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Mission of the University of Georgia

We are engaged in production of knowledge and the education of the person, in which we mean the cultivation of liberal-humane values among people and providing them with knowledge and skills needed to succeed by means of the fair labor.

We do all these by creating competence centers and a platform that ensures creation and implementation of the academic programs adjusted on the student and market needs. By creating an environment where the person is given the maximum opportunity to manifest and realize creative, innovative and entrepreneurial opportunities.

Through our activities, which we constantly carry out with an innovative approach, as well as striving for institutional perfection by our own example, we contribute to the democratic development of the society, for the welfare of the Georgian nation and humanity.

Vision of the University of Georgia

- To be the leading international university in the region. Study and research here shall be associated with the highest quality, the diploma shall be prestigious.
- To be the most innovative university in Georgia: as a school, research institution, business organization.
- To be a propagator of liberal values in the region, to take an active part in the process of value formation.

Values of the University of Georgia

Freedom, humanity, perfection

Analysis of the external and internal factors

SWOT-Analysis

Advantages:

Advantages in the international arena:

Relatively low price in terms of quality

The price of the UG education programs is much lower than the average Western (especially American) standard, but the education level is quite high and meets the average Western standard (For example: UG ranks 2179th out of 5827 European Universities). This advantage is particularly evident with regard to the medical education.

Status of one of the safest countries

Georgia is in a top 5 safe countries of the world and is ahead of the US and all European countries (security index - 79.64; Crime Index - 20.35 - (5th place in the world), this is the most important competitive advantage of Georgian universities over universities in other countries.

A relatively inexpensive consumer basket

Living in Georgia (rent, food, transportation, etc.) is cheaper than in Eastern Europe and Turkey as well. Including tuition fees, the average student spends \$ 10,000 a year, which is less than the average tuition fee, for example, at Turkish universities.

The most democratic country status in the region

Georgia is considered as the most democratic country in the region (Near East, Asia Minor, the Caucasus, Central Asia, the Extreme Eastern Europe) with obviously expressed Western orientation and more personal freedom, that has a magnetic effect on the inhabitants of other countries of the region, where personal freedom is in a significantly low level. In addition, "traditional" Georgia is not considered as a part of the "western perversion", which is also an important deterrent factor for traditional families when sending children to Western countries. This makes Georgia more desirable country, which is also a significant competitive advantage for Georgian universities in the international arena.

Advantages of the local arena:

Name "University of Georgia"

The name of the university is directly associated with the country for the international students and unconsciously perceives it as the leading university of the country, that increases the quality of trust in UG.

Relatively wide choice of foreign language programs

The University of Georgia has accredited English language programs in many directions. While the English language programs are used mainly in medical direction in the Georgian market.

Accredited programs in target countries

University of Georgia is accredited Higher Education Institution in Turkey (by Yok); in Iran (where only a few states Higher Education Institutions have accreditation among Georgian universities), where 50% of the foreigner students currently come from; Also, the medical program has the accreditation of Medical Council of India (MCI).

English-speaking academic and administrative personnel

The academic and administrative personnel of the University is mainly fluent in English. The proportion of English-speaking academic and administrative personnel is high compared to the public and most private universities (Including the level of being able to lead an English lecture and communicate with international partners).

Location in the center of the capital

The University of Georgia is located in the center of Tbilisi, a few hundred meters from the City Hall, near the metro station, near the key road arteries. The location of the university is convenient for both Georgian and foreign students and personnel who live in the center and suburbs of the city as well. The central location also makes the school more prestigious.

Well-developed training and support infrastructure

The University has a well-developed infrastructure in line with local market standards. Well-equipped educational buildings, laboratories, computer equipment, sports infrastructure, rich library.

Knowledge of computer skills among professors and administration

Administration and Professors all have basic computer skills. This is a crucial advantage in introducing distance online-learning. Unlike public universities, where it is difficult to introduce distance learning due to the lack of computer skills in a significant part of the professorship and administration.

Modern training programs

The curricula correspond with the Western standard, in line with current trends. Courses are compiled according to the recognized Western textbooks. Students have a wide choice of basic and additional professions and specialties.

Learning process in small groups

The training process is mainly in groups of 25-30 students, rarely in groups of 50 people, while lectures in the state universities are often held in the auditoriums full of few hundred students.

Highly qualified academic personnel

Academic personnel of UG represents the academic elite of the country. Modern, progressive, highly qualified, morally developed, scientific-academic personnel recognized in their fields are gathered here.

Organizational stability

UG has a strong corporate culture and corporate values. It represents a large team working in a common spirit, where everyone is aware of the role of the organization to the country and each member recognizes his/her own important role in the organization. All these are major incentive factor for employees, that ensure their bond and the organization is characterized by a very low level of outflow in both academic and administrative personnel.

Young, motivated, loyal, qualified administrative personnel

Administration of UG is mainly consisted of the university graduates or people who have been employed here practically since its establishment. It mainly consists of young, motivated and loyal people. These people are characterized by a strong attachment to the organization (which is often manifested in spending non-working time together). As the university has a low rate of the personnel outflow, most administrative personnel have accumulated significant work experience. As the personnel of the university mainly filled with students who have high academic achievements and while a corporate culture focused on quality and flawless performance of work pushes them to constantly improve their skills, the university has developed a fairly highly qualified administrative resource.

The reputation of a quality-oriented school

The University of Georgia manages to maintain a high standard while evaluating students' academic achievements, as well as their doctoral and master's degrees defense. It has the reputation of a school where learning is 'difficult', the assessments are not given undeservedly.

Existence in US orbit

The University of Georgia is perceived as the university in the US orbit. This is primarily due to the fact that UG is truly an organization promoting Western values, most of its academic personnel is fluent in English and educated in Europe and the US. In addition, the university was founded in 2004 as the Center for American Studies, and in 2011 received significant funding from American financial institutions (OPIC). UG is a member of the US Chamber of Commerce. All this gives the university the charm of "Westernization", "Progressiveness".

High rate of graduate's employment

UG has a very high rate of graduate's employment (93%), making it one of the leaders Higher Education Institutions of the country.

High level of informatization in management and training process

UG has a process management information system that manages both the administration of the learning process and student services, examination of exam papers, and so on.

Weaknesses

Weaknesses in the international arena:

Being beyond the top 1200 in the world authoritative university rankings, including not in the top positions regionally

The University of Georgia is not represented in either the QS or THE university rankings (as there are represented only 1200+ top universities in the world). UG is ranked in the Webomatrix ranking, with a total score of 7614 in the world, 7th place in Georgia next to: After TSU (1397 places), Iliuni (1662 places), GTU (2186 places), Medical University (4223 places), Batumi Shota Rustaveli University (5340 places) and International Black Sea University (5417 places) (01.01. By 2019 rating). It is noteworthy that not only top 5 state universities are ahead in the UG rating, but also 1 private HEI. However, on the other hand, in the same ranking, UG is ahead of its other major competitors, such as: Caucasus University (10067), Free and Agricultural Universities (Respectively, 11026 seats, 10222 seats), and so on.

Weakly developed network of diplomatic representations

Georgia does not have consulates in a number of countries where Georgian universities enjoy competitive advantages in other aspects. Often, to get a Georgian visa, students first have to travel and get a visa from such countries where Georgia has a current consulate. This makes it extremely difficult to attract students from such countries.

No student dormitory

UG does not have a dormitory at this stage. The university owns more than 20 apartments in a single entrance to a nearby residential building that can accommodate up to 100 students. However, this can only satisfy a small part of existing and potential demand.

Weaknesses in the local arena:

The university's association with a particular political force

The University of Georgia is perceived as connected with "National Movement" for obvious reasons that causes unfriendly attitude toward it from the part of the society who don't have positive feelings about "National Movement" and also from its political opponents – in the government.

Weak positioning on the consumer segment

It is difficult for the University of Georgia to properly convey its message to the public. Accordingly, it is difficult to position on the segment for which its product is defined. High standard of education is intended for motivated students who want to learn, however, their share in the whole flow is small. Moreover, the segment on which UG services are targeted mainly chooses competitor HEIs. Most of the students come to UG not of their own free will - purposefully, but as a result of redistribution, and they do not like the product here (it should be noted that the situation is steadily improving in this regard: Among the entrants for the 2017 academic year, who at least circled UG somewhere, for most it was the 7th priority; Among the entrants of 2018, - the 5th priority; And among the entrants of 2019, - the 4th priority). Consequently, even at the end of the first year more than half of the flow uses mobility. According to an ACT research in 2017, UG students are divided into two categories: a learning-focused, motivated part (relatively small part of students on which is UG service actually focused on) and a less motivated part (relatively large), which finishes the learning year with zero or little credit and for them UG is considered as a temporary shelter before they move to the desired university by use of mobility. The large number of such students, in turn, makes UG less attractive to its segment, as a motivated, learning-oriented student can no longer feel in the area with "like-minded people".

Increased indifference among students towards the university and decreased solidarity

According to the research conducted by ACT in 2019, the overall solidarity of students towards the university has decreased compared to the similar survey in 2017. In each subsequent flow, indifference towards the university and a decrease in the emotional bond between students is increasingly displayed, which is manifested in love, solidarity, respect, etc. for the university. The lack of emotional connection is considered to be mainly due to the peculiarities of the administration of the educational process in the university, which contributes less to the socialization of students, the formation of friendship groups, circles.

