin (Libliana University, Slovakia).
- Process of Euro integration in Central Europe -Visegrad countries experience (8 hours) Prof. Podruschic Szilard (Hungary).

Trainings:

- Personality and Leadership (6 hours), Dr. Tjerk Busstra (Netherlands);
- Adventure Tourism (4hours)-Hetty Versnel, Haarlem Tourism Management School, Inholland University, Netherlands.

GTTU implemented various career support and employer relations activities. They are arranged several times per year

Since GTUNI recognizes the equal rights for education for everyone, university administration tries to create such kind of milieu that support people with special needs to get quality education.

GTUNI is a HEI with high level of social responsibility. University considers that since the first days of its existence, it has contributed to the development of society to a certain extent, namely:

1. GTUNI participated and arranged 10 charity events by its own initiative in order to render the assistance to the students, children with limited possibilities, as well as to those, living outside the family care. Over 50 GTUNI students participated in this event with great enthusiasm. Among such kind of events are the actions arranged in charity organization 'Future Way'; several charity dinners in international humanitarian association 'Catharsis'; charity action for Ergneti pupils; celebration of the birthday party of one SES pupil of Public-school N 114; participation in blood donation day event 'donate blood, save a life' (twice); International Earth day (Let's make Georgia cleaner towards Europe); project 'coats'-in order to help the children living outside family care (twice) and etc;

2. GTUNI promotes healthy lifestyle and actively participates in wide range of sport activities (Universiade, City Hall Bowl championship, marathon, tournaments etc.).

   GTUNI students succeeded in:

   - international tournament of kickboxing;
   - the first place in swimming in student league championship;
   - 'Winter Universiade' 2016''- the third place;
   - Tbilisi Student Olympiad 2016'', GTUNI Futsal Team, II place;
   - Winning the first in Universiade 2016 and 2017 in Judo;
   - The third place in EU open championship;
   - Championship of Georgia in Judo;
   - Beach Soccer tournament within the framework of summer Universiade – II place.
   - Pool tournament – 2nd place;
   - Couple racing - II place;
   - Universiade 2018'', Judo - I place
   - Judo - Golden medal for EU Universiade.

GTUNI organized meetings with modern Georgian writers, poets and artists. In order to commemorate the names of historic and public figures, GTUNI arranged multiple conferences (e.g. Niko Nikoladze Conference and jubilee party devoted to 170-year anniversary from his birth; Jubilee party and conference devoted to 65 anniversary of Prof. Guram Tavartkiladze; Temur Zhghenti commemoration party). GTUNI participated in the celebration of the dates important for Georgia. It annually celebrates the day of Georgian journalism, International book reading day etc.

However, we understand that we can play more important role in the development of society by better application of our human, intellectual, infrastructural and financial resources by creating and launching of efficient projects, which represents one of the goals of GTUNI for the upcoming 7 years.

In spite of the fact that since its foundation GTUNI has achieved considerable progress in university working life, development and quality enhancement is an inevitable process and what was good yesterday, is not enough today, as far as the experience and reputation gained, gives us the possibility for further promotion based on the updated strategy.

3. Organizational Structure

GTUNI structure, functions, rights and responsibilities of functional units is defined by the university regulations and statutes of the structural bodies that support the efficiency and flexibility of decision-making process. At the same time, it shows the allocation of efforts and the volume of the applied resources in order to implement the main goal of HEI.

The staff employed in the structural units possess all necessary competences and resources for the implantation of GTUNI strategy. Efficiency and flexibility of University operation completely depend on them. Namely, the level of quality and efficiency and timing of their performance in order to implement strategic decisions and liabilities imposed on them.

Organizational structure

Guram Tavartkiladze Tbilisi Teaching University

Partner's Council

Rector | Academic Council | Finance Director

Deputy Rector
- International Relations Department
- Foreign Language Centre
- Life Long Learning (LLL) Centre GT-TCC

Rector Consel
- Quality Assurance Service
- Curriculum Department
- Information System Management Service
- Information Technologies and Technical Support Service

Rector's Staff
- HR Department
- PR Department
- Student and Alumni Career Support Department
- Chancellery

Finance and Budget Service
Utility Service
Security Guard Service
Medical Care Cabinet

Faculties | Library

The Faculty of Business and Social Sciences
- Faculty Council
- Quality Assurance Service of the Faculty
- Teaching Incubator
  - GT Consulting
  - GT Bank
  - GT Travel
- Dean
- Departments
- Tele and Radio Laboratory
- Psychological Cabinet

Law Faculty
- Faculty Council
- Quality Assurance Service of the Faculty
- Dean
- Departments
- The Laboratory of Criminalistics
- Legal Clinic

4. Mission, Vision, Values

LLC Guram Tavartkiladze Tbilisi Teaching University has established mission, vision and system of values.

Our Mission

Guram Tavartkiladze Tbilisi Teaching University, a private HEI, provides its students with knowledge based on modern scientific, pedagogic, technological achievements and practical experience in the field of Law, Business Administration, Social Sciences and Tourism.

We strive to develop student-oriented ethical and progressive milieu, based on democratic values, where everyone will be able to realize his/her own academic, scientific, creative, leadership and civil potential.

We enhance and promote International cooperation, which is oriented to students' success and competitiveness, personnel's professional development.

We allocate our academic, scientific, human and material resources in order to facilitate Life Long Learning (LLL) and contribute the development of society.

Our Vision

- Become high reputation, demanded HEI. High quality education, corresponding to international standards, will be the main feature of GTUNI educational activities.

- Make significant contribution to the development of society with our everyday activities, positions and decisions.

GTUNI is ready to constantly analyse, and in case of necessity, update its mission, in order to ensure that HEI is in line with the versatile demands and current challenges of the state, society and labour market.

GTUNI mission is supported by the values shared by the university and is the guiding principle for the whole university society.

Our Values:

Defend national interests;
Respect Universal ideals and values;
Defend law and superiority of the democracy principles; fairness, independence,
honesty, collegiality, transparency, team work, responsibility and accountability;
academic freedom and integrity;
Implementation, perfection and constant development of quality culture.

5. SWOT Analysis

In order to define the priorities, it is vital to consider the challenges that Guram Tavartkiladze Tbilisi Teaching University is facing. Most noteworthy among them are the following:

High competition among HEIs: It is a well-known fact that Georgian educational market is saturated by HEIs and it created the condition of severe competition among them. Consequently, increase and maintenance of competitiveness is a serious challenge for GTUNI. Meeting the challenge needs operative and efficient actions in order to facilitate institutional development and quality enhancement, which is the priority of GTUNI Strategic Development Plan. Efficient actions can be supported by better knowledge of competitive educational milieu. For this purpose, different activities, experience and best practices of HEI of similar scales and status were analysed. It provided us with significant information for critical and unbiased evaluation of our own work. GTUNI considers that state initiate: 'Study in Georgia' is one of the supportive projects within which GTUNI for upcoming 7 years plans to make serious efforts for preparation of International programs in order to recruit International students that will have positive effect on the financial sustainability of GTUNI.

Unstable economic conditions: economic instability effects students' solvency and increase the number of precedents for suspension of student's status. Finally, it affects University viability. In this context, GTUNI considers that ensuring sustainability is the cornerstone of its operation.

Scarcity in workplaces and non-specialist staff recruitment practice: the scarcity of workplaces, as well as non-specialist staff recruitment practice, **significantly** affect graduates' employment according to their profession. It was revealed frequently enough, especially in private sector, during the survey of labour market conducted by us.

GTUNI will only be able to meet the challenge by increase in quality of students' achievement, with the activities supporting graduates' employment according to their specialties, in close cooperation with the employers, more focusing on their demands.

Demographic situation of the country: demographic circumstances, which resulted in anticipated decrease in number of the population _ so-called students' and applicants for entry age, which had negative effects on the dynamics of the number of HEI students. In this context, GTUNI plans to get more focused on other

age and specific groups as well, to create more programs for Life Long Learning -LLL purposes and commercialize them.

Age structure of the academic staff: Although, in this stage, GTUNI does not have the shortage of qualified academic staff, its 'aging' tendency and generation turnover will be the issue in the nearest future. In this context, GTUNI plans to recruit young scientists and Professors and support their further development.

New standards for accreditation and authorization: the implementation of new international standards for accreditation and authorization in extremely limited period, which was conditioned with the fact that GTUNI authorization and accreditation deadlines were really pushing, made GTUNI to operatively revise its aspects of activities, approaches and regulations.

SWOT Analysis

Strategic analysis is the instrument for identification of the main priorities of the strategic plan, establishment of strategic goals and generation of new ideas. For these purposes GTUNI applies the methodology of SWOT analysis.
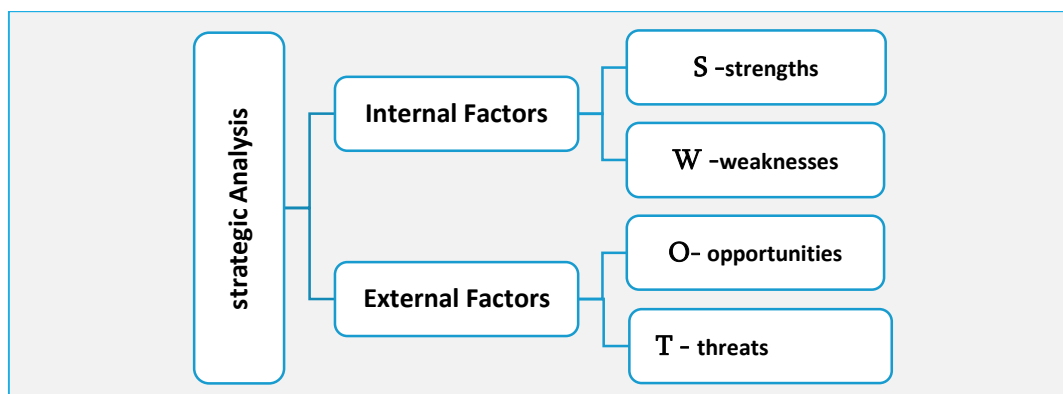
As a result of SWOT analysis, the internal, as well as the external factors influencing university operation are implemented.

Analysis of Internal factors covered different segments: teaching and learning methods and technologies; the conditions appropriate to this process; quality assurance; scientific and research work; staff and their professional development facilitation; students services; resources, labours conditions; administration system etc. analysis of the survey outcomes revealed strengths and weaknesses of GTUNI work;

Analysis of the other factors covered: updated legislation, demands, standards, main aspects of social and economic situation (among them are demographic, employment, concrete milieu, demand on the specialities functioning at the university). Analysis of the other factors gives us the opportunities to prevent threats and manage risks.

Opportunities and threats should be defined considering that they are the factors for the universities, as well as for its competitors.

Based on the analysis, the following questions should be answered:

- How the strong sides can help the university in using the opportunities derived from the outer factors and preventing the threats;
- How weak sides can prevent the university from using the opportunities derived due to external factors and avoiding the threats.