Limited possibility for infrastructure development at the existing address

The UG buildings are located between the GTU buildings, with no independent exit to the central roads. Among the buildings there is an inappropriate like old "barrack" settlement, also under the ground within approximately 15-40 meters deep mine laboratories of GTU are arranged under up to 1 hectares of remaining university-owned land. By claiming their damage (though unreasonably) GTU has influence on the Tbilisi City Hall, which does not issue the necessary infrastructure development permits to UG.

Opportunities:

Introducing distance learning;

International Scientific Collaboration

Expansion of scientific-research activities

Development of common learning programs with foreign HEIs;

Development of the exchange programs

Reclamation of new regions, increase the number of international students with entrepreneurial and non-entrepreneurial organizations, form alliances through marketing and PR activities, increase awareness among students, increase solidarity with the university

Infrastructure development;

Diversifying income: Participate in startup projects and increase the reputation

Threats:

Establishing a negative attitude on the quality of higher education in Georgia on the international market due to the poor-quality service provided by some Georgian universities;

Execution of the restrictive regulations, quotas, etc. towards the foreign students by the state.

Increase state support / assistance to public universities (and toward some private universities) and further deepening of unequal competition

Negative PR campaign produced by the state Economic and political fluctuations

PESTR- analysis

Political factors:

Lack of willingness and agreement in government to accept international students

Despite the willingness, efforts and support of the Ministry of Education, it is still extremely difficult to recruit international students, as there is no proper will from the government to agree on various ministries and agencies and to coordinate their international student recruitment process. Often international students enrolled by the Ministry of Education are denied to get visas at our consulates for unknown reasons, or students with visa are returned by border guards, or returned by the Migration Service after crossing the border.

After several courses the students are refused to get visas / residence permits by the Ministry of Justice, etc. All of this discredits Georgia's international reputation as educational destination.

Socialist policies of the current government, aimed at supporting the public sector and replacing the private sector with it in higher education arena

The ruling political power prefers the socialist model of the higher education system, where the main providers of higher education are state universities. They have often expressed dissatisfaction with the "large number" of private universities and have hinted at the expediency of closing down some of them. The funding scheme reforms are not focused on student interests but are fitted to the interests of specific public universities, which, along with students, also harm private HEIs.

Unfair competitive environment created by the current government 's "capitalism"

The government promotes an unfair competitive environment, setting a precedent for distinctive approaches not only between public and private HEIs, but also towards the private HEIs. For example, Kutaisi International University, which was established under the patronage of the Chairman of the governing party, is not subject to the Law of Georgia on Higher Education, it is regulated separately by the Law of Georgia created specifically for this HEI (!) And puts this HEI in an advantageous position over others (e.g. it is not subject to authorization requirements, which is mandatory for all other HEIs operating in Georgia). It is worth mentioning that this case is unprecedented even among economic factors operating in one field, even in our country. State resources are mobilized around the mentioned university (it is noteworthy that this university was headed by the Deputy Ministers of Education, the Minister of Education, etc.). In addition, the support of the state machine for the University of Business and Technology (BTU) is noticeable, where for a while all the ministers considered themselves obliged to visit the university, which has not been opened yet, and in all possible cases, the "positive" derived from it was mentioned. Finally, the Rector of BTU was appointed Minister of Education.

Economic factors:

Instability of the national currency against the US dollar

The national currency is unstable, and under the current economic development vision of the government, instability is likely to be maintained. UG serves long-term OPIC credit in US dollars, which is significantly more expensive under the conditions of a devaluation of the national currency. In addition, infrastructure development is also getting more expensive, as the materials needed (building materials, computers and other equipment) are mainly imported.

Underdeveloped local financial sector

The university would be able to develop faster if there was a strongly developed local financial sector from which it would be possible to attract capital. There is also no developed primary capital market. Currently, the only financial institution in Georgia is a commercial bank that incorporates the functions of other financial institutions. The local banking system is not ready to execute long-term large (several tens of millions of dollars equivalent) low-interest financing. That's why it is difficult to find adequate financing for investment projects in the local market.

Social factors:

Demographic problem

The next 7 years are the most disadvantageous in terms of demographics, as in 2018-2025 generations born in 2000-2007 will become students, when birth rates in Georgia were the lowest in the last 50 years. (From 1990 to 1999 the birth rate has consistently decreased from 92815 newborns to 48700. 2000-2007 represents the following: 2000 - 48,800; 2001. - 47,589; 2002. - 46,605; 2003. - 46,192; 2004. - 49,572; 2005. - 46,512; 2006. - 47,795; 2007. - 49,287; and since 2008 the birth rate has been steadily rising again, reaching 60,000 by 2014.)

Racial hatred of foreign students in some part of society

The post-Soviet, locked-in Georgian society is distinguished by homophobic attitudes and racial hatred towards different ethnic / racial groups except for the Euro-American peoples who are subconsciously perceived as more civilized and Russians as "former governors". Whereas, for obvious reasons, the majority of international students will not be from the European countries and the United States, but from the so-called "Third World" countries, this contains a certain threat of potential problems.

Technological factors

Distance learning

Distance learning technologies are developing in the world educational market. Leading universities have made some courses available for free to online students. It is important for UG to timely take the challenges of distance learning the electronic system "Online UG" created by UG IT Service gives the university the advantage of executing virtual management (remote registration of the student, tuition payment, development of study schedules, posting of study materials and assessments)

Blockchain Technologies

Blockchain technologies are important breakthrough in database processing, signing smart contracts, and other directions. It is important for the university to take advantage timely that this technology offers.

Regulatory factors

Vague accreditation / authorization standards

The licensing / authorization-accreditation standards of HEIs have been modified from the date of introduction to more clearly defined rigid requirements and less clearly defined regulations. Such an approach, on the one hand, gives HEIs more freedom to develop more or less individual approaches to standards depending on the specifics. However, on the other hand, unambiguously defined authorization and accreditation requirements allow for biased approaches and facilitate opportunities for obstruction / retaliation on political, competitive or other grounds, which is much more relevant due to the current political and systemic situation in Georgia.

Rigid regulations on distance learning

Current regulations do not allow distance learning to take place outside of Georgia, which is a significant hindrance to the development of HEIs and contributes to the lack of competitiveness of Georgian universities in the international arena, as leading foreign universities are intensively transforming their learning components into distance learning platforms.

Competition Analysis

The University conducts a study of market demand and competitors, their offerings, competitive advantages over UG and weaknesses, which is based on the annual HEI pricing policy, curriculum and student contingency planning strategies.

The development of other educational institutions is being evaluated in the context of the analysis of competitiveness in the higher education market. The current process accurately describes the emerging market changes, the level of development of direct and indirect competitors, growth of marketing and educational services that have the influence on the development of the tactical plan of the University.

Direct competitors:

Ivane Javakhishvili Tbilisi State University

Ilia state university

Free and Agrarian Universities of Tbilisi

Caucasus University

International Black Sea University

Indirect competitors:

Georgian National University (SEU)

Grigol Robakidze University Georgian American
University

Caucasus International University Tbilisi

Open University

Direct competitors in specific directions: Tbilisi Medical

University

David Tvildiani Medical University

University of Business and Technology Georgian

Technical University

Strategic Aims 2020-2027

1. Internationalization of teaching and scientific-research activities (less than 40% of full-time students are foreigners. International scientific collaboration and exchange programs are encouraged)
2. Virtualization of service and management, introduction of distance online learning
3. Growing prestige and reputation in the local and international market (differentiation by innovation and high quality of teaching: high quality professorship, well-organized learning process, demanding environment, high employment rate, wide choice of exchange programs, wide opportunity for self-realization)
4. Active involvement in public life
5. Establishing liberal values in students and participating in their implementation
6. Development of university campus infrastructure

Resources needed to achieve strategic goals

The material-technical base of the University of Georgia: training, administrative and scientific-research resources that serves the mission defined by the strategic development plan and the achievement of the goals set for each stage. The relevant structural units of the University ensure the delivery and efficient use of existing resources.

The structural units where the university resources are concentrated are university schools, university services and scientific research institutes / centers.

There are currently 6 schools at UG:

- The School of Business and Administrative Studies
- The school of Social Sciences
- School of Arts and Humanities
- School of Health
- School of Law
- School of Science and Technology.

All needed sources to achieve tactic and operational goals of schools according to the university strategic aims are grouped in every school: human resources (academic, scientific and other personnel), material resources (computer or other equipment, furniture and other equipment, laboratory equipment), intangible resources (educational programs , etc.), human capital (qualification of academic, scientific and other personnel, corporate culture, values, labor skills and etc.), the administrative resources (Administration of School / Departments)

University Services:

- IT Department
- Teaching Process Administration Department
- Department of Quality Assurance;
- Financial Department
- Department of Material Resources Management and Logistics
- Security Service
- Department of Public Relations and Marketing;
- Department of Student Affairs and Innovation;
- Department of Employment Promotion;
- Departments of International Relations and International Students
- Human Capital Development Service
- Legal Service
- Administrative Office
- Archive;
- Library

- Publishing house
- Medical and Insurance Service

In schools or separate research institutes and centers:

- Institute of Mathematics
- Georgian-German Institute of Criminal Justice;
- Samshvilde Archaeological expedition;
- Institute of Economics
- Think Tank - "Gnomon Wise"

material resource

Educational Buildings: The University of Georgia owns well-designed educational buildings with a total area of more than 20,000 square meters (hereinafter – sq/m; long term lease – sq/m). Facilities are provided with 24-hour wireless internet, heating-cooling system, fire safety system (smoke detectors, sprinklers, etc.), corridors are provided with - video cameras; Adapted for people with special needs. Building is in constant exploitation process during the whole working days and is used in the production process as efficiently as possible. From 9 am - a big break before (13:00 -14:00am) building is entirely dedicated to the undergraduate teaching groups. From the afternoon, at 14:00, training classrooms are given to the undergraduate programs as well as students on short-term training, qualification improving groups and etc., From 19:00 pm - master's and doctoral studies. Educational buildings with 4-shift load conditions can provide services for up to 15,000 students (1 student comes to 2 sq.m. training area)

Sport's infrastructure: The University of Georgia obtains a sport's infrastructure, which includes an open football square, a tennis court and a gym hall.