As the outcome of the conducted survey analysis, the opinion on the actual situation of the university has been formed. Namely:

S	Strengths
- Labour market oriented, accredited educational programs;	
- Management transparency and equity;	
- Qualified and committed staff, high rate of staff retention;	
- Well organized academic process and modern system of its administration;	
- The clear desire of internationalization; existing projects and students and professors participating in the projects;	
- Foreign professors - honourable Doctors of GTUNI, who contribute to further development of GTUNI;	
- Sustainable international cooperation; involvement of the foreign specialists in GTUNI students and staff professional development activities;	
- English training courses offered to Ingolstadt University (Germany) students;	
- Academic staff actively involved in authoritative international associations, editorial boards of the scientific journals, professional societies/academies, in scientific and consultative councils;	
- Broad network of partner public and private institutions that facilitate each student with the opportunities of passing professional practice/internship;	
- Moderate tuition fee and flexible timeframe for covering the tuition fee;	
- Productive scientific activities and GTUNI scientific journals;	
- Specific scientific and research projects financed with internal grants;	
- Adapted environment for the students with special educational needs;	
- Safe environment and developed infrastructure; state of the art classrooms and computer centres, modern library with rich resources; training and consulting centre, radio and Tele lab; law clinic; lab of criminalistics; imitated bank, tourist agency and consulting centre; conference hall, sport playground; spaces for student group work; recreational zone, medical care cabinet, canteen, convenient parking;	
- Various mechanisms for student support, including transport service;	
- High rate of staff satisfaction;	
W	**weaknesses**
- Faraway location from the city centre;	
- lack of marketing and PR activities;	

O	opportunities

- the small ratio of students enrolled in the university with state funding (grant);
- the small ratio of the students with high academic achievement;
- comparatively small number of courses/modules offered in International language;
- poor utilization of additional service commercialization opportunities;

O	opportunities

- implement the efficient marketing and PR activities in order to increase the publicity of GTUNI;
- Improve educational and scientific work quality and increase the level of internationalization;
- Join the associations for European universities, enhance any possible partnership for improvement of university operation;
- Prepare courses/modules offered in international language and attract International students;
- Create conditions for passing practice/internship for international students (among them for the beneficiaries of Erasmus mobility projects);
- Intensify the relations with the employer;
- Support professional development of the academic staff;
- Facilitate improvement of offering language competence among academic staff;
- Attract young academic staff;
- Facilitate further development of infrastructure;
- Support the increase of number of graduates employed according to their qualification;
- create the conditions for distant learning;
- Commercialize GTUNI educational and scientific resources and utilize the opportunities for creation of additional services;
- Diversify student support activities and student life, make education services more available to SES students;

T	Threats

- Growing competition among HEIs and increase of HEI number;
- Unforeseen and rapid legislative changes;
- Rapid and efficient infrastructural development of the competitor HEIs;
- Economic and political instability;
- The decrease of demand for higher education in favour of professional education;
- Decrease of student employment rate due to increase of unemployment rate in the country;
- Students' recruitment and attraction by the competitors with the application of unconscientious methods;
- Deliberate attempts and actions from the competitors' side to damage the reputation of GTUNI.

Based on the evaluation outcomes of completion of GTUNI action plan 2017 and 2018, the challenges facing private universities, analysis of the concrete environment, SWOT analysis, as well as considering GTUNI mission, values and guiding principles, strategic priorities for 2019-2015 are elaborated.
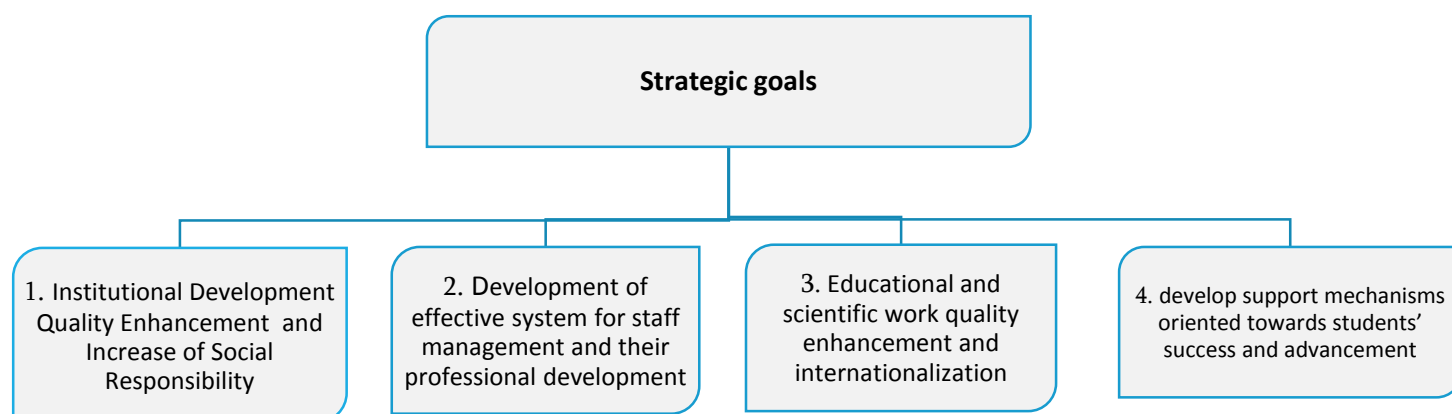
6. Strategic Plan Structure

Strategic plan consists of strategic goals, tasks and completion indicators.

Strategic goals:

Establishment of strategic goals is the essential stage for strategic planning, which encompasses making the decision on what is significant and can be prioritized for the university development and to what direction it should make its best efforts.

Based on mission and vision of the university, considering the challenges facing GTUNI, SWOT analysis, evaluation of the completion of the action plan for 2017-2018, with the active involvement of the university society, GTUNI elaborated 4 strategic goals for upcoming 7 years. Namely:

Strategic goals

| 1. Institutional Development Quality Enhancement and Increase of Social Responsibility | 2. Development of effective system for staff management and their professional development | 3. Educational and scientific work quality enhancement and internationalization | 4. develop support mechanisms oriented towards students' success and advancement |

7. Strategic Goals, Tasks and Indicators

Strategic goal 1. **Institutional Development Quality Enhancement and Increase of Social Responsibility**

Modern economic, social and demographic challenges have significant impact on sustainability of HEI and requires appropriate measures to be taken by GTUNI. In this context, GTUNI priority is Institutional Development Quality Improvement and Increase of Social Responsibility. It is a complex process and requires simultaneous activities to be improved or implemented in different directions.

Institutional development quality enhancement will improve competitiveness and sustainability in all directions of GTUNI work: finance, staff, management, society status and infrastructure.

Institutional development quality enhancement is directly linked to growth of GTUNI social responsibility, as far as GTUNI understands that besides academic and scientific activities, the third function of its existence is to contribute to the development of the country and society.

'Society Development', itself is an extremely broad and comprehensive concept. Relatively, in order to implement this function, GTUNI defines concrete directions of its contribution to the society, which are

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based on GTUNI traditions, experience gained, aspects of operation, human, material and financial resources. Considering the circumstances mentioned above, GTUNI made up and approved the plan for 'Social Activities,' which encompasses concrete directions and activities that will contribute to the development of the society. These directions are:

1. LLL project;
2. Expert and consultation projects;
3. Social projects.
4. Culture-cognition, environmental, healthy lifestyle projects:

By contribution to this concrete direction, GTUNI aims to gain the confidence in the society and establish its own niche in concrete environment.

GTUNI, for almost 10 years of its existence, has made serious efforts and established its own organizational culture, sustainable team of committed staff, has improved infrastructure, which became more student-oriented etc. However, despite the circumstances mentioned above, GTUNI admits that it must strengthen its efforts to this direction for upcoming 7 years.

Institutional development quality improvement and the growth of social responsibility can be achieved by implementation of the following tasks:

1. Development of material, information and financial resources, by ensuring business continuity and sustainability;
2. Increase of management effectiveness by growing involvement of international experience and modern technologies in management process;
3. Internationalization of the organizational management;
4. Ensure ethical and safe environment;
5. Strengthen institutional efforts to contribute Lifelong Learning and society development;
6. To implement efficient marketing measures in order to increase GTUNI publicity.

Strategic goals, tasks and their completion indicators:

Strategic goal 1. Institutional Development Quality Enhancement and Increase of Social Responsibility		
N	**Tasks**	**Indicators**
1.1.	Development of material, information and financial resources, ensure the business continuity and sustainability	• GTUNI operation continuity is ensured based on business continuity plan; • GTUNI structural organization ensures the implementation of the mission and strategic goals; Functions of structural units are clearly defined and divided;

		• Annual reports and monitoring outcomes of the structural units reflect the achieved goals of the action plan; directions to be improved are elaborated;
		• Feedback and response to monitoring outcomes are implemented;
		• Library resources are enriched, compared to the previous years, services are improved, GTUNI library is involved in International library network.
		• The dynamics for application of e-bases is positive;
		• GTUNI property description document completely certifies the lawful possession of fixed and liquid assets (the extract from the Public Registry);
		• Educational and auxiliary spaces are appropriately arranged and equipped based on the students' need;
		• Information technologies accessibility is ensured; According to the quality of their administration, the students' satisfaction rate is 90%.
		• Financial reports prove that financial resources are planned in accordance with strategic development goals and their unhindered implementation is ensured.
		• Sources of funding are diversified; the commercialization of the resources are commenced;
1.2.	increase of management effectiveness by growing involvement of international experience and modern technologies in management process;	▪ Electronic system for educational process administration is introduced and works effectively;
		▪ Electronic system of document processing is introduced and works effectively;
		▪ University staff electronic portal is introduced and works effectively;
		▪ Electronic system of inventory is introduced and works effectively;
		▪ Electronic program for detection of plagiarism is introduced and works effectively;
		▪ Student and staff satisfaction with management efficiency is 90%.
1.3.	Internationalization of Organizational Management	▪ GTUNI internationalization policy is elaborated;
		▪ Institutional partnership network is established;
		▪ For the purpose of increase publicity and confidence in international university space, GTUNI participated in international educational fairs;
		▪ International contacts are regularly updated;

		▪ The activities for the involvement in international projects and programs are increased; ▪ MOUs are signed based on the needs of faculties/structural units; ▪ Invitation of foreign professors and trainers are ensured; ▪ For long-term development purposes, the strategy to attract International students is elaborated;
1.4.	Ethical and safe environment is ensured	• 90 % of students and staff confirm that university environment and management style is completely in line with the values declared in the university strategy document. • The mechanisms responding the violation of ethics, integrity, academic freedom regulations are elaborated; measures are taken; • Procedures and mechanism against plagiarism are elaborated; the response measures are taken; • Safety regulation are observed; • For the purpose of observation of safety regulations, appropriate information is provided; • Primary health care service for students and staff is ensured;
1.5.	1. To strengthen institutional opportunities for contribution to Lifelong Learning (LLL) and the development of society	▪ Lifelong Learning strategy is elaborated; ▪ LLL educational programs are elaborated and implemented by GTUNI Training and Consulting Centre; ▪ GTUNI social activity plan is elaborated, which describes current, planned and to be planned activities. ▪ The activities defined by the plan of social activity are implemented (95% per year). Students and staff satisfaction rate with the implementation of the activities and LLL programs is 90%.
1.6.	To implement effective marketing activities in order to increase GTUNI publicity.	▪ Planned activities are implemented; ▪ dynamics for student body mobility is positive.

Intended outcomes are:

- Based on effective collaboration between University Partner's Board/founders and university administration, GTUNI, from long-term perspective, will be sustainable HEI from financial, staff as well as physical environment quality point of view, and at the same time, it will be oriented towards continuous development.
- The extra income will be generated.

Risks/barriers

- Economic and social instability;
- Students' insolvency and failure in attracting the alternative funding sources.

Strategic Goal 2. Development of Effective System for Staff Management and their Professional Development

GTUNI staff management policy is defined by GTUNI mission, vision and declared values, based on which the guiding principles of effective management are established. Namely:

Competence and merit-based approach: It means that choosing, recruiting, remuneration, promotion, motivation etc. is happening by considering his/her professional competence and merit.

Management ethics: it means that organizational decisions are based on respect of employees' rights and merits (healthy and safe work environment; fair remuneration; staff motivation measures; respecting individuals; university society oriented towards common goal; flexible management);

Equity: It means fair and equitable management and transparency, defence of individual's confidentiality and respect the principles of privacy;

Equal opportunities: Each staff member has equal rights in the process of GTUNI goal and task elaboration, their implementation and evaluation processes. This principle is against people's discrimination based on their age, gender, national or ethnic basis, religion or any other traits:

High standards, that mean implementation of effective management policy in order to support the increase educational and scientific standard of the Teaching University;

Professional development: It means to render comprehensive support to professional growth of GTUNI staff and for this purpose, to facilitate personal development needs of academic, administrative, as well as support staff representatives.

Participation: The whole staff of the university should be involved in implementation of the main operational tasks.

Effective System for Staff Management and Professional Development is the inseparable part of management policy. By development of this system, the university will be able to constantly improve its operation, achieve high standard and easily adapt to changeable educational milieu.

Professional development project/programs are elaborated in accordance with university strategic development goals, as well as by considering individual needs of university academic, administrative and support staff.

Professional programs designed for academic staff aims to increase professional competence on such issues, as: knowledge connected with the field/discipline innovations; strategies for achievement and evaluation of learning outcomes; teaching and learning methods; application of new technologies in teaching and research processes; elaboration of a new curriculum; development of foreign language skills and etc;

The goal – **Professional development of the academic staff**- can be achieved by different activities, and by diversified financial and administrative resources (with considerable, as well as with minimal expenses), at the same time, these activities will ensure good results.

These activities are:

Trainings, workshops, seminars on the issues of the specific field/ discipline; on teaching/learning and research methodology; on foreign language and computer skills;

- **Support self-development of the affiliated academic staff:** GTUNI offers to affiliated academic staff members with 45 payed days within so called 'academic leave', when GTUNI staff can implement professional and scientific activities for their self-development, according to their own preferences. The staff can utilize these days once per week or use them all together during an academic year. *Note: this is not ordinary leave, which they get at the end of the academic year)*;

- **Mentor practice:** its aim is to support young staff members' professional development by collaboration with experienced colleagues. Workshops and seminars are arranged for the purpose of sharing the experience, as well as job shadowing, individual work with young staff members, consultations, supervision for preparation of the scientific work and etc;

- **Cooperation with the universities:** GTUNI plans to elaborate joint professional development programs on international, local, as well as global level. For this purpose, GTUNI also plans to involve more academic staff in exchange programs, invite famous scholars, organize joint conferences etc.

- **Cooperation with local and international organizations:** GTUNI plans to closely cooperate with the organizations that frequently offer professional development programs to HEIs.

- GTUNI supports administrative and support staff professional development. It aims to implement the activities for the development of practical management, PR relation, labour security, budget planning, communication technologies, foreign language and computer skills and many other activities.

In order to facilitate staff management and professional development, GTUNI has planned to carry out the following tasks:

1. Improve current practice for staff management and increase its effectiveness;
2. Support professional development of the academic staff;
3. Increase the effectiveness and efficiency of structural units, faculty administration, general administrative and support staff;
4. Provide better support to the scientific research work of its academic staff and intensify the cooperation with scientific foundations;
5. Introduce and implement internal grant practice and the practice of working on specific scientific research projects;

6. Improve the practice for students' scientific work motivation and support; increase the quality for Bachelor and master's degree thesis papers;
7. Evaluate the quality of educational and scientific work of GTUNI academic staff.

Strategic Goals, Tasks and Indicators

Strategic Goal 2. Development of Effective System for Staff Management and their Professional Development		
N	Tasks	Indicators
2.1.	Improve current practice for staff management and increase of its effectiveness	• The strategy for staff management is elaborated; • The procedures for staff planning, electing and appointing are implemented in accord with Law and GTUNI regulations; • The evaluation of staff activities is implemented annually and reflected in the reports; • Feedback and response to the evaluation results are implemented. Staff satisfaction rate with GTUNI staff policy is 80%;
2.2.	Increase Professional competence of the academic staff and facilitate perfection of their skills	• The plan for staff professional development is elaborated; • Staff Professional development activities are financially and administratively supported and facilitated with proper HR resources; • Staff satisfaction with professional development support is 80 %.
2.3.	Support self- development of affiliated academic staff– 45 paid days ('academic leave')	• 100% of the affiliated academic staff uses 45 paid days ('academic leave') for their professional self-development;
2.4.	Introduce and develop mentoring practice for the professional development of young staff members	• The departments elaborated mentoring plan; • Feedback is provided; • Rate of satisfaction with mentoring program is 95 %.
2.5.	Enhance collaboration with partner universities in order to implement joint activities for professional development of the staff.	• Foreign specialists are involved in Professional development activities organized for GTUNI staff; • The work on joint professional development programs are started in cooperation with local universities; • The participation of the staff in professional development activities abroad is completely or/and co-financed by GTUNI.
2.6.	Cooperation with local and international organizations offering professional development programs	• The cooperation with local and international organizations is started; • Agreement with British Council is signed;

		Negotiations with 'Imperial English Academy – UK' are commenced.
2.7.	Increase the effectiveness of structural units, faculty management, administrative and support staff.	▪ The survey to identify the demands of administrative and support staff is implemented; ▪ 95 % of administrative and support staff participated in professional development activities; their satisfaction rate is 80%.

6.2. Strategic goal 3. Educational and scientific work quality enhancement and internationalization

Guram Tavartkiladze Tbilisi Teaching University thrives to increase the quality of educational activities and implement the scientific activities relevant to the teaching University. In this process special attention is paid to underpinning principles of academic freedom and autonomy.

The paramount goal of GTUNI strategic Development for upcoming 7 years is to provide students not only with high quality programs, but to achieve the complete correspondence of the academic programs with international standards.

In 2013, all GTUNI programs were accredited, however, for the following years, their improvement has been the cornerstone of the university educational activity. It was reflected in outcomes of the accreditation procedure carried out in 2018, according to which, all GTUNI programs were accredited.

Moreover, accreditation process and updated standards revealed that educational programs should be more focused on interested parties, best international practices and much is to be done into this direction.
Therefore, educational program quality enhancement and perfection is a permanent and irrevocable process for GTUNI, which involves the implementation of the following tasks:
⅄ Improve the practice for planning, implementation, checking and development of teaching and learning processes;
⅄ Successful external evaluation – accreditation;
⅄ Improve the quality of educational programs with the help of modern teaching methodology and practical training programs;
⅄ Program diversification;
⅄ Increase the component of hybrid-combined teaching, more effective application of LMS Moodle platform in educational activities;

⚔ Conducts the survey according to the faculties/programs in order to identify the reasons for choosing or leaving GTUNI, as well as to study students' satisfaction level; to respond immediately (within the possibilities of the university) on the revealed problems.

In spite of the fact that GTUNI does not implement PHD programs, and is not the research institution, which is clearly described in Mission statement, considering the fact that state does not offer clearly differentiated approach to the scientific activities to be implemented by the university according to their status and type, **intensification of the scientific activities** is an important goal of GTUNI. In this direction, during recent years, GTUNI implemented significant activities: GTUNI elaborated the rule for scientific work organization and management, defined the types of scientific activities, planning methods, subjects of scientific work and their average workload, the rule for presenting the report on scientific work, the rule of evaluation of the effectiveness of scientific and research work, evaluation indicators and criteria.

GTUNI ANNUALLY EVALUATES THE EFFECIENCY OF THE SCIENTIFIC WORK CARRIED OUT BY THE ACADEMIC STAFF AND ETC.

> **GTUNI believes that its scientific work, first, should serve students' interests and research priorities should be defined based on this principle.**

Considering everything mentioned above, since 2015, GTUNI scientific work has been based not only on the individual activities and scientific interest of academic staff, but on the principle of preparation of joint, departmental annual themes, which involved majority of staff and students. The priorities for the annual scientific themes are defined by the corresponding departments; they are planned according to the main directions of GTUNI educational work and serve their development, as far as the outcomes of scientific work performed are implemented in educational process.

In order to intensify and better support the scientific work activities, since 2019, GTUNI is starting the work on specific scientific projects, which will be funded by internal (university) grants. Precondition for this new initiative is the institutional support, financial and administrative measures and their outcomes mentioned above.

It is noteworthy that in 2013-2018, the evaluation of GTUNI scientific activities were mainly implemented:
a. **based on bibliometric indicators** (evaluation of the productiveness, types of publications; the number of publications in impact factor, peer reviewed international journals, citation index, co-authorship with foreign scholars);
b. **based on staff indicator** (the number of staff members with scientific degree, membership of the scientific councils and /or scientific professional units; academic staff participation format in the conferences/ symposia, seminars, workshops (international among them) and other activities; scientific grants won by

the academic staff; supervision of Master's thesis, the number of theses, editorial/reviewing work implemented by the academic staff;

   c. based on financial, material and technical indicators of scientific activity.

   All three indicators are real, quantitative, though it certainly gives us information and instrument for qualitative evaluation as well;

From 2019 GTUNI, besides the indicators mentioned above, will gradually evaluate scientific activities by application of qualitative instruments and criteria, such as: peer review of the work (scientific paper); paper idea/contents/conclusions and originality; research object actuality and modernity; consecutiveness; checked conclusions; absence of illogicality (non-sequitur) and plagiarism citation index (by application of database of Google Scholar corpus, Thomson Reuters | Web of Science).

   In order to achieve these goals, GTUNI plans to:

- Improve the academic staff scientific work support practice and intensify the cooperation with scientific foundations;
- Introduce and implement the practice of working on specific scientific projects and internal grants;
- Improve the quality of bachelor and master thesis papers; involve students in scientific activities;
- Improve the practice for evaluation of scientific activities carried out by GTUNI academic staff.

Internationalization

GTUNI understands that its operation should not be oriented on only country perspective, but on global and regional perspective as well, GTUNI believes that in extremely competitive educational environment, the precondition to the success is institutional internationalization.

For GTUNI internationalization is a consistent, continuous and complex process, as well as the instrument and mechanism for integrating the university into international educational system; increase the competitiveness of GTUNI alumni and academic staff, support their success and professional development.

GTUNI, in its operation, applies Bologna process instruments (qualification framework, learning outcomes, recognition, diploma supplement, ECTS, ESG); GTUNI implemented numerous measures and achieved considerable progress, which is describes in Chapter 2. Besides, GTUNI is invoked to strengthen its efforts for better internationalization, which is one of the paramount aspects of GTUNI development strategy.