Library: The University of Georgia has three libraries (one general, two specialized (health care, the economics). Rich and modern collection of books and other educational-scientific literature includes more than 30 000 books, as well as the wide choice of electronic books and magazines. The reading rooms of library at the same time can serve in total more than 300 students/academic personnel. There are specialized rooms for group working. The library is equipped with computers, a 24-hour wireless internet, as well as news search engines - EBSCO, JSTOR, Cambridge University Press.

Examination Hall: The examination hall is equipped with 250 personal computers, and other necessary equipment. Internet access is provided in the hall. It is possible to test more than 1000 students in one day in the examination hall.

Laboratories, centers, clinics: The following laboratories and centers are the resources to implement different training programs:

- Cisco Lab;
- Laboratory of Electronics and Robotics;
- Laboratory of Physics
- Lingaphone Lab;
- TV studio, installation room;
- Dental Simulation and Practical Lab;
- Dental Technical Laboratory;
- Simulation Medical Lab;
- Anatomy Lab;
- Laboratory of Biochemistry and Microbiology;
- Simulation Pharmacy
- Simulation Courtroom;
- Art workshop;
- UG Archi-project;
- TV-Media Center;
- Center for Ethnicity and Multiculturalism;
- International Policy Analytical Center
- UG PR consulting- center;
- Sarah Ben Shemesh Israeli Research Center;
- Iran Research Center;
- Archaeological Exhibition / Museum;
- UG Lemondo Trainings Center;
- Center for Economic Freedom
- Technology Transfer Center;
- Start-up Factory;
- Free Legal Aid Center;
- Center of Psychological Services and Analytics;
- Dental Clinic “UG Dent”;
- Rehabilitation Clinic "Reavita".

Conference and exam rooms: The building has a conference room and two exam rooms, which can accommodate more than 1000 students at the same time.

Other material resources are: *computer rooms, publishing and printing facilities, furniture and other equipment, computer and other equipment.*

Intangible resource

The main intangible resources of the University are accredited undergraduate, master, doctoral degree programs in Georgian or English language. Learning programs ensure the achievement of academic goals.

Nowadays UG obtains bachelor's - 28, master's - 21, doctoral – 9 and one-stage – 2 programs. Including 11 English language Program UG is also the owner of Oracle Academy and Cisco Academy. Current academic programs are:

Undergraduate Programs:

1. History
2. Archeology;
3. Orientalism;
4. Art studies;
5. Architecture and Design;
6. Philology; (English)
7. English philology;
8. Georgian Philology;
9. Jurisprudence
10. Psychology;
11. Public Relations
12. Journalism;
13. Political Sciences;
14. International Relations
15. Public Administration;
16. Economics;
17. Business Administration
18. Business Administration; (English)
19. Tourism
20. Informatics
21. Mathematics
22. Electronic and Computer Engineering;
23. Engineering; (English)
24. Pharmacy;
25. Pharmacy; (English)
26. Nursing; (English)
27. Nursing;
28. Health Administration.

Master's programs:

1. Archeology;
2. Education Administration; (English)
3. English philology;
4. Cultural and social anthropology;
5. History of Georgia
6. Georgian Philology;
7. Law
8. International Business Law; (English)
9. Applied Psychology;

10. Advertising and Public Relations
11. International Relations
12. Public administration;
13. Business Administration
14. Business Administration; (English)
15. Informatics
16. Information Technologies; (English)
17. Applied Sciences;
18. Pharmacy Management;
19. Pharmacy;
20. Public Health and Health Policy;
21. Health Administration.

Doctoral programs:

1. History
2. Philology;
3. Cultural and social anthropology;
4. Jurisprudence
5. Mass communication;
6. Political Sciences;
7. Business Administration
8. Exact, natural and computer sciences;
9. Public Health.

one-stage Applications:

1. Medicine; (English)
2. Dentistry. (English)

one-stage Applications:

1. One-year teacher training program.

Training and management information platform made by the University is a significant intangible resource which can provide administration of the learning process (Generate exams, compile study spreadsheets, etc.), as well as the student registration of subjects and providing feedback between the lecturer, the student and the administration. Intangible resources are also provided by Oracle and Cisco Academies.

Human Resources

The main resource of the university is human resources. The university has more than 1000 employees in various forms. human resources include the scientific-academic, administrative and auxiliary personnel. Currently the academic personnel of the university contain: 32 professors, more than 130 associate professors, 9 assistant professors, 12 assistants, up to 600 invited professors.

More than 150 of them are affiliated. The administrative personnel consist of 260 employees. Including, senior management - 14 employees, middle and lower management - 46 people, 150 specialists and 50 support personnel.

Financial resource

The main financial resource of the University of Georgia is the tuition fees paid by students (including grant funding for students enrolled by the state).

Additional sources of financing are: Income from renting sports infrastructure

- Income from renting sports infrastructure
- Income from renting space
- Revenue from publishing and printing activities;
- Revenue from books and stationery shops;
- Income received through the technology transfer
- Various grants;
- Dividends from investments in other enterprises;
- Donations from individuals or organizations;
- The banking limit between UG and OPIC under the agreement.

Goals and Objectives 2020-2027

1. Educational Goals and Objectives

Goal

1.1. Leading the study process management with high degree of quality

Corresponding Strategic Goal(s) (3):

Key Performance Indicator (KPI):

The goal is achieved if:

- 2020-2027 The university continuously implements bachelor, master and doctoral learning programs according to the annual academic calendars
- No lecture is missed without the appointment of a restorative lecture
- Students have the option of registering electronically, considering the restrictions set by the program on the study components
- Final exams are conducted centrally on a every semester
- There is a mechanism for lecturers to delay / skip / miss lectures, recording and responding to untimely placement of assessments

Goal achievement strategy:

The university provides high level administration of the teaching process. There is a special service in this direction (Educational Process Administration Service - **EPAS**), which ensures that the educational process strictly follows the established academic calendar: Do not fail the lecture, in case of missing, provide a centralized restorative lecture; Monitors the start-end of lectures on time, timely reflection by lecturers in the assessment database, records errors and sends them to the structural units responsible for execution. The final exams are administered centrally by the **EPAS**, which also ensures that any assessment at any stage is known to the student within the timeframe set by the University's undergraduate / graduate / doctoral program regulations. The learning process is administered through the UG-System of the online learning-communication-management platform.

Structural unit responsible for implementation:

- EPAS
- IT Infrastructure Development Service
- Schools

Objective:

1.1.1. Planning the academic calendar annually and providing the learning process according to it, 2020-2027

Key Performance Indicator (KPI):

The goal is achieved if:

- There is an academic calendar for each academic year, which sets the start and end dates of the learning semesters / holidays / exam sessions.
- The learning components and their implementation persons are defined for each learning semester
- A relevant group is created for each component and a study audience / laboratory is defined for each group (in the case of curated groups - curation dates in the relevant clinic)

Structural unit responsible for implementation:

- EPAS
- IT Infrastructure development Service
- Schools

Objective:

1.1.2. Introduction of the electronic examination, since Spring semester of 2019 -2020

Key Performance Indicator (KPI):

The sub-goals is achieved if:

- There is an electronic platform for setting up an exam bank and generating exams
- Exam questions of different complexity in separate disciplines are designed to the extent that it is possible to generate an exam questionnaire
- Examination centers are equipped with relevant computer equipment
- During the midterm and final exam sessions of the 2019-2020 spring semester, the exam in all components was generated and conducted electronically

sub-goals achievement strategy:

An examination question bank shall be created in each discipline. The exam questions shall be divided into different categories according to the complexity and the exam shall be formed by randomly selecting the questions from each difficulty category in a defined dose. The examination bank shall be constantly filled. The exam auditions shall be equipped with proper computer equipment.

Structural unit(s) responsible for implementation:

- IT Infrastructure development Service (IT)
- Schools
- EPAS
- Material Resources Management and Logistics Service

Goal:

1.2. Ensuring constant improvement of teaching quality

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- Existing programs meet the standards set by the National Center for Educational Quality Enhancement

- Certain programs go through international accreditation
- Within one year after graduation, more than 50% of bachelors work or continue their studies in their own profession, 80% of masters are employed in their own profession or continue their studies in the next level
- 5 years after the end of the program, the average salary of the graduates is 2 times higher than the current average salary (according to GSC data)

Goal achievement strategy:

The goal will be achieved through the introduction of up-to-date teaching methods and teaching literature, teaching practice, by the insurance of academic practice, honesty and freedom. The program personnel consist of both academic personnel of UG (including science in the UGSRI structure) as well as leading practitioners in the field. A demanding environment is created and student achievement is constantly monitored during each semester. The permanent development of academic personnel and the promotion of international scientific collaboration are encouraged. A platform is created through the development of educational programs with an incentive commercial interest (Independent Education Program), which leads to a greater focus on market demands, more efficient allocation of resources, multiplication of educational programs and creating a healthy competitive environment not only outside the university but also inside it. Ensure that training programs meet current national accreditation requirements, which will include periodic trainings of academic personnel and quality assurance personnel. Certain programs will receive authoritative international accreditation. Training programs provide students with developing appropriate competencies in the labor market, for which invited academic personnel, potential employers, professional associations, as well as students and graduates will be provided with more involvement during the process of program development. Particular attention will be paid to the fair assessment of students, for which the examination process and mechanisms for ensuring academic integrity will be constantly refined.

Structural unit(s) responsible for implementation:

- Quality Assurance Service (QAS)
- Schools
- Legal Service

Objective:

1.2.1. Development of a regulatory-commercial platform that will encourage creating market-oriented educational programs and develop healthy competition between existing programs (I quarter of 2020)

Key Performance Indicator (KPI):

The goal is achieved if:

- Regulatory framework for the establishment and operation of the Independent Education Program is developed and set out in the University Regulations
- There is at least one accredited Independent Education Program for the first quarter of 2021

sub-goals achievement strategy:

The University becomes a platform that provides access to infrastructural, administrative and academic resources that shall enable any interested person to design and execute an educational program (Independent Education Program). Access to resources will lead to healthy competition between the educational programs and, accordingly, to improve quality. Schools and departments that provide academic resources to Independent Education Programs are emerging as centers of competence where there is also healthy competition, which will lead to an increase in the quality of the academic personnel.

Structural unit(s) responsible for implementation:

- Legal Service
- Financial Department

Objective:

1.2.2. Re-accreditation of a one-stage English language program in medicine in the second quarter of 2021 by the National Center for Education Quality Development according to new WFME standards

Key Performance Indicator (KPI):

The goal is achieved if:

- In the 2021 quarter, the program is accredited by the National Center for Educational Quality Enhancement

sub-goals achievement strategy:

Groups are formed to work in several areas in accordance with the updated WFME standards. Courses integration, PBL implementation, curative teaching and students' clinical practice. Also, the university is developing infrastructural (laboratory) resources

Structural unit(s) responsible for implementation:

- School of Health Sciences
- Quality Assurance Service
- Material Resources Management and Logistics Service

Objective:

1.2.3. Enriching and diversifying educational programs with practical components

Key Performance Indicator (KPI):

The goal is achieved if:

- For the fourth quarter of 2021, all programs (except for some programs defined by the school) have a practical component, which is carried out in cooperation with the enterprise operating in the relevant market
- All students have the opportunity to participate in the relevant extracurricular activities in the chosen field
- By the fourth quarter of 2021, modification of all programs (except some of the programs defined by the school) has been completed in such a way as to include at least 18 credits of the Bachelor and at least 30 credits of master's degree in internships.

- For all programs in the fourth quarter of 2021, at least one component is required where PBL, "Learning-by-doing", "Case Study", Curative or other practical skills development method are used as much as possible in the teaching process.

sub-goals achievement strategy:

The administration of educational programs connects with businesses, partners with them and generates so-called Deep Links. Along with existing businesses, projects are created for students where they implement volunteer activities for internships. The University is established / the University establishes relevant clinics / laboratories / enterprises. Field work is financed where students undergo internships (Legal Clinic, Psychological Clinic, Business Consulting Center, Dental Hospital, UG Archiproject, International Center of Archeology, Technology Transfer Center, etc.). . The university provides students engagement in ongoing research and other projects, including UG-Start up Factory, where student entrepreneurship initiatives are supported, accelerated and incubated.

There is a growing share of skill-development oriented method learning programs like “Learning by doing”, “PBL”, “Case Study” and more in the learning programs and learning processes. The university enters into a memorandum with different institutions that provide students with professional practice.

Structural unit(s) responsible for implementation:

- Schools
- Financial Service
- Legal Service
- Material Resources Management and Logistics Service

ქვემდებარებული (Objective):

1.2.4. Reaccreditation of existing programs 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

All programs that have been accredited during 2019-2020 have not been exhausted and the accreditation period expires by 2028, re-accredited by the National Center for Educational Quality Enhancement by the end of 2027.

sub-goals achievement strategy:

The list of those programs shall be determined by the program managers and the administration of the schools / departments as appropriate that shall be switched to exhaustible mode. The rest shall be constantly worked on, improved, modified and adjusted to meet the requirements of changing market or local or international accreditation standards. With the involvement of the Quality Assurance Service in 2026-2027, the schedule and sequence of program re-accreditation shall be determined, and an intensive period of preparation for program re-accreditation shall begin.

Structural unit(s) responsible for implementation:

- Schools
- Quality Assurance Service

Objective:

1.2.5. Accreditation of bachelor's and master's programs in Business Administration with the CEEMAN standards (I quarter of 2019 - II quarter of 2020).

Key Performance Indicator (KPI):

The goal is achieved if:

- Bachelor and Master's programs in Business Administration accredited by CEEMAN in the first quarter of 2021

sub-goals achievement strategy:

- Program management and implementing personnel periodically attend international conferences and forums organized by CEEMAN. Works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- The School of Business and Administrative Studies
- Quality Assurance Service

Objective:

1.2.6. Accreditation of master's program in Business Administration with the AMBA standards (III quarter of 2020 - I quarter of 2022).

Key Performance Indicator (KPI):

The goal is achieved if:

- Master's programs in Business Administration accredited by AMBA in the first quarter of 2022

sub-goals achievement strategy:

- Program management and implementing personnel periodically attend international conferences and forums organized by AMBA. Works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- The School of Business and Administrative Studies
- Quality Assurance Service

Objective:

1.2.7. Accreditation of bachelor's and master's programs in Business Administration with the AACSB standards (I quarter of 2019 - IV quarter of 2026).

Key Performance Indicator (KPI):

The goal is achieved if:

- Bachelor and Master's programs in Business Administration accredited by AACSB in the first quarter of 2027

sub-goals achievement strategy:

Program management and implementing personnel periodically attend international conferences and forums organized by AACSB. Works intensively with a special group to accredit programs. Successively goes through 5 stages of accreditation (IV quarter of 2019 - I stage, I quarter of 2021 - II stage, IV quarter of 2022 - III stage, IV quarter of 2024 - IV stage, IV quarter of 2026 - V stage)

Structural unit(s) responsible for implementation:

- The School of Business and Administrative Studies
- Quality Assurance Service

Objective:

1.2.8. Accreditation of public Administration Program with the NISPACEE standards (III quarter of 2019 - IV quarter of 2021).

Key Performance Indicator (KPI):

The goal is achieved if:

- Bachelor and Master's programs in Business Administration accredited by NISPACEE in the fourth quarter of 2021

sub-goals achievement strategy:

Program management and implementing personnel periodically attend international conferences and forums organized by NISPACEE. Works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- The School of Business and Administrative Studies
- Quality Assurance Service

Objective:

1.2.9. Accreditation of Bachelor's and Master's Degrees in Informatics by the standards of ABET (I quarter of 2019 - IV quarter of 2021)

Key Performance Indicator (KPI):

The goal is achieved if:

- The Bachelor of Informatics program is accredited by ABET in the IV quarter of 2021

sub-goals achievement strategy:

Program management and Quality Assurance Department periodically attend international conferences and trainings organized by ABET. Works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- School of Science and Technology.
- Quality Assurance Service

Objective:

1.2.10. Accredited Bachelor's Degree Program in Electronic Engineering by the standards of ABET (IV Quarter 2020 - IV Quarter 2022)

Key Performance Indicator (KPI):

The goal is achieved if:

- The Bachelor of Electronic Engineering program is accredited by ABET in the IV quarter of 2022

sub-goals achievement strategy:

Program management and Quality Assurance Department periodically attend international conferences and trainings organized by ABET. Works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- School of Science and Technology.
- Quality Assurance Service

Objective:

1.2.11. Accreditation of Bachelor's and Master's Degree Programs in Journalism accredited by the standards of ACEJMC (II Quarter 2020 - IV Quarter 2022)

Key Performance Indicator (KPI):

The goal is achieved if:

- Bachelor and Master's programs in Journalism accredited by ACEJMC in the fourth quarter of 2022

sub-goals achievement strategy:

Program management and Quality Assurance Service periodically attend international conferences and trainings organized by ACEJMC. Works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- The school of Social Sciences
- Quality Assurance Service

Objective:

1.2.12. Accreditation of Bachelor's degree program in Strategic Communications by the standards of ACEJMC (IV Quarter 2020 - I Quarter 2023)

Key Performance Indicator (KPI):

The goal is achieved if:

- The Bachelor of Strategic Communications program is accredited by ACEJMC in the I quarter of 2023

sub-goals achievement strategy:

Program management and Quality Assurance Service periodically attend international conferences and trainings organized by ACEJMC. Works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- The school of Social Sciences
- Quality Assurance Service

Objective:

1.2.13. Accreditation of the Health Administration Program by the standards of CHAME for the 4th Quarter of 2022

Key Performance Indicator (KPI):

The goal is achieved if:

- The Bachelor of Health Administration program is accredited by CHAME in the IV quarter of 2022

sub-goals achievement strategy:

Program management works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- The school of Healthcare Sciences
- Quality Assurance Service

Objective:

1.2.14. Accreditation of English program of medicine according to ASIIN standards (I quarter of 2020 - II quarter of 2021)

Key Performance Indicator (KPI):

The goal is achieved if:

- English-language one-stage program in medicine accredited by ASIIN in Q2 2021

sub-goals achievement strategy:

Program management works intensively with a special group to accredit programs

Structural unit(s) responsible for implementation:

- The school of Healthcare Sciences
- Quality Assurance Service

Goal:

1.3. Ensure student / student teams participation in international competitions / Olympiads

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- 2020-2027 University teams participate in the following international competitions / Olympiads every year: International Mediation Tournament, International Commercial Mediation Tournament, Mock Court Tournament, International Entrepreneurship Tournament, Reputable Business Olympiad and IT Olympiad

Goal achievement strategy:

The University shall inherit the name of multiple winner in international tournaments, thus attracting students with special abilities who want to participate in future tournaments. The members of the teams participating in the tournaments are scrupulously selected every year. University finances proper training of student teams for Reputable International Tournaments.