For the purpose of the internationalization of educational and scientific work, GTUNI implements corresponding activities in two directions: educational and scientific directions, which represent, on one hand, its inseparable goals, and on the other hand, require different attitudes and the tasks to be implemented;

Short-term tasks to be implemented in academic direction:

- Encourage and support the staff to study foreign language or/and improve foreign language skills;
- Apply best practices shared by partner universities in order to better organize and manage teaching and learning processes;

- Support the increase of academic staff competence in international trends of modern methods of teaching;
- Support the increase of academic mobility;
- Increase the ratio of English language component in Georgian language educational programs;
- Apply and refer to English language material/ resources in course syllabi, arrange and conduct the certain portion of lectures and seminars in English; introduce and promote the optional courses that will be delivered in English; within the framework of the certain academic course, arrange an educational activity in English; encourage student and staff to apply international scientific database in educational and research activities;
- To elaborate the modules with total value of 30 credits for Erasmus+ mobility exchange students in the field of law, tourism, business administration and journalism; in the next stage, we plan to design International programs that will be delivered completely in English.

Long-term tasks to be carried out in academic direction are the following:
- Support gradual elaboration and implementation of joint educational programs;
- Ensure foreign specialist' more involvement in GTUNI teaching/learning processes;
- Elaborate tactics how to attract International students and provide them with proper service, based on GTUNI International student's recruitment policy.
- GTUNI students' involvement in international courses modules and programs and create extra opportunities for them.

Short-term tasks to be carried out in scientific direction are the following:
- To carry out the systematic activities for sharing information on modern, international achievements, trends and vision;
- Increase and enhance scientific cooperation within the framework of research projects;
- Support GTUNI academic staff participation in international conferences, internships and seminars;
- Support new international partnership establishment/maintenance for the purpose of implementation of joint scientific projects;

Long-term tasks to be carried out in scientific direction are the following:
- Ensure foreign experts', scientists' better involvement in GTUNI scientific activities;
- Support the implementation of joint research projects;
- Increase of scientific publication, electronic database and ensure better access to them;
- Increase the ratio of the publications in high citation index and impact factor journals.

> For upcoming seven years GTUNI will try to make internationalization policy a common university vision and involve in this process as many participants as possible.

Strategic goals, tasks and their completion indicators

	Strategic goal 3. Educational and scientific work quality enhancement and internationalization	
N	Tasks (educational direction)	Indicators
3.1.	Improve the practice for planning, implementation, control and development of teaching and learning processes	- The mechanisms for program planning, implementation, control and development are specified and improved. - Permanent program development groups are created; - Educational programs and syllabi are checked and evaluated; - Learning outcome achievement evaluation is carried out and analysed; - Learning outcome achievement indicator is 80%.
3.2.	Successful external evaluation (accreditation)	- Programs are accredited; - Accreditation outcomes (finding and recommendation) are reflected in educational programs; - Modifications are approved and implemented.
3.3.	Improve educational program quality by means of modern teaching methods and practical training programs	- Modern teaching methodology is applied by 95 % of the academic staff; - 80 % of the students are satisfied with teaching/learning methodology.
3.4.	Program diversification	- Market demand is surveyed for bachelor, master and professional education programs; as well as for the expediency of program diversification/creation; - Consultations have been held with all stakeholders; - Designing of new programs have been started/ are already designed; New programs have been accredited.
3.5.	Increase Hybrid (combined) teaching component in the educational process	- Hybrid (combined) teaching method is elaborated; - trainings for application of LMS Moodle platform for hybrid (combined) teaching have been arranged. - Application of hybrid teaching methodology in teaching /learning process have been started; - The trainings on e-course creation techniques have been arranged; - E-learning courses are created, and they are located on Moodle platform; the activities for involvement of the foreign lectures in teaching the courses by the application of hybrid methodology are being implemented.

N	Tasks (scientific direction)	Indicators
3.6.	Provide better support to the scientific research work of GTUNI academic staff and intensify the cooperation with scientific foundations;	• The mechanism for the organization of the scientific work relevant to the teaching university are elaborated; • Administrative and financial support mechanism for enduring academic staff scientific activities (scientific conferences, seminars, festivals, publications, among them international publications as well) are ensured; • 75% of the academic staff is satisfied with staff support activities.
3.7.	Introduce and implement internal grant practice and the practice of working on specific scientific research projects;	• The competition rules for winning internal grant is elaborated and implemented; Projects (minimum 2 per year) are funded.
3.8.	Increase the quality for bachelor and master's degree thesis papers;	• Plagiarism detection program (URKUND) is functioning; • According to the analysis of paper evaluation dynamics, the quality of bachelor and master thesis papers are improved; • Statistics for students' involvement in scientific work is increased compared to previous years.
3.9.	Improve the practice for evaluation of scientific activities of GTUNI academic staff	- Effectiveness of the scientific work is evaluated once per year based on bibliometric, staff and financial and material indicators; - Quality of scientific work is evaluated once per year based on multicomponent indicators; - The evaluation results are analysed, and some problems revealed; response measures are elaborated;
N	Tasks (Internationalization)	Indicators
3.10.	Work on obtaining EU funding opportunities through Erasmus+, Visegrad foundation and other grants.	- Grant Applications (minimum 2) are submitted, projects are financed; - Information is distributed and provided to all possible stakeholders;
3.11.	Attract foreign specialists in order to involve them in university activities	- Foreign specialists are annually invited to GTUNI to deliver lectures, trainings, master-classes (minimum 3 visits per year). - 80% of students and staff are satisfied with the classes offered by foreign specialist;
3.12.	Increase the ratio of English language component in Georgian language educational programs;	- the ratio of English language component in Georgian language educational programs is increased. Library has enough number of professional resources in foreign language.

As an outcome of the implementation of the strategic goals stated above, we expect:

3.13.	Improve the quality of teaching and learning of foreign language	-	GTUNI gives extra opportunity to the student, who have problems in foreign language to start learning foreign language from A1 (beginner), or A2 (Elementary) levels (funded from GTUNI budget).
		-	The dynamics for students' academic performance indicators is positive.
		-	80 % of the students are satisfied with teaching level of foreign language.
3.14.	Take appropriate measures in order to support the staff to study foreign language or/and improve foreign language skills;	-	improvement of Qualification in foreign language is ensured;
		-	10 % of the staff is involved in the activities for the improvement of foreign language competence.
3.15.	Prepare courses/modules offered in international language	-	courses/modules offered in International language are prepared for all educational programs;
		-	
3.16.	Involve GTUNI students in international courses/modules and programs and create extra opportunities for them.	-	GTUNI students are involved the courses and modules that are delivered in International language;
3.17.	Support new international partnership for the purpose of implementation of joint scientific projects;	▪	International scientific unions are established;
		▪	Memoranda of understanding are signed;
		-	The character and topics of joint researches are being negotiating;
3.18.	Support academic staff and student involvement in international scientific projects/ activities.	▪	Academic staff and student involvement in international scientific/activities is ensured by GTUNI's administrative and financial support.
		▪	GTUNI academic staff's publications in international scientific journals are funded by GTUNI;

- GTUNI will offer students high standard educational service, adequate to international educational demands, outcome-oriented and flexible to meet changeable demands.

- We will be able to considerably increase graduates' employability in accord with quality of their academic performance;
- GTUNI will gain the reputation of authoritative institution of adult's education, successfully implement corresponding programs and contribute to the development of the society;
- Scientific work quality will be improved in the field of Law, Business and Social Sciences;
- GTUNI will be able to increase national and international recognition of scientific potential;
- Recognition and authority of GTUNI in international educational space will be increased;
- The participation of GTUNI staff and students in international projects will be increased. They will increasingly benefit from mobility opportunities;
- International programs will be implemented that will give us the opportunity to attract international students and university milieu will become much more internationalized;

- University income will be increased.

Risks/Barriers

- Decrease of demand for the higher education in favour of professional education;
- Change in state educational policy towards small size, private Higher Educational Institutions;
- Academic staff alienation towards modern teaching methodology, self-overestimation and unacceptability of recommendations.
- Low Motivation in students and negative feedback to the measures taken to increase the quality of their academic performance; complex assessment system;
- Shortage in work places;
- "Scepticism towards Life Long Learning -LLL";
- Absence of trust in scientific grant foundations;
- Impossibility of involvement in international activities;
- Heavy expenses for making the publications in international scientific journals;
- Breach of obligations from the side of international partners;
- Political instability in the region;
- Unsatisfactory level of foreign language competence among students and professors.

6.3. Strategic Goal 4. develop support mechanisms oriented towards students' success and advancement

Protection of students' rights, active students' life and its diversification; establishment of support activity system, which will be oriented on students' success and advancement that is paramount priority for GTUNI.

In order to support students and provide them with consultative service, GTUNI has created the department for students and alumni relation and support; the rule for provision of consultations (tutorials) on educational programs are elaborated.

GTUNI implements multiple activities for students' support. Namely:

1. **Financial support which means** flexible tuition payment mechanism; Financial support to certain category of students, in particular:

   - Applicants for university entry, who will choose GTUNI as their first and second priority and will be enrolled in GTUNI, will get 10% of co-funding which is internal university, so called 'Loyalty bonus', which will last for 1 year;
   - Students, who graduates school with distinction/high school success, will receive scholarship for 1 year: The holders of the Golden medal will get scholarship of 100 GEL, the holders of silver medal will get 80 GEL;
   - The students, who will become the holders of state (governmental) funding (grants) through Unified National Exams, will get internal university funding: (in case if the student gets 50 % of state (governmental) grant, 50 % of remained sum will be co-funded by the university. In case if the students get 70 % of the state funding, 30 % of remained sum will be co-funded by the university, in

case if the student gets 100% of state funding (grant), for 1 semester he/she will be awarded the scholarship of 100 GEL.

- The students, with high academic performance for 3 years of study, who will be scholarship holders at the same time, will be exempted from tuition fees for their 4th year of studies.
- If siblings will study at GTUNI for the same period, each of them will get 10 % co-financing;
- The members of the creative teams of Georgia and the members of national sport teams for one academic year will get 20% of co-funding;
- The students, who graduated from one and the same school, and study at GTUNI at one and the same period, will pay only 2000 GEL, instead of 2250 GEL.
- The students with highest marks will be awarded monthly scholarship for 1 semester, based on the semester results.

2. **Individual scholarships (granted by GTUNI in commemoration of the founder of the university, outstanding public figure, professor Guram Tavartkiladze) and ordinary scholarships are awarded** annually. 4 students from each faculty, for high academic performance, openly, publicly, based on transparency and equity principles, are awarded individual or ordinary scholarships.

3. **Students' academic support and consultation service, which means** consulting the students on educational programs; support of educational process planning, management and development; support the procedure for students' academic registration, render support to incoming mobility students; students' active involvement in scientific and creative activities; inform students on international exchange programs, support their participation in the programs, render assistance in document preparation. Inform students on other activities going on in university life, giving the recommendations and explanations on problematic issues; for this and many other purposes, the group of tutors on academic programs is formed, which operate in close cooperation with GTUNI structural Units.

4. **Involvement in student life, support professional and career development:** For this purpose, GTUNI has set up the 'Student and Alumni Relation and Career Support Department,'   which operates in close cooperation with faculties and structural bodies of the University. It supports:

- Students' involvement in different aspects of university life;
- Popularization, organization and implementation of cultural, cognitive, sport, charity activities; Support students' initiatives on university sport teams, musical ensembles and creative groups, facilitate their implementation and coordinate their activities;
- Obtain the information about competitions, projects, programs and distribute it among students.
- In order to support GTUNI students' employability, inform students about the situation on the market, available vacancies, employment forums, exhibitions and many other activities;
- Assist students in making the right choice concerning their career and education; to support their communication with employers;
- In close cooperation with the faculties, organize student's survey, in order to analyse their expectations, problems, offers and views. To present survey result to the administration for responding.

- Inform alumni on current processes, activities and innovations implemented at the University, in order to ensure their active involvement in them. Organize different thematic meetings for students and alumni; coordinate business relations with alumni association.

5. **Access to the individual teaching plan** for the target group of students with special needs and of those with disabilities.

6. **Access to the individual teaching plan** for the following target group: incoming mobility students, students who had previously suspended the student's status and want to regain it, students, who have special talent or/and the students with low academic performance, or those, who are occupied in professional sports.

7. **Discounts to support socially vulnerable students** (to this group belong the students with low SES, representatives of ethnical minorities; people with disabilities, forcibly displaced people; **citizens of other countries, who are ethnic Georgians (Lazes, deported Meskhes, Pereidan (Persian) Georgians and etc**.), who consider themselves of Georgian ethnic origin and have Georgian surnames or Georgian linguistic identity; people, who are living on occupied territories; people living in high mountainous area; members of the families with many dependent children; people, whose parent(s), or family member(s) sacrificed their lives to the defence of territorial entity of their motherland);

8. **Provide service to people with disabilities:** Within the framework of inclusive education, GTUNI provides adapted environment to the people with disabilities; Furthermore, GTUNI students are informed that if the students with disabilities, in spite of the ramps and corresponding infrastructural facilities, will anyway need any support, other students should immediately inform security guard service of the university about it.

9. **Support to students' initiatives and projects:** GTUNI encourages and supports the implementation of educational, scientific, creative sport, charity, cognitive activities, which corresponds to the goals and operation sphere of a teaching university.

10. **Support to students' informal education:** In order to support students' professional growth, equip and develop their practical skills, GTUNI has set up Training and Consulting Centre GT TCC'. By the initiative of the centre, local and invited international professionals deliver masterclasses, trainings, workshops, seminars; Information on masterclasses and trainings are open and public and they can be attended by any motivated student (except the cases, when working language is English and the participants are required to have corresponding competence in English language);

11. **Organization of the preparatory course for General Graduate Examination in order to go on their studies on the second educational cycle -Master's degree program:** GTUNI offers a preparatory course to the students who want to go on their studies to the second cycle program – Master's Degree program. Classes are delivered twice a week; duration of the classes is 1,5 hour each time for 3 months before the exams. The number of students in the class is 10. For GTUNI students the course is funded from GTUNI Budget.

12. **Students' support with material and technical services:** GTUNI provides library service to students, as well as various material and technical facilities, first aid medical service, transport and security guard services.

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Despite the circumstances mentioned above, for upcoming 7 years, GTUNI plans to more diversify students' services, create support system actively protect students' rights and freedoms.

Strategic Goals, Tasks and Their Completion Indicators

Strategic Goal 4.		
Development of students' success and promotion-oriented support mechanisms		
N	Tasks	Indicators
4.1	Ensure the protection of Students 'rights and legal interest, introduce Ombudsman Institute	▪ Students' rights and legal interest are protected; ▪ Student Ombudsman statute is elaborated; ▪ The complaints on infringement of students' rights and legal interest (if any) are responded; ▪ Students are informed on the mechanisms for protection of their rights and legal interest.
4.2.	Improve the practice of consultative service on educational, scientific, international, creative activities; enhance the institute of tutors	▪ Consultations and tutorials are implemented systematically; ▪ 80 % of students are satisfied with the consultative service.
4.3.	Activate financial support mechanisms for certain categories of students	▪ The category of students, which will get financial support is defined; ▪ The planned activities for rendering financial support are implemented;
4.3.	Ensure support mechanisms for vulnerable group of students	- Adapted environment is created for the people with disabilities; - The methodology for designing individual teaching plan and the rule of servicing people with disabilities are elaborated; - Financial support mechanisms for vulnerable group of students are elaborated; - Planned support activities are implemented.
4.4.	Improve students career support and intensify the relations with employers;	- The agreements are signed with employers; - The indicator for alumni employment rate is analysed, dynamics is positive; - All students are provided with professional practice opportunities; - GTUNI support students' involvement in internship projects, offered by different organizations;
4.5.	Ensure students awareness of international educational projects, support the increase of mobility within	- Students' awareness of international educational projects, is ensured with application of different communication means;

	Erasmus+ mobility project framework, as well as by application of other opportunities	-	The number of participant students in Erasmus+ mobility project is increased;
4.6.	Better internationalization of the extra-curricular activities and implementation of intercultural projects are ensured;	-	Intercultural trainings are held;
4.7.	Conduct Students' satisfaction survey concerning students' support activities	-	80 % of students are satisfied with students support services;

As a result of implementation of this strategic goal we expect:

- Increase students' motivation to achieve success.
- Increase students' employability;
- University environment will be more oriented towards students and their needs.
- Support protection and ensure the interests of the students with special needs;
- Increase of GTUNI recognition and authority in international educational space;
- GTUNI participation in international projects will be increased and much more students will get the opportunity to participate and benefit from international mobility;

Risks/barriers

- The number of students with suspended or terminated status will increase.

8. Monitoring and evaluation of strategic and action plan

Annual monitoring and evaluation of implementation of the action plan is a paramount stage of strategic planning cycle. The outcomes of which gives us the possibility for the improvement of the university operation in general. Monitoring and evaluation are the inseparable parts of management that support collecting useful information on planning efficiency and generally, on university performance. Monitoring of strategic development and action plan is implemented based on the document elaborated by GTUNI: 'Monitoring and evaluation of strategic development an action plan'. The evaluation principles and methods are defined there. Monitoring and evaluation are annually implemented by monitoring and evaluation group, survey result analysis is submitted to the Academic Council for responding.

Monitoring and evaluation stages: Monitoring and evaluation at GTUNI is implemented in 5 stages, which are listed below:

- Collecting the information: in this stage, monitoring group collects the data or documents indicated in the field of strategic and action plan;
- Preparing information for analysis: in this stage, information is classified and grouped;
- Information analysis: In this stage, data are analysed in relevance to implementation indicator;
- findings and recommendations are elaborated, report is prepared;

- Feedback/responding on evaluation results: survey result analysis shows if the strategic goals are achieved and tasks are realized. In case, if survey analysis reveals any problem(s), it is compulsory to make amendments to tasks, implementation mechanisms, timeframes, resources or responsibilities. The essence of problem will define the character and reference of amendments.

Plan for Monitoring and Evaluation

Activities	responsibilities	month				month			
		I Qr.	II Qr.	III Qr.	IV Qr.	I Qr.	II Qr.	III Qr.	IV Qr.
Collecting the information									
Define work schedule and allocate responsibilities									
Reports prepared by structural units of university									
Documents/statistics									
Questionnaire/survey									
Information processing									
Reports prepared by structural units of university									
Documents/statistics in relevance to indicators									
Questionnaire processing									
Information analysis in relevance to strategic goals and tasks									
Strategic goal 1									
Task 1.1.									
Task 1.2...									
Preparation of a report									
Task realization status/rating									
problems									
findings, recommendations									
Draft report									
Finalize and present report									
Finalize a report									
Report submission to the Academic Council									
Feedback									

Format and methods for collecting information: In GTUNI, for monitoring and evaluation purposes, the information in collected, which is implemented with the application of certain format and methods. From the formats and methods brought below, according to the character and goals of the certain survey, one or several methods will be chosen:

Data collection format can be formal or informal.

Formal format mostly means collecting written data (reports, documents, statistic information, protocols, questionnaires etc.);

Informal format means collecting the information by means of oral communication, in informal environment:

The methods for data collection can be the following:

- Interview: group or individual, format is informal;
- Questionnaire survey: Format is formal;
- Focus groups: this is collecting the views of one definite group on definite issues within one segment. The process is managed by the moderator. Format is informal.

  Monitoring and evaluation framework: In order to correctly organize monitoring and evaluation process, the monitoring framework is created; the framework lay down the defined outcomes/indictors and timeframes for the tasks planned for implementation of each strategic goal, according to which monitoring, and evaluation structure is defined.

  Considering the experience of international organizations,[1] within monitoring framework, the process of implementation of concrete activities will be evaluated by monitoring group according to 4 criteria/rating:

- **Fully implemented** – the activity defined by action plan is fully implemented;
- **Substantially implemented** -more than half activity defined by the action planned was fully implemented and only small part is left uncompleted.
- **Partially implemented** – less than half activity was implemented and major part of it remained uncompleted.
- **Was not implemented** -the activity defined by the action plan is not implemented.

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[1] ORGANIZATION FOR ECONOMIC COOPERATION DEVELOPMENT (OECD), Work Programme for 2013-2015, გვ. 21.

Monitoring Framework

Evaluation goals	indicator	timeframe	Implementation status/rating				comment
			Fully implemented	Substantially implemented	Partially implemented	Was not implemented	
Strategic goal 1							
Task 1.1.							
Task 1.2.							

Concerning implementation process of each activity, it will be measured by 5 criteria/status:

- Implementation process has not started yet -the implementation process of the activity defined by the action plan has not been started;
- Implementation process is in progress – the implementation process of the activity defined by the action plan is in progress.
- Implementation process is suspended – the implementation process of the activity defined by the action plan is suspended;
- Implementation process is ceased – the implementation process of the activity defined by the action plan is ceased;

- **Report submission:** Once per year, at the end of calendar year, structural units submit a report to the monitoring group on the implementation of the strategic plan and corresponding action plan, according to the main indicators. Monitoring group, itself submits a report on the results of analysis of strategic plans of the structural units accompanied with recommendations to Academic Council, which, in case of necessity, responds adequately.

Feedback: Final stage of monitoring and evaluation is feedback that means the analysis of evaluation results (findings and recommendations) with all stakeholders; the evaluation can result in:

- The amendment to strategic plan;
- Elimination of existing failures;
- Taking into the consideration the recommendations received;

- Elaboration of a new strategic plan.

Plan amendment/introduction of changes: the amendment to the strategic plan and action plan, besides the findings and recommendations of the monitoring group can be made by Rector's initiative, based on the decision of the Academic Council.

9. Funding strategy for the implementation of the plan

For the purpose of successful implementation of the goals and tasks defined by 7-year strategic development plan, the working group, in cooperation with finance and budget service, defined the approximate amount of budget, necessary for the implementation of the plan for 2019-2021.