Structural unit(s) responsible for implementation:

- Schools

Objective:

1.3.1. Participate in the international mediation tournament with a student team every year from 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- The Law School team participates in the International Mediation Tournament every year
- The team manages to reach the quarterfinals once a year

sub-goals achievement strategy:

UG Law School establishes a name of the multiple winner of the international mediation tournaments, thus attracting students with special abilities who want to participate in future tournaments. The members of the teams participating in the tournaments are scrupulously selected every year. The University finances the team training and participation

Structural unit(s) responsible for implementation:

- School of Law

Objective:

1.3.2. Participate in the international commerce mediation tournament with a student team every year from 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- The Law School team participates in the International commerce Mediation Tournament every year
- The team manages to reach the Eighth finals once a year

sub-goals achievement strategy:

UG Law School establishes a name of the multiple winner of the international commerce mediation tournaments, thus attracting students with special abilities who want to participate in future tournaments. The members of the teams participating in the tournaments are scrupulously selected every year. The University finances the team training and participation

Structural unit(s) responsible for implementation:

- School of Law

Objective:

1.3.3. Participate annually in the International Imitated Court Tournament with a student team from 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- The Law School team participates in the Imitated Court Tournament every year

sub-goals achievement strategy:

The members of the teams participating in the tournaments are scrupulously selected every year. The University finances the team training and participation

Structural unit(s) responsible for implementation:

- School of Law

Objective:

1.3.4. Participate in the International Entrepreneurship Tournament with a student team every year from 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- The UG team participates in the International Entrepreneurship Tournament every year

sub-goals achievement strategy:

The members of the teams participating in the tournaments are scrupulously selected every year. The resources of the Start-up Factory and the Center for Inventive Technologies (Fabrication Laboratory) are used to prepare the team. The University finances the team training and participation

Structural unit(s) responsible for implementation:

- The School of Business and Administrative Studies

Objective:

1.3.5. Annual participation in the International Business Olympiad with a student team in 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- o For the IV quarter of 2020, the Department of Business has determined the Reputable International Business Olympiad, where 2021-2017 UG teams will participate.
- o 2021-2027 Teams on behalf of the UG participate in designated Olympics each year

sub-goals achievement strategy:

The members of the teams participating in the tournaments are scrupulously selected every year. The University finances the team training and participation

Structural unit(s) responsible for implementation:

- o The School of Business and Administrative Studies

Objective:

1.3.6. Participation annually in reputable international technology tournaments with a student team from 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- o For the IV quarter of 2020, the IT Department has determined a reputable international Olympiad / tournament, where 2021-2017 UG teams will participate
- o 2021-2027 UG teams participate in designated Olympics every year

sub-goals achievement strategy:

The members of the teams participating in the tournaments are scrupulously selected every year. The team uses resources from the Center for Inventive Technologies (Fabrication Lab) and UG-limes. The University finances the team training and participation

Structural unit(s) responsible for implementation:

School of Science and Technology

Goal:

1.4. Promotion / development of inventive, innovative and entrepreneurial skills

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- o The Center for Inventive Technologies has been operating since the 2020 quarter
- o 2020-2027 The Center for Inventive Technologies is functioning and the aspects of cooperation with its UG-Start-up Factory are defined.

Goal achievement strategy:

An Inventive Technology Center is established, where inventions and patents will be attracted / promoted. The center will be equipped with appropriate equipment of the fabrication laboratory. The center will actively cooperate with the UG-Start-up Factory. The center provides training for administration and training personnel in the field of inventive technologies and develops a training course that will be introduced in educational programs.

Structural unit(s) responsible for implementation:

- Legal Service
- Material Resources Management and Logistics Service
- Leadership of the Center for Inventive Technologies

Objective:

1.4.1. Arrangement of Fabrication Laboratory in 2020 III-IV quarter

Key Performance Indicator (KPI):

The goal is achieved if:

- In the IV quarter of 2020, the equipment of the fabrication laboratory was completed with appropriate equipment

sub-goals achievement strategy:

Appropriate space shall be allocated and improved in the university, which shall be available for both university students and personnel, as well as for external stakeholders. As a result of the consultation, the necessary inventory for operation shall be determined and they shall be purchased / maintained

Structural unit(s) responsible for implementation:

- Material Resources Management and Logistics Service
- Leadership of the Center for Inventive Technologies

Objective:

1.4.2. Creating and implementing an inventive / innovative technology training course in all educational programs (as a compulsory or elective component)

Key Performance Indicator (KPI):

The goal is achieved if:

- There is a syllabus for the inventive technology component that is provided as a component of the learning component by at least one curriculum

sub-goals achievement strategy:

The Center for Inventive Technologies shall develop a training component for Inventive Technologies and incorporate it into training curricula.

Structural unit(s) responsible for implementation:

- Center for Inventive Technologies
- Schools

Goal:

1.5. Launching of the English Language Architecture Program from the spring semester of the 2020-2022 academic year

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- English-language educational program in architecture shall be accredited by the National Center for Educational Quality Enhancement in the IV quarter of 2020
- At least 1 group is registered for the program in the spring semester of 2020-2021

Goal achievement strategy:

Based on the market research, the English-language architecture education program shall be developed by the Department of Architecture of the School of Arts and Humanities in accordance with the process set out in the SU Education Program Regulations, and in collaboration with the Quality Service shall ensure its compliance with accreditation standards. The programs are accredited by the National Center for Educational Quality Enhancement. The program attracts international students with the help of international agents

Structural unit(s) responsible for implementation:

- School of Arts and Humanities
- Quality Assurance Service
- Service of the International Students and International Affairs

Goal:

1.6. Launch an English-language program in politics and international relations from the 2020-2021 spring semester

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- English Language Education Program in Politics and International Relations will be accredited by the National Center for Education Quality Development in the IV quarter of 2020
- At least 1 group is registered for the program in the spring semester of 2020-2021

Goal achievement strategy:

Based on the market research, the English-language architecture education program shall be developed by the Department of Architecture of the School of Arts and Social in accordance with the process set out in the SU Education Program Regulations, and in collaboration with the Quality Service shall ensure its compliance with accreditation standards.

The programs are accredited by the National Center for Educational Quality Enhancement. The program attracts international students with the help of international agents

Structural unit(s) responsible for implementation:

- The school of Social Sciences
- Quality Assurance Service
- Service of the International Students and International Affairs

Goal:

1.7. Launch of the English Civil Engineering Program from the 2020-2021 Spring Semester

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- English-language educational program in Civil Engineering shall be accredited by the National Center for Educational Quality Enhancement in the IV quarter of 2020
- At least 1 group is registered for the program in the spring semester of 2020-2021

Goal achievement strategy:

Based on the market research, the English-language architecture education program shall be developed by the Department of Architecture of the School of Arts and Social in accordance with the process set out in the SU Education Program Regulations, and in collaboration with the Quality Service shall ensure its compliance with accreditation standards. The personnel implementing the program shall be staffed with both local and international professionals. The programs are accredited by the National Center for Educational Quality Enhancement. The program attracts international students with the help of international agents

Structural unit(s) responsible for implementation:

- School of Science and Technology.
- Quality Assurance Service
- Service of the International Students and International Affairs
- Material Resources Management and Logistics Service

Goal:

1.8. Launch of the English Nanotechnology Program from the Fall Semester 2021-2022

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- English-language educational program in nanotechnology shall be accredited by the National Center for Educational Quality Enhancement in the IV quarter of 2021.
- At least 1 group is registered for the program in the spring semester of 2021-2022

Goal achievement strategy:

Based on the market research, the English-language nanotechnology educational program shall be developed by the School of Science and Technology in accordance with the process set out in the SU Education Program Regulations, and in collaboration with the Quality Service will ensure its compliance with accreditation standards. Relevant laboratories shall be arranged, necessary inventory shall be purchased / maintained. The personnel implementing the program shall be staffed with both local and international professionals. The programs are accredited by the National Center for Educational Quality Enhancement. The program attracts international students with the help of international agents

Structural unit(s) responsible for implementation:

- School of Science and Technology.
- Quality Assurance Service
- Service of the International Students and International Affairs
- Material Resources Management and Logistics Service

Goal:

1.9. Launching an English language biotechnology program from the fall semester of 2021-2022

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- English-language biotechnology educational program is accredited by the National Center for Education Quality Development in the IV quarter of 2021
- At least 1 group is registered for the program in the spring semester of 2021-2022

Goal achievement strategy:

Based on the market research, the English-language biotechnology educational program shall be developed by the School of Science and Technology in accordance with the process set out in the SU Education Program Regulations, and in collaboration with the Quality Service will ensure its compliance with accreditation standards. The laboratory base is ready for the program, as they have been set up for the health sciences (microbiology laboratory, anatomy laboratory, chemistry laboratory, etc.) and engineering programs (physics laboratory, electronics laboratory) to purchase / maintain additional inventory. The program shall be in close contact with the Sh. Eliava Institute of Bacteriophage. The programs are accredited by the National Center for Educational Quality Enhancement. The program attracts international students with the help of international agents

Structural unit(s) responsible for implementation:

- School of Science and Technology.
- Quality Assurance Service
- Service of the International Students and International Affairs
- Material Resources Management and Logistics Service

Goal:

1.10. Separation of management, marketing, finance and accounting from the Business Administration program and development into separate programs from the undergraduate

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- Management, marketing, finance, accounting programs will be accredited by the National Center for Quality Development in Education in the IV quarter of 2020
- Programs for the academic year 2021-2022 are reflected in the proposed spring semester at least 1 group is registered for the program

Goal achievement strategy:

Based on the market research, the English-language biotechnology educational program shall be developed by the School of Science and Technology in accordance with the process set out in the SU Education Program Regulations, and in collaboration with the Quality Service will ensure its compliance with accreditation standards. The laboratory base is ready for the program, as they have been set up for the health sciences (microbiology laboratory, anatomy laboratory, chemistry laboratory, etc.) and engineering programs (physics laboratory, electronics laboratory) to purchase / maintain additional inventory. The program shall be in close contact with the Sh. Eliava Institute of Bacteriophage. The programs are accredited by the National Center for Educational Quality Enhancement. The program attracts international students with the help of international agents

Structural unit(s) responsible for implementation:

- The School of Business and Administrative Studies
- Quality Assurance Service
- Service of the International Students and International Affairs
- Material Resources Management and Logistics Service

Goal:

1.11. Introduction of distance online learning components from 2019-2020 academic year

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

All training programs are modified in such a way that it is possible to remotely execute at least one component

There is a technical means of realizing the remote component

Goal achievement strategy:

The training-communication platform "My UG" shall be adjusted to the requirements of distance learning so that it is possible to receive training materials, communicate with the lecturer, etc., video recordings of certain components will be prepared. A remote test format shall be developed. Appropriate technical equipment and software shall be purchased. Cooperation with the relevant state bodies shall be implemented in the direction of identifying legislative obstacles on the way of implementation of distance learning and developing ways of solving them. The University shall work on a structural project within the framework of ERASMUS in the field of distance learning with the Ministry of Education and Science.

Structural unit(s) responsible for implementation:

- IT-Service
- Quality Assurance Service
- Schools
- Material Resources Management and Logistics Service

Objective:

1.11.1. Recording video lectures in learning components: "Introduction to Economics for Lawyers", "Thinking, Morality and Ethics", Inventive Technologies, "Civilizations and the Development of Humanity", "Fundamentals of Economics and Business", I-IV Quarter 2020

Key Performance Indicator (KPI):

The goal is achieved if:

- At the end of 2020 there are video lectures on learning components: "Introduction to Economics for Lawyers ", " Thinking, Morality and Ethics ", Inventive Technologies", "Civilizations and the Development of Humanity", "Fundamentals of Economics and Business"

- Video lectures are posted on the platform "My UG" and the student registered for the course can watch it

sub-goals achievement strategy:

Courses shall be recorded using the University Studio. Courses shall be uploaded on the platform "My UG" and a dialog link with the student shall be created, which shall allow him to watch the video

Structural unit(s) responsible for implementation:

- IT-Service
- Schools
- TV studio, installation room;

Objective:

1.11.2. Purchase of e-learning software, license III-IV quarter of 2020

Key Performance Indicator (KPI):

The goal is achieved if:

- License is purchased
- The software is built into the UG online system
- The proper operation of the system is tested

sub-goals achievement strategy:

The IT Service, in consultation with the Learning Process Administration and the schools, will select the optimal software, purchase it and install it in the UG online system.

Structural unit(s) responsible for implementation:

- IT-Service
- Schools
- Teaching Process Administration Department

Goal:

1.12. Diversification of Exchange Programs

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- Every year from the academic year 2021-2022, the offer of one-year semester in Europe and the USA is offered to all students who have accumulated at least 120 ECTS (including at least 60 ECTS in UG).
- Since 2021-2022, according to academic achievement, students shall be offered the following options for studying abroad: Free education; Free education and accommodation; Provide free tuition, accommodation and travel

Goal achievement strategy:

Signing memoranda with Western universities regarding student and professor exchange programs. Financing student exchange, developing joint programs with Western universities; Working on common projects, which also includes student exchange Creating a special group that shall work intensively on projects under Erasmus +

Structural unit(s) responsible for implementation:

- Department working on projects
- Schools
- Service of the International Students and International Affairs

Goal:

1.13. Implementation of programs with Western universities

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- There is at least one program, the completion of which provides a European / US diploma and at least 1 group is registered for it for the 2020-2021 academic year

Goal achievement strategy:

Establish a close partnership with several Western universities and implement the program with them

Structural unit(s) responsible for implementation:

- Department working on projects
- Schools
- Service of the International Students and International Affairs

Objective:

1.13.1. Launching of Bachelor and Master's programs in public health at the University of Scranton (USA) from the 2020-2021 academic year

Key Performance Indicator (KPI):

The goal is achieved if:

- At least 1 group starts studying for the program for the relevant academic year

sub-goals achievement strategy:

Work on programs with the University of Scranton

Structural unit(s) responsible for implementation:

- School of Health Sciences

Objective:

1.13.2. Launching the Bachelor and Master's programs in healthcare administration with Duke University (USA) from the 2020-2021 academic year

Key Performance Indicator (KPI):

The goal is achieved if:

- At least 1 group starts studying for the program for the relevant academic year

sub-goals achievement strategy:

Work on programs with Duke University

Structural unit(s) responsible for implementation:

- School of Health Sciences

Goal:**1.14. Introduction of liberal values in students**

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- All curricula provide students with an introduction to fundamental liberal values
- Every semester there is at least one discussion / seminar cycle dedicated to discussing any liberal value / value group
- At least one public discussion is held per semester, which is dedicated to the liberal discussion of current issues in public life.
- No less than 30% of graduates have at least half a year of experience living in a more democratically developed society

Goal achievement strategy:

Curricula with one or more components provide students with an introduction to fundamental liberal values. Certain schools / departments of the University will regularly hold public lectures, discussions on socially relevant topics where students, academic or administrative staff, as well as outside stakeholders will be involved. The university will arrange camps, in which discussions will be held on the fundamental values. The university shall ensure an existence of international environment and promote students studying in Europe and America, where they will gain an experience of living in the societies with relatively high level of democracy.

Structural unit(s) responsible for implementation:

- Schools

Objective:

1.14.1. Arrangement of a cycle of public lectures in relation to the economic liberty topics in 2020-2027 in cooperation with the new School of Economics.

Key Performance Indicator (KPI):

The goal is achieved if:

- Every semester, the cycle of public lectures in relation to the economic liberty topics is held with cooperation of the New Economic School.

sub-goals achievement strategy:

The University cooperates with organizations working on economic liberty and organizes public lecture series with them.

Structural unit(s) responsible for implementation:

- The school of administrative Sciences

Objective:

1.14.2. Liberal study of the work of Georgian educators, organizing and publishing public discussions (2020 - Ilia Chavchavadze, 2021 - Vazha-Pshavela. 2022 - Iakob Gogebashvili, 2023. Sulokhan-Saba Orbeliani)

Key Performance Indicator (KPI):

The goal is achieved if:

- The material of a particular educator is compiled and structured in such way that it is possible to identify the author's view about a particular public issue. The material is prepared for public discussion.
- Works of one of the Georgian educators are reviewed / discussed every semester

sub-goals achievement strategy:

The University cooperates with organizations working on economic liberty and organizes public lecture series with them.

Structural unit(s) responsible for implementation:

- The school of Social Sciences
- School of Arts and Humanities

2. scientific Goals and Objectives

Goal:

2.1. At least 850 scientific publications affiliated with UG - professors get published into the journals with high impact factor (IF > 0.7) existed in the bases of Scholar, SCOPUS and Web of Science during 2020-2027 years.

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- Quantity of professor's publications affiliated with UG got published into the magazines with high (IF > 0.7) existed in the bases of Scholar, SCOPUS and Web of Science during the last 7 years is at least 850 at the end of 2027 year.

Target benchmarks for each year:

2020 - At least 45 publications

2021 - At least 70 publications

2022 - At least 95 publications

2023 - At least 120 publications

2024 - At least 145 publications

2026- At least 170 publications

2027 - At least 195 publications

Goal achievement strategy:

Priority scientific-research directions are: Mathematics and Archeology, Health and Natural Sciences - Physics, Chemistry and Biology. The university will promote both individual and international collaborative publications in high impact factor journals; a sabbatical scheme will be established for academic personnel. A premium system of science incentives will work. The infrastructure of the archeological base of "Samshvilde" will be developed, the existing institutions on the basis of schools. Departmental or interdepartmental collaborative research projects will be financed where existing academic personnel will be hired and new academic positions will be announced accordingly. The university will allocate every year the budget for financing scientific research projects, and submits projects to the international and local scientific grant-issuing foundations. The infrastructure necessary for development of natural sciences will be developed. The university facilitates collaboration of UG's scientists with CERN (ATLAS and CMS programs), COMET and Dubna.