Three Year Action Plan (2019-2021) Budget

N	Strategic goal	Plan implementation budget (GEL)			
		2019	2020	2021	Total:
1.	Development of the effective management system	83000	48000	46000	177000
2.	Improvement of staff management practice	5000	5000	5000	15000
3.	Development of material, information and Financial resources	308000	163000	163000	634000
4.	Educational program quality enhancement	4000	5000	5000	14000
5.	Develop institutional opportunities for life-long learning (LLL) and contribute to the development of the society	0	0	0	0
6.	Increase the quality and effectiveness of scientific work	13000	13000	13000	39000

7.	Internationalization of educational and scientific work	28000	28000	28000	84000
8.	Develop students' support mechanisms	38750	39000	39000	116750
	Total	479750	301000	229000	1 079 750

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ACTION PLAN

Action plan 2019-20021 is elaborated based on the Strategic Development Plan 2019-2025. It represents the detailed documents for the strategic tasks to be implemented during upcoming 3 years in order to achieve the strategic goals set by GTUNI. It also describes implementation mechanism, indicators and benchmarks and structural bodies of the university, responsible for their implementations.

Action plan is based on the following strategic goals defined by GTUNI:
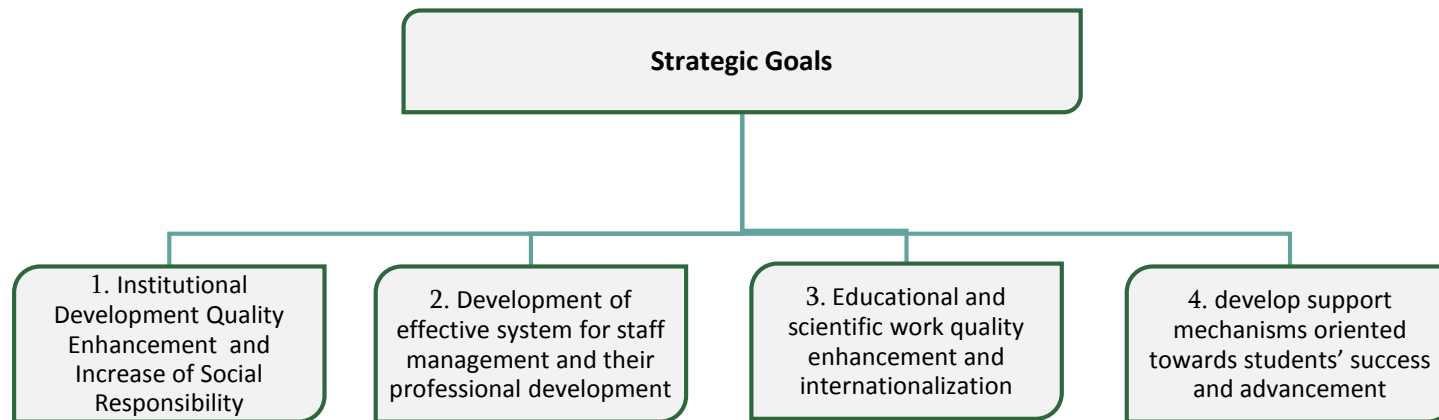
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                            ┌─────────────────────────┐
                            │     Strategic Goals     │
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| 1. Institutional Development Quality Enhancement and Increase of Social Responsibility | 2. Development of effective system for staff management and their professional development | 3. Educational and scientific work quality enhancement and internationalization | 4. develop support mechanisms oriented towards students' success and advancement |

Strategic Goal 1. Institutional Development Quality Enhancement and Increase of Social Responsibility									

Task implementation Mechanisms	Implementation						Indicators and benchmarks	Responsible structure	Parties involved
	2019				2020	2021			
	I	II	III	IV					
1.1.	**Development of material, information and financial resources, ensure the business continuity and sustainability**								
a.	Elaborate and implement business continuity plan	✓						The plan is elaborated, business discontinuity has not occurred	Finance Director; Utility service; Information Technologies and Technical Support Service	GTUNI administration
b.	Modify GTUNI organizational structure, ensure its correspondence with GTUNI Mission and strategy	✓						Structure is rational, serves the implementation of the mission.	HR Service; Budget and Finance Service	
c.	Clearly divide functions of structural units	✓						The functions of structural units are clearly divided		

		C1	C2	C3	C4	C5	C6	Outcome	Responsible	Involved
d.	Collect the information on annual performance of GTUNI structural units, submit the report				✓	✓	✓	Reports prepared by the structural units are timely submitted	Monitoring/evaluation group	All structural units
e.	Analyse the results of annual evaluation conducted to assess the implementation of the strategic tasks; identify the problems;				✓	✓	✓	Strategic tasks are implemented - 90-100%		
f.	Respond on the results of analysis				✓	✓	✓	The fact of responding/ document	GTUNI administration; Quality Assurance Service;	Academic Council
g.	Describe GTUNI property (lawful possession of fixed and liquid assets)			✓		✓	✓	GTUNI fixed and liquid assets are described annually	Finance Director; Utility service; Budget and Finance Service.	GTUNI administration
h.	Permanent control of description documents				✓	✓	✓	The failures or losses are not detected		
I.	Implement an electronic inventory system of					✓		The work on implementation of electronic inventory system has been initiated		
j.	Insure educational spaces are properly arranged and equipped	✓	✓	✓	✓	✓	✓	Educational spaces are appropriately arranged and equipped		
k.	Facilitate auxiliary spaces with proper equipment	✓	✓	✓	✓	✓	✓	Auxiliary spaces are appropriately equipped		

l.	Systematic control and operative improvement of sanitary units, lighting possibilities, central heating system.	✓	✓	✓	✓	✓	✓	Sanitary units, lighting, central heating systems operate orderly.		
m.	Improve electronic services and access to information technologies	✓	✓	✓	✓	✓	✓	100 % of the students' staff has access to information technologies, 80 % of students and staff is satisfied with the services	Utility Service; Information Technologies and Technical Support Service	
n	Plan the budget in accordance with the strategic goals	✓			✓		✓	The budget is in line with the strategic goals and ensures their implementation	Finance Director; faculties; Utility Service	GTUNI Administration; Partner's Council
o	Find new sources for funding, among them by commercialization of university intellectual, scientific resources	✓	✓	✓	✓	✓	✓	Additional funding resources are attracted	Finance Director	GTUNI Administration, departments
p	Financial accountability				✓	✓	✓	Financial report is submitted annually, evaluation is positive, budget is sustainable	Finance Director	GTUNI Administration; Partner's Council

Action Plan Framework

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q.	Prepare ad conduct the research on the development of GTUNI material, information and financial resources. Organize students; and staff survey				✓	✓	✓	Students and staff questionnaire survey are conducted (see research report); The indicator of students and staff satisfaction is 80 %.	Information System Management Service; The Department of Students and Alumni Relation and Career Support	GTUNI Quality Assurance service; Quality Assurance Services of the corresponding Faculties;
r.	Improve the quality of library resources and services				✓	✓	✓	The satisfaction indicator for library resources and services is 80%.	Finance Director; Head of Library Information System Management Service	GTUNI Administration
s.	Join in different International, electronic library network				✓	✓	✓	GTUNI joined in different International, electronic library network Consumer statistics is increased		
t.	Conduct the survey on students and staff satisfaction with management effectiveness and quality				✓	✓	✓	Satisfaction indicator is 80 %	Information System Management Service	
1.2.	**Increase of management effectiveness by growing involvement of international experience and modern technologies in management process**									
a.	Process, share and implement the information on 'the best practices' for international management '	✓						The activities for implementation of International 'best practices'	Faculties; Department if International Relations Department	GTUNI Administration

b.	Elaborate a policy for information technologies and system management	✓						The document is elaborated	Information System Management Service; Curriculum Department; Chancellery	Department of Informatics
c.	Improve electronic system of educational process management		✓		✓	✓		The system is improved; application indicator is increased.		
d.	Implement electronic system for document processing		✓					Electronic system for document processing is implemented		
e.	Creation of electronic portal of GTUNI staff		✓					electronic portal of GTUNI staff is created	register Administrator; HR Service	
1.3.	**Internationalization of the organizational management;**									
a.	Elaborate GTUNI internationalization policy	✓						GTUNI internationalization policy is elaborated	International Relations Department; Faculties	GTUNI Administration
b.	Establish institutional partnership network regularly update international contacts	✓	✓	✓	✓	✓	✓	institutional partnership network is established; contacts are regularly updated; agreements are signed;		
c.	Administrate participation in International activities, fairs, institutional projects;	✓						Participation in international activities, fairs, institutional projects		

	Strategic Goal 2. Development of effective system for staff management and their professional development									
	Tasks and implementation mechanisms	Implementation						Indicators and benchmarks	Responsible structural Unit	Party/Parties involved
		2019				2020	2021			
		I	II	III	IV					
1.4.	Ensure ethical and safe environment									
2.1	Improve existing practice of staff management and increase their efficiency									
a.	freedom; respond to their violation; Update the policy for staff management	✓						elaborated; the violation of academic freedom is not detected. Management policy document ('Staff Management Strategy') is updated, shared and supported by the staff	HR service; Legal Department; Faculties.	GTUNI Administration; All structural Units
c.	Develop plagiarism prevention procedures and mechanisms		✓	✓	✓		✓	plagiarism prevention procedures and mechanisms are implemented; plagiarism commission is formed; checking of master's papers on plagiarism is initiated; detected plagiarism cases do not exceed 25 %	QA service; Legal Department	Commission for plagiarism
b.	Implement the procedures for announcement of the vacancies, staff election and appointment	✓	✓	✓	✓	✓	✓	Staff election and appointment is implemented according to law, internal regulations and procedures; Complaints on the violation of any of them are not detected.	Faculties; HR Service HR service; Legal Department	Competition committee
d.	Improve the mechanisms for ensuring the safety of institution	✓	✓	✓	✓	✓	✓	Safety and security of the institution is ensured and	Utility Service;	GTUNI Administration

#	Activity							Expected results / Indicators	Responsible	Monitoring
c.	Modify staff functions, qualification requirements and job descriptions; update the contracts;	✓				✓	✓	Staff functions, qualification requirements and job descriptions are clearly defined; contracts are updated	Security Guard Service; doctor; HR Service; Legal Department	Faculties
e.	To ensure student and staff first aid health care							GTUNI has a qualified doctor, who ensures first aid medical support		
d.	Update/optimize academic and invited staff workload scheme periodically	✓		✓		✓	✓	Academic and invited staff workload scheme; Workload is defined in complete accordance with internal regulations. Complaints are not detected	Faculties; Information System Management Service; Curriculum Department; Finance and Budget Department	HR Service; GTUNI QA Service; QA Services of the Faculties
f.	Student and staff survey on ethical and safe environment							0 % of student and staff confirm that ethic and safe environment is ensured		
1.5.	**Strengthen institutional efforts to con... y development**									
e.	Conduct staff meetings and monitoring	✓	✓	✓	✓	✓	✓	Monitoring Meetings are conducted periodically	GTUNI Training and Administration Consulting Centre; QA Service; Faculty	HR Service; GTUNI Administration
a.	Conduct the survey on students' and staff satisfaction and society demand for Life Long Learning programs							The questionnaire surveys on student, academic, administrative and support staff satisfaction are conducted;		
f.	Improve and implement staff performance evaluation system				✓			New criteria for staff performance evaluation are elaborated	QA Services; Departments /Foreign Language Centre	Evaluation group.
b.	To prepare appropriate programs with participation of each department and make an offer							The programs are prepared with the involvement of all Departments; The number of programs is increased	HR Service; QA Service; Faculty QA Services	
g.	Indicators of staff performance evaluation results, identify the problems and respond to				✓	✓	✓	Staff performance evaluation is implemented; Evaluation is fair and transparent; 80 % of staff is positively evaluated		
c.	Elaborate a plan for the implementation of the specific LLL programs							The plan for implementation of LLL education (trainings, seminars, workshops) is elaborated; The plan is uploaded on the website.		
h.	Improve and implement staff performance evaluation system	✓						Staff encouragement mechanisms are elaborated; encouragement indictor is 10 %	Faculties; HR Service;	GTUNI administration

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d.	Ensure administrative and financial support of the activities foreseen by LLL education plan						The activities foreseen by LLL plan are 95 % implemented;		Budget and Finance Service	

2.2. Ensure improvement of academic staff professional competence and skills

a.	Define professional development needs and elaborate their implementation mechanisms	✓		✓	✓	Once per year, the questionnaire survey of academic staff professional development needs is conducted	Faculties/Departments HR Service; Training and Consulting Centre	International Relations Department; Finance and Budget Service
b.	Plan and implement the activities to Motivate Academic staff's involvement in the LLL education purposes		✓			is 90%. Trainings, workshops, seminars are planned;		
e.	Advertise the programs created for activities concerning specific professional knowledge enhancement, adoption of new teaching/learning and research methods, improvement of foreign language skills				✓	Information is distributed via different information and communicative channels	PR Service; Finance and Budget Service	
f.	Develop the opportunities for creation of extra income by implementation of LLL program				✓	The income, generated by implementation of the programs		

1.6. Implement effective marketing activities in GTUNI publicity.

a.	c. Ensure foreign specialist's involvement in in professional development activities offered to the staff	Plan/implement effective marketing activities	✓	✓	✓	✓	Minimum 2 activities per year are delivered with the involvement of the foreign specialists. student number is increased	PR Service; Utility Service	GTUNI Administration; The Department of Journalism; Tele-Radio Lab.
d.	Support staff to participate in professional development activities abroad.	✓	✓	✓	✓	✓	✓	10 % of staff participate in professional development activities abroad.		

1.7. Conduct the survey for evaluation of ment quality enhancement and increase of social responsibility

2.3. Support self-development of affiliated academic staff

	academic and administrative staff							Management Service	

a.	Support affiliated academic staff with 45 day paid 'academic leave' for self- development	✓	✓	✓	✓	✓	✓	100 % of the affiliated academic staff use 45 day paid 'academic leave' for self-development	Faculties; Finance and Budget service.	QA services of the faculties; AS UNI administration
2.4.	Implement and develop mentor practice in order to promote junior staff professional development									
a.	Experienced professors/scientists share their experience to the junior colleagues; they implement joint projects, consultations etc.			✓	✓	✓		The department have elaborated mentoring plan; the satisfaction indicator for mentoring practice is 95 %.		
2.5.	Strengthen the partnership with local universities in order to organize joint activities for the professional development of the academic staff									
a.	Cooperation with local universities			✓	✓	✓	✓	The negotiations with local universities on implementation of joint programs are going on	HR Service; Training and Consulting Centre; Department of International Relations;	Faculties/ Departments PR Service
b	Cooperation with HEI abroad			✓	✓	✓	✓	Foreign specialists are involved in professional development activities; professional development activities arranged abroad; staff participation in professional development activities are fully/partially funded		
2.6.	Cooperation with local and international organizations offering Professional development programs									
a.	Select high reputation local and international organizations offering professional			✓	✓	✓	✓	Cooperation with local and international organizations are initiated;	HR Service; Training and Consulting Centre;	QA services of the faculties; PR Service

#	Activity							Indicator	Responsible	Participants
	development programs; pan the activities.							The Agreement with British Council is signed; Negotiations with Imperial English Academy UK are initiated	International Relations department; Foreign Language Centre	
2.7.	**Increase the performance efficiency of faculties, heads of structural units, administrative and support staff**									
a.	Define the needs for professional development of the administrative staff and elaborate their implementation mechanisms		✓			✓	✓	Questionnaire survey on the needs for professional development of the administrative staff is conducted once per year	HR Service; Training and Consulting Centre; the Department of International Relations	Finance Director Foreign Language Centre; the Department of Informatics
b.	Plan and implement the activities for professional development of the administrative staff and motivate their involvement in these activities	✓	✓	✓	✓	✓	✓	The activities for the professional development of the administrative staff are planned and implemented		
c.	Ensure the involvement of the foreign specialists in professional development activities for the administrative staff			✓	✓	✓	✓	The activities arranged with the involvement of foreign specialists		

Strategic Goal 3. Educational and scientific work quality enhancement and internationalization								

N	Implementation						Indicators and benchmarks	Responsible structure(s)	Parties involved

N Tasks and implementation mechanisms (educational direction)	Implementation						80% of staff satisfied with staff management policy and the improvements of practice	Responsible structure(s)	Parties involved
	2019								
	I	II	III	IV	2020	2021			
3.1.	**Improve the practice for teaching/learning, planning, implementation, control and development**								
a.	Implement the practice of creation of the permanent group for program development	✓	✓			✓	✓	Program development groups are created	QA Service; QA Services of the faculties	Departments/program supervisor
b.	Update and improve the mechanisms for program planning, design, implementation and development	✓	✓			✓	✓	mechanisms for program planning, design, implementation and development are updated and improved; interested parties are involved in the process; 100% of the programs successfully goes through the internal evaluation		
3.2.	**Successful external evaluation (Accreditation)**								
a.	Analyse the recommendations, remarks 'best Practices' received in the process of the external				✓	✓	✓	The results of the external evaluation reflected in educational programs; the programs are approved; the monitoring	Departments (educational program supervisor	QA Service QA Service units of the

	evaluation and reflect them in educational programs; approve amendments made to the educational programs							for evaluation of the effects of changes introduced in educational programs is implemented. The aim of the monitoring is to find out if these changes contributed quality enhancement of the educational program		corresponding faculties; academic staff
3.3.	**Improve the quality of educational programs by application of modern teaching methodology and practical training programs**									▪
a	Increasing application of modern teaching methodology in teaching/learning process			✓	✓	✓		95 % of the academic staff if familiar with and applies modern teaching methods	QA Service Units at the corresponding faculties;	GTUNI administration
b	Include practical training programs in teaching/learning process			✓	✓	✓		The negotiations are in progress with the employer in order to implement joint training programs		
c	Plan and implement methodological seminars. Lectures, consultations			✓	✓	✓		The corresponding activities are implemented in order to modernize teaching/learning methodology and improve the evaluation of learning outcomes; 90 % of the academic staff is involved in the activated;	Departments	
d	Monitoring of renovation of teaching/ learning methodology			✓	✓	✓		The delivery of the lectures is monitored, sharing experience and attending on each other's classes are implemented; the	QA Service units of the faculties; departments	Program development group;

#	Activity							Indicator/Result	Responsible	Involved
								process is unbiased, transparent and collegial;	and program supervisors	evaluation group.
e	Analysis of students' academic performance and GPA.				✓	✓	✓	The indicator for students' academic performance and GPA is improved (see the report on survey results analysis)		
f	Analysis of indicators concerning the number of students with high academic achievement				✓	✓	✓	the number of students with high academic achievement is increased		
3.4.	**Diversification of the programs**									
a	Analyse the needs for creation of new programs (market survey, survey of interested parties), analyse faculty initiatives and make the decision					✓	✓	Market survey is conducted concerning new program elaboration (see survey report); The consultations with all interested parties are implemented, faculty initiatives are elaborated.	QA Service; QA Service units of corresponding faculties; Departments/program supervisors;	Curriculum Department; Financial and Budget Department Academic Staff
b	Elaborate and accredit new programs					✓	✓	New Program/the programs are elaborated; New program/the programs are accredited		
3.5.	**Increase the ratio of hybrid(combined)teaching competence in educational process**									
a	Creation of e-learning courses (in Moodle platform)	✓	✓	✓	✓	✓	✓	10 e-learning courses are created and located in Moodle platform;	Departments;	The department of Informatics;

									Information system management centre	QA Service Units of the corresponding Faculties; Departments
b	Support the involvement of foreign lecturers in hybrid (combined) educational courses	✓	✓	✓	✓	✓	✓	Hybrid (combined) teaching methodology is elaborated; LMS Moodle application training for hybrid (combined) teaching is conducted; Hybrid (combined)teaching methodology integration in educational programs is initiated; The training on creation techniques of e-learning courses is conducted; The activities of involvement of foreign lecturers in teaching the courses by application of hybrid (combined) methodology are initiated		Department of International Relations Foreign Language Centre
c	Prepare and implement the survey on students', employers' alumni's academic and invited staff satisfaction with quality of educational programs				✓	✓	✓	Student, employer and alumni satisfaction survey is conducted; Questionnaire survey of the academic and invited staff is conducted (see survey report);		QA Service; QA Service Units of the corresponding faculties

								Expected results	Responsible	
								Stakeholders satisfaction indicator is 80 %.		
	Scientific Direction									
3.6.	**Improve the practice of supporting academic staff scientific activities and intensify the cooperation with scientific foundations**									
a	Improve the organization of the scientific work and management mechanisms	✓				✓	✓	The documents for organization of the scientific work is elaborated; The document improves the practice for management and evaluation of scientific work;	Faculties; Departments	GTUNI Administration
b	Plan and implement scientific activities (conferences, seminars, round table).	✓	✓	✓	✓	✓	✓	Scientific activities are planned and implemented; the budget for funding scientific activities (conferences, seminars, round tables) are increased. 80% of the academic staff participated in the activities		
c	Support the publication of scientific proceedings monographs, scientific journal	✓	✓	✓	✓	✓	✓	Publication of scientific proceedings monographs, scientific journal is funded from GTUNI budget		
d	Inform academic staff about planned scientific activities and support them with consultations on those activities as well as on the programs /projects offered by	✓	✓	✓	✓	✓	✓	Information and consultative service of the academic staff is supported by conducting seminars, consultative meetings, by application of consultation channels		

	national and international scientific foundations										
e	Increase administrative and financial support of the academic staff to implement scientific activities (support the preparation of programs/projects	s ✓	✓	✓	✓	✓	✓	Scientific staff is supported with information consultation, leaves, corresponding activities, publications etc. The rules of winning the grant for Specific projects are elaborated (internal grants); scientific work is funded from GTUNI budget		
f	Set up the system for the encouragement of academic staff scientific activities	✓				✓	✓	The mechanisms for encouragement of the scientific work performed by the academic staff; affiliated academic staff is encouraged;	Faculties; departments HR Service	GTUNI administration
3.7.	**Introduce and implement the practice of specific scientific research projects and internal grant**									
a	elaborate the rule of specific scientific and research project elaboration, internal grants and competitions	✓				✓	✓	the rule of specific scientific and research project elaboration, internal grants and competitions is elaborated	Departments	Competition commission; Finance Director
b	Announce the competition, choose the project		✓			✓	✓	The competition is announced according to the directions/fields; 90 % of the departments participate in the competition; minimum 4 projects are selected;		

3.8.	Increase the quality of Bachelor and Master thesis papers, involve students in scientific activities								
a	To elaborate the mechanisms for motivating students to get involved in scientific work				✓	✓	The mechanisms for students' involvement in scientific activities are elaborated.	Faculties/Department	GTUNI administration
b	Increase administrative and Financial mechanisms to support students' scientific activities				✓	✓	The number of students involved in scientific activities are increased.		
c	Monitor the quality of master's thesis papers and respond to the monitoring results				✓	✓	The program for detection of plagiarism (URKUND) operates; According to the evaluation results, the quality for bachelor's and master's thesis papers are improved; the statistics for students' involvement in scientific activities are increased compared to the previous years.	Faculties/departments/ monitoring group/ Information system management service	QA Service; QA Service Units at the corresponding Facilities Plagiarism commission
d	Monitor bachelor thesis paper and respond to the monitoring results				✓	✓			
3.9.	Improve the practice of evaluation of the academic staff involvement in scientific activities								
a	To update and implement multi component mechanisms/criteria for evaluation of quality of scientific activities			✓	✓	✓	multi component mechanisms/criteria for evaluation of quality of scientific activities are updated; the evaluation of the efficiency of the scientific work is conducted once per year based on bibliometric, staff and financial and material indicators;	QA Service Units of the corresponding faculties; GTUNI QA Service	GTUNI Administration; monitoring group

							The practice of quality evaluation is updated; the evaluation results are analysed, and appropriate measures are defined in order to respond to the identified problems.		
	b	access, analyse and respond to the results of the evaluation.			✓	✓	✓	Scientific activities implemented by 80 % academic staff is evaluated as effective		
		Internationalization								
3.10		**Work to win and implement Erasmus+, Visegrad and other International grant projects**								
	a	To select relevant partners, prepare the applications and participate in the grant competition			✓	✓	✓	Minimum 2 applications are submitted; the projects are funded, agreements are signed;	Department of International Relations	Faculties
	b	Intensify the cooperation with already existing partners			✓	✓	✓	The mode of cooperation is updated		
3.11.		**Invite foreign specialist in order to involve them in university life**								
	a.	Plan and lay down the mechanisms for invitation of foreign specialists according to the priorities (educational cycle, specialty, timeframes for invitation, terms of cooperation/invitation etc.).			✓	✓	✓	The mechanisms for invitation of foreign specialist according to specific priorities set by GTUNI, are defined	Department of International Relations	Faculties

					✓	✓	✓			
b.	Implement all necessary activities in order to organize the invitation of foreign specialist				✓	✓	✓	The activities are implemented; involvement of foreign specialists is increased		
3.12.	Increase Foreign Language component in the educational programs implemented in Georgian language									
a.	Update educational programs /syllabi with foreign literature, materials and practical tasks				✓	✓	✓	the programs are updated with foreign language literature, materials and practical tasks	Departments/program supervisors	Library
b.	Attract the academic staff with foreign language competence				✓	✓	✓	The number if the academic staff with foreign language competence increased and their indicator is 10%-ს		HR Service
3.13.	Improve quality of learning and teaching									
a.	Monitor the indicators of academic performance in foreign language, reveal the problems and elaborate mechanisms of responding the them.				✓	✓	✓	The problems are identified; dynamics is positive; number of students with highest academic achievements in foreign language increased in 10 %.	Foreign Language Centre; Quality Assurance Service Units.	
b.	Implement activities in order to increase foreign language teachers' competence				✓	✓	✓	Qualification improvement activities are supported administratively and financially.		Training and Consulting Centre

3.14.	Implement qualification improvement activities for academic staff to improve English language competence								
a.	Plan and implement qualification improvement trainings and courses for academic staff in order to improve English language competence.				✓	✓	✓	The plan for qualification improvement trainings and courses for academic staff is elaborated; the activities are implemented. 10 % of staff improved the qualification.	Foreign Language Centre; QA Service Units of the faculties;	
3.15	Prepare modules and programs offered in international language									
a.	Prepare the courses/modules offered in English, according to the educational program requirements				✓	✓	✓	The courses/modules are prepared in international language and included in the educational programs; the number of courses prepared in English language is 10.	Departments/ Program supervisors; the department of International Relations	Program development group
b.	Prepare International program					✓	✓	The priorities for preparation of an International educational program are defined. The program is prepared; the program is accredited.		
c.	Attract international students to the courses/modules offered in English language.				✓	✓	✓	The offers to foreign students are elaborated; The number of foreign students at GTUNI is 15.		
3.16.	Involve GTUNI students in the courses/modules/programs, which are offered in international language and give them the extra opportunities									

				✓	✓	✓			
a.	Motivate GTUNI students to get involved in international courses/modules/ programs create corresponding conditions for them.			✓	✓	✓	10 % of GTUNI students are involved in international courses/modules programs.	Faculties	
3.17.	**Develop international scientific cooperation and create the opportunities for joint researches**								
a.	Implement activities in order to establish international scientific profile cooperation			✓	✓	✓	The activities are implemented in order to establish international scientific profile cooperation. The MOU is signed with minimum 3 organizations. Foreign scientist(s) participate in GTUNI research activities.	Faculties / Departments; Department of International Relations	GTUNI Administration
b.	Create the opportunities for joint projects in cooperation with foreign partners; provide administrative and financial support to the implementation of joint research			✓	✓	✓	The negotiations are in progress with foreign partners concerning common scientific interest and joint research. Foreign scientist(s) participate in GTUNI scientific work.		
3.18.	**Support the involvement of the academic staff and students in international scientific projects /activities**								
a.	Provide academic staff with proper information and consultation service concerning international scientific activities;			✓	✓	✓	Academic staff is provided information and consultative support in the format of seminars, individual consultations, by	Faculties/departments/ department of International Relations	GTUNI administration, student self-government

							application of different communication channels		
b.	Ensure participation of the affiliated academic staff in international scientific research projects and activities (conference, seminar, internship)				✓	✓	✓	The participation of affiliated academic staff in international scientific projects and activities is partially or fully funded from GTUNI budget	
c.	Provide administrative and financial support to the publications in international impact factor journals and other authoritative editions				✓	✓	✓	publications in international impact factor journals and other authoritative editions is funded from GTUNI budget	
3.19	Conduct the survey of student and staff satisfaction with educational and scientific work internationalization				✓	✓	✓	The questionnaire survey was conducted on student and staff satisfaction with educational and scientific work internationalization The satisfaction indicator is 80%.	QA Service; QA Service Units of the faculties; commission for plagiarism; information system management service.

| | | Strategic goal 4. develop support mechanisms oriented towards students' success and advancement | | | | | | | | |

N	Tasks	Implementation						Indicators and benchmarks	Responsible structural unit	Parties involved
		2019				2020	2021			
		I	II	III	IV					
4.1.	Ensure the protection of students' rights and legal interests									
a	Introduce the Institute of Ombudsman		✓					The mechanisms for protection of students' rights and legal interests are elaborated; the institute of ombudsman is introduced;	Faculties; Legal Service; The Department for Student and Alumni Relation and Career Support	PR Service; Student self-government
b	Improve students' awareness mechanisms on their rights and legal interest	✓	✓	✓	✓	✓	✓	All communication channels are used to improve student awareness mechanisms.		
c	Reveal and analyse the facts of violation of students' rights.	✓	✓	✓	✓	✓	✓	GTUNI analyses the facts of violation of students' rights and legal interest and adequately responds to them.		
d	Respond to the facts of violation of student rights and legal interest	✓	✓	✓	✓	✓	✓	The facts of the violation of students' rights and legal interest are not detected		
4.2.	Improve the practice of consultations on student educational, scientific, creative, international activities and enhance the role of tutoring									
a	Enhance the mechanisms for consultation and tutoring services	✓	✓	✓	✓	✓	✓	Mechanisms for students' consulting service are updated; students are aware	Faculties;	PR service;

								of consulting service mechanisms; 90% of students used consultation service.	The Department of Student and Alumni Relation and Career Support	Student self-government
b	Improve the mechanisms for students' involvement in different aspects of university life and support students' initiatives	✓	✓	✓	✓	✓	✓	All communication channels are used to provide students with adequate information. 80 % of students are involved in different aspects of university life; Students' initiatives are evaluated as reasonable and are supported by GTUNI (statistics).	Department of International Relations Tutors	
4.3.	**Implement financial support for the students of different categories**									
a	Define students' financial support	✓	✓	✓	✓	✓	✓		Faculties	Finance Director; GTUNI Administration
b	Category of students who will benefit from financial support	✓	✓	✓	✓	✓	✓			
4.4.	**Ensure the mechanisms for supporting low SES students**									
a	More adaptation and accessibility of GTUNI environment	✓				✓	✓	The environment is adapted for the certain category of students with special educational needs	GTUNI Administration; Utility Service;	The Department for Student and

b	Create/update the database of students with special educational needs, identify the needs	✓	✓	✓	✓	✓	✓	the database of students with special educational needs; their needs are identified	Security Guard Service; tutors; a doctor	Alumni Relation and Career Support
c	Implement the activities for supporting Low SES students				✓	✓	✓	The rule on providing service and support to Low SES students are elaborated; the whole staff is familiar with this rule		
4.5.	Conduct the survey on Low SES students' satisfaction with support activities				✓	✓	✓	80 % of survey participants are satisfied with implemented support activities	QA Service Units of the faculties; Information system management service	
4.6.	**Improve students' career support service and intensify the cooperation with the employers**									
a	Implement students' career support activities, develop effective cooperation with the employer.	✓	✓	✓	✓	✓	✓	During the year different career support activities are being implemented; agreements are signed with the employer; GTUNI involves the students in internship project.	Faculties; The Department of Student and Alumni Relation and Career Support	
b	Analyse indicators and dynamics for alumni employment				✓	✓	✓	Dynamics for alumni employment is positive; the indicators are analysed; the indicator for their employment is 80 %. Dynamics for alumni employment according to their qualification is positive.		

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								Outcome/Indicator	Responsible	Involved
c	Implement and Analyse statistics on internship, practice, professional development activities carried out by GTUNI students				✓	✓	✓	100 % of the active students passed professional practice. GTUNI involves the students in internship projects		
4.7.	**Support students' awareness on International Educational projects and facilitate the increase of mobility by the application of Erasmus + mobility and other opportunities**									
a	Organize information meetings	✓	✓	✓	✓	✓	✓	Students are ware of information mechanisms	The department of International Relations; Faculties	GTUNI administration PR Service; Erasmus+ mobility students
b	Active involvement in Erasmus + mobility project application process		✓		✓	✓		Funded projects; The number of students involved in mobility		
c	Implement the practice of students' post mobility reporting				✓	✓	✓	The form of students' post-mobility reporting is elaborated. The practice of reporting is implemented		
4.8.	**Strengthen internationalization of students' extracurricular activities and conduct intercultural trainings**									

a	Choose the theme for intercultural trainings, plan and organize sessions.	✓		✓		✓	✓	40 % of students participated in intercultural trainings	Faculties; International Relations Department	
b	Find and use the opportunities for participation in international summer schools, competitions, cultural tours etc.			✓	✓	✓	✓	The opportunities for participation in international summer schools are found and used.		
c	Prepare students for participation in international projects	✓	✓	✓	✓	✓	✓	The students involved in international scientific projects	International Relations Department	