Structural unit(s) responsible for implementation:

- IT-Service

- Quality Assurance Service
- Schools
- Material Resources Management and Logistics Service

Objective:

2.1.1. Annual increase in scientific productivity of the Institute of Mathematics by an average of 20% in 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

Quantity of publications in the high impact factor (above 50 percent of the SJR rating) mathematic journals existed on the bases of Scopus and Web of Science made by scientists of mathematic institutions is grown by 20% at the ends of each year in 2020-2027.

sub-goals achievement strategy:

Scientists will be added to the institute, the institute will work with doctoral students. The University will finance the basic activities of the Institute. The institute will additionally take care of financing from the Rustaveli National Science Foundation

Structural unit(s) responsible for implementation:

- Institute of Mathematics
- School of Science and Technology.

Objective:

2.1.2. Annual financing of scientific projects by the University in 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- An internal grant competition is held every year, financed projects are revealed in 2020-2027.
- The total funding budget is not less than 100,000 GEL.

sub-goals achievement strategy:

Every year in 2020-2027, at least 100,000 GEL will be allocated from the Central Budget of the University for the disposal of the Academic Council, which will be used to finance the selected project applications.

Structural unit(s) responsible for implementation:

- Financial Service
- Academic Board

Objective:

2.1.3. Development of intra-collaborative research projects within schools / departments or interdepartmental and involvement of the academic personnel.

Key Performance Indicator (KPI):

The goal is achieved if:

- By the end of 2020, all schools / departments are working on at least one research project or collaborating on a joint project with another school / department of the University.
- At the end of 2020, the academic personnel of the school / department is involved in an intra-collaborative research project within the school / department or interdepartmental.

sub-goals achievement strategy:

Schools / departments will develop research topics that will be worked on by the academic personnel. The main source of financing for the projects will be internal grant competitions, as well as the Rustaveli National Science Foundation. Enrolment to doctoral students is announced based on the needs of the current research projects at the University. In the competition for academic personnel, the candidate shall confirm his / her possible contribution to any current research project, or submit an individual scientific-research project.

Structural unit(s) responsible for implementation:

- Schools

Goal:

2.2. Development of Samshvilde Archaeological Center in 2020-2027.

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- Field works on the former city-site Samshvilde is being carried out every year where university students do internships.
- Work on the former city is done with international collaboration
- In 2027 there is a well-equipped base where it is possible to accommodate researchers, primary processing of artefacts, hosting of conferences.
- The base is equipped to receive archeological tourists, international exchange students.

Goal achievement strategy:

The university develops the infrastructure of the Samshvilde archeological base, constantly conducts field works. Visited professional and volunteer archeologists take part in excavations on the bases of Samshvilde within the “Archeological Tourism” scope that is an additional source of income for the expedition. Finds are published in relevant journals within the expedition scope.

Structural unit(s) responsible for implementation:

- School of Arts and Humanities
- Material Resources Management and Logistics Service

Objective:**2.2.1. Ensuring field work of the archeological expedition in Samshilde in 2020-2027****Key Performance Indicator (KPI):**

The goal is achieved if:

- Archeological excavations are being conducted during several month annually involving both UG academic personnel and students, as well as foreign colleagues.

sub-goals achievement strategy:

Schools / departments will develop research topics that will be worked on by the academic personnel. The main source of financing for the projects will be internal grant competitions, as well as the Rustaveli National Science Foundation. Enrolment to doctoral students is announced based on the needs of the current research projects at the University. In the competition for academic personnel, the candidate shall confirm his / her possible contribution to any current research project, or submit an individual scientific-research project.

Structural unit(s) responsible for implementation:

- School of Arts and Humanities

Goal:**2.3. Development of natural sciences in 2020-2027.**

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- There are departments of natural sciences (physics, biology, chemistry)
- There is a group of scientists working on certain natural science topics
- There is a basic scientific infrastructure (appropriate laboratory space is provided with the minimum computer technique, apparatus, equipment, devices, furniture and other inventory, which allows the working group to implement scientific research activities systematically)

Goal achievement strategy:

On the basis of the School of Science and Technology a department of Natural Sciences is established, combining the fields of physics, chemistry and biology. The department will work in relevant directions to develop doctoral programs. The income of the department, together with the financing received from the central budget of the school and the university, is the income received from its own programs; Grant funding for both domestic and Rustaveli National Science Foundation and international projects, as well as the sale of service components for medical programs and engineering and computer science programs.

The department collaborates with CERN, Dubna and COMET. The university will gradually equip appropriate educational and scientific laboratories.

Structural unit(s) responsible for implementation:

- School of Science and Technology.
- Material Resources Management and Logistics Service

Objective:

2.3.1. Completion of the improvement of the chemistry laboratory by the end of the second quarter of

Key Performance Indicator (KPI):

The goal is achieved if:

- At the beginning of the 2020-2021 academic year, the chemistry laboratory is equipped in accordance with the relevant standards (safety, technology, etc.)
- At the beginning of the 2020-2021 academic year, the chemistry laboratory is equipped with the necessary equipment to start functioning.

sub-goals achievement strategy:

The university rents space to arrange a chemistry laboratory. Provides its repair and improvement in accordance with the standards. Improvement of the laboratory is done by the Material Resource Management and Logistics Service in consultation with the relevant academic personnel. Academic personnel prepare a list of necessary laboratory inventory, which is purchased, transported and maintained by the Material Resources Management and Logistics Service.

Structural unit(s) responsible for implementation:

- School of Science and Technology.
- Material Resources Management and Logistics Service

Goal:

2.4. 2020-2027 Application-Research activities on public policy (reforms, regulations, current / critical issues for the country), aimed at providing expert research and recommendations to policy makers and conditioned by the responsibility of the university community to the country and society.

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- Every year, at least one expert evaluation / recommendation is created for policy makers in any area of public policy
- At least once a year, the University organizes an international scientific conference on current public policy

Goal achievement strategy:

Gnomon Wise, an independent university-based research center, conducts research on public policy analysis and evaluation and provides expert opinions / recommendations in various areas of the country's policy. Public dialogues / discussions are held. The University is engaged in applied scientific-research activities related to the security and independence of the country and provides an annual high-level conference dedicated to this topic.

Structural unit(s) responsible for implementation:

- The school of Social Sciences
- School of Law
- Department of Public Relations and Marketing;

3. Institutional Goals and Objectives

Goal:

3.1. Continue working in the authorize mode from 2021

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- At the end of 2020, the University will be authorized by the decision of the Authorization Board of the National Center for Educational Quality Enhancement

Goal achievement strategy:

All structural subdivisions bring related activities in line with the new authorization standards: Schools / departments bring curricula in line with new standards; Administration of the learning process, case management is in line with new standards; Infrastructure comes in line with standards; Appropriate mechanisms are in place to meet the requirements of the new standards. Relevant subdivisions of the Quality Service implement appropriate monitoring. Work on the recommendations and guidelines provided by the formative authorization

Structural unit(s) responsible for implementation:

- Quality Assurance Service
- Schools
- EPAS
- Legal Service
- Human Capital Development Service
- Department of Material Resources Management and Logistics
- Financial Service

Goal:

3.2. Increase the total number of students to 12,000.

Corresponding Strategic Goal(s): (3))

Annual contingent to be enrolled and total number of student's plan:

				2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
I Step	International students	II year	Annual Enrolment	500	700	950	1300	1800	2000	2000
		II year	Maintenance coef. - 60%	N/A	300	420	570	780	1080	1200
		III year	Maintenance coef. - 80%	N/A	N/A	240	336	456	624	864

		IV year	Maintenance coef. - 95%	N/A	N/A	N/A	228	319	433	593
		V Year	Maintenance coef. - 10%	N/A	N/A	N/A	N/A	23	32	43
	Georgian students	I year	Annual Enrolment	1400	1400	1400	1500	1800	2000	2000
		II year	Maintenance coef. - 60%	N/A	840	840	840	900	1080	1200
		III year	Maintenance coef. - 80%	N/A	N/A	672	672	672	720	864
		IV year	Maintenance coef. - 95%	N/A	N/A	N/A	638	638	638	684
		V Year	Maintenance coef. - 10%	N/A	N/A	N/A	N/A	64	64	64
II Step	International students	I year	Annual Enrolment	100	100	150	200	200	200	200
		II year	Maintenance coef. - 80%	N/A	80	80	120	160	160	160
		III year	Maintenance coef. - 30%	N/A	N/A	24	24	36	48	48
	Georgian students	I year	Annual Enrolment	200	200	200	200	200	200	200
		II year	Maintenance coef. - 80%	N/A	160	160	160	160	160	160
		III year	Maintenance coef. - 30%	N/A	N/A	48	48	48	48	48
III Step		I year	Annual Enrolment	20	20	20	30	50	50	50
		II year	Maintenance coef. - 90%	N/A	18	18	18	27	45	45
		III year	Maintenance coef. - 90%	N/A	N/A	16	16	16	24	41
Total number of students:							6900.6	8349.44	9606.66	10463.46

Key Performance Indicator (KPI):

The goal is achieved if:

- By the end of 2020, the decision of the Authorization Board of the National Center for Educational Quality Enhancement has increased the total student quota to 12,000 students

Goal achievement strategy:

Infrastructure (minimum standard defined by Chapter 7 of the SU Education Program Regulations - 2 sq.m. study space per 1 student), number of permanent and invited academic personnel (minimum standard defined by Chapter 4 of the SU Educational Program Regulations), administration Quantity, number of academic programs, furniture and other inventory quantitatively correspond to the required quota. Also, the university has a plan for the enrolment contingent of students in the coming years, which is outlined in the strategic document and justifies the need and expediency of a common quota for the smooth development of the university. The quota increase requirement shall be recorded in the 2020 Authorization Application

Structural unit(s) responsible for implementation:

- Quality Assurance Service
- Schools

Goal:

3.3. Increase the annual enrolment contingent of international students to 2000 students for the 2024-2025 academic year

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- Enrolment of international students on bachelor's master's and doctoral degree is no less than 2,200 students for 2025-2025 academic since

Target benchmarks for each year:

For the 2020-2021 academic year - at least 600 students

For the 2021-2022 academic year - at least 800 students

For the 2022-2023 academic year - at least 1100 students

For the 2023-2024 academic year - at least 1500 students

For the 2024-2025 academic year - at least 2000 students

For the 2024-2025 academic year - at least 2200 students

Academic Program	Stage of teaching	Budget benchmark for student enrolment contingent on the program for each academic year							
		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Electron. Engineer	Bachelor	25	25	50	50	75	100	100	100
Informatics	Bachelor	50	50	75	100	125	150	150	150
Civil Engineering	Bachelor	-	50	75	100	125	125	125	125
Biotechnologies	Bachelor	-	-	25	50	75	100	100	100
Nanotechnologies	Bachelor	-	-	25	50	75	100	100	100
Chemistry	Bachelor	-	-	25	50	75	75	75	75
Politics and International Relations	Bachelor	-	20	25	50	75	100	100	100
Strategic communications	Bachelor	-	20	25	50	75	100	100	100
English philology	Bachelor	10	10	10	20	25	25	25	25
Architecture	Bachelor	-	25	50	75	100	100	100	100
Business Administration	Bachelor	50	75	100	125	200	200	200	200
Pharmacy	Bachelor	25	50	50	75	100	125	125	125
Nursing	Bachelor	25	25	25	25	50	75	75	75
Dentistry	One stage	200	200	200	200	260	260	260	260
Medicine	One stage	50	50	50	75	100	125	125	125
Education Administration	Master	10	10	10	20	25	25	25	25
Business Administration	Master	50	50	50	75	100	75	75	75
International Business law	Master	5	5	5	10	15	15	15	15
Pharmaceutical Chemistry	Master	-	15	20	25	25	25	25	25
Nanotechnologies	Master	-	10	15	20	25	25	25	25
Informatics	Master	-	10	15	20	25	25	25	25
Civil Engineering	Master	-	-	15	20	25	25	25	25
Electron. Engineering	Master	-	-	10	15	25	25	25	25
Total number of International students		500	700	950	1300	1800	2000	2000	2000

Goal achievement strategy:

Target regions, from which students will be recruited, are: Middle East, Africa, Latin America, Central Asia, Caucasus, Balkan countries, India, China. Students will be attracted mainly by means of agents. The university carries out advertising campaigns in the countries of priority; attends educational exhibitions targeting these countries, with the main objective to get familiar with agencies and development of agent network. The university works to obtain a relevant recognition/accreditation/licensing (if any) in the regulated professions in the countries of priority; establishes academic programs on the English language for students with different interests. Individual programs get international accreditation.

Structural unit(s) responsible for implementation:

- Schools
- Service of the International Students and International Affairs

Goal:

3.4. Recruitment of 20% of permanent academic personnel with high-ranking international professors in 2020-2025

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- 20% of the academic personnel is not a citizen of Georgian or is a dual citizen by the 2025 year
- The international professorship meets the highest standard set by the Academic Board (by the number of publications and their citation index)

Goal achievement strategy:

The university announces the acceptance of documents according to the criteria set by UGSRI. An international vacancy is announced when it is not possible to find academic personnel with relevant competence in the local market.

Structural unit(s) responsible for implementation:

- Schools
- Human Resources Management Service

Objective:

3.4.1. Recruitment of 2 high-ranking academic personnel in the field of nanotechnology and one-management in 2020-2021

Key Performance Indicator (KPI):

The goal is achieved if:

- In the second quarter of 2020, the academic personnel contract was signed with a senior international professor (HI> 6) in the field of management and his academic workload is written in the scheme of the 2020-2021 academic year.
- In the first quarter of 2021, the academic personnel agreement was signed with a high-ranking international professor (HI> 30) in the field of nanotechnology

sub-goals achievement strategy:

The University is announcing a vacancy in the relevant field and applying to international information dissemination channels. Appropriate remuneration is provided

Structural unit(s) responsible for implementation:

- Schools
- Human Capital Development Service

Goal:

3.5. Introduction of International Quality System - ISO 9001, 2019-2021

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- ISO 9001 is implemented in the university and its individual structural unites by 2022

Goal achievement strategy:

For optimal use of time and finances, the university at first adopts and implements ISO 9001 standards on the basis of its certain school. School operations less intensely involve general university operations and all the units and functional directions of the university management are involved in the functioning of a school, besides the school administration itself.

Structural unit(s) responsible for implementation:

- Quality Assurance Service
- Schools
- EPAS
- Legal Service
- Human Resource Development Department
- Department of Material Resources Management and Logistics
- Financial Service

Goal:

3.6. Becoming one of the most prestigious universities in Georgia by 2027

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- For the majority of those enrollees who choose the UG at least on some position, the university is the first-level priority, for the smaller number of students it is second-level priority and so on, with decreasing tendency for the first five positions.
- No less number of enrollees choose the UG on first position than enrolment vacancies announced by the university
- No less than 50% of the enrolled students have a full grant financing, and remaining students have some part of grant financing

Goal achievement strategy:

The University is working to improve its position in the rankings developed by reputable international rating companies. In addition, it works to increase prestige in the local market. The university is clearly distinguished with: 1. High quality of teaching (the best scientific and academic personnel in the country, up-to-date/innovative teaching programs, demanding environment), 2. Innovativeness, 3. Internationalization, 4. Liberalism and 5. Infrastructure. The UG offers to students the university campus with sound infrastructure. The university positions itself on the Georgian market for well-trained enrollees with high skills. The university unambiguously signals to its potential customers (entrant) about the service, which they would receive in the university and achieved by means of it that enrollees' expectations maximally match the reality which they encounter as students. Entrants understand why they choose the UG and there is a well-balanced relationship between the expectations of students and the service, which is offered by the university. The University is decreasing the quota of local students to take national exams from the 2,400 students announced for the 2017-2018 academic year to 1,200-1,500 students in the 2018-2019 academic year, which shall be maintained until 2023-2024.

Increases tuition fee, however maintains the same (may even reduce) grants for students, making the university product relatively difficult to access in the local market. All this will ensure enrollment of better prepared students with better skills, who decided to study in the UG and putting together the entrants with the same goals and interests; which would increase the level of loyalty and solidarity to the university's community and would, help the university to improve the quality of education. The University shall organize summer camps to help students socialize, become more emotionally attached to the University, and gain a sense of loyalty and belonging.

Structural unit(s) responsible for implementation:

- Department of Public Relations and Marketing;
- Schools

Objective:

3.6.1. Get into the 1200+ QS, TIMES and Webometrix University Rankings 2027

Key Performance Indicator (KPI):

The goal is achieved if:

- The University of Georgia is no more than 1200+ category in the world universities ratings published by THE, QS or Webometrix in 2028
- The University of the Georgia is represented in the U-Multiranking

sub-goals achievement strategy:

Assessment criteria of THE, QS U-Multiranking and Webometrix will be studied and the activities of the University, including the management starting from the teaching-scientific activities and the employee incentive scheme will be focused on improving the results according to these criteria. The university improves its results in terms of educational, scientific and knowledge transfer. In the field of study, the university works on accreditations in authoritative international accreditation bodies in the relevant fields. The University promotes scientific-research activities in the professorial; Increases funding for research activities, including funding for school-based or independent research institutes / centers. The university increases the degree of internationalization. The University begins to transfer technology knowledge using Georgia's scientific potential, acting as an intermediary between Georgian scientists and Georgian or world businesses.

Structural unit(s) responsible for implementation:

- Schools

Objective:

3.6.2. Increase University brand awareness / reputation by at least 20% every 2 years in 2020-2027

Key Performance Indicator (KPI):

The goal is achieved if:

- In the survey conducted by ACT every two years with the same methodology, the positive indicators related to the recognition / reputation of the SU brand increased by 20% (in 2022 compared to 2020, etc. until 2026)

sub-goals achievement strategy:

The University is engaged in a relevant marketing campaign, for which it uses both traditional media (print media, television, radio, posters / billboards) and social media channels. Regional offices work in communicating UG messages in regions to spread the image.

Structural unit(s) responsible for implementation:

- Department of Public Relations and Marketing;
- Schools

Objective:

3.6.3. Increase University brand awareness / reputation by no less than 20% every 2 years in 2020-2027.

Key Performance Indicator (KPI):

The goal is achieved if:

- In the survey conducted by ACT every two years with the same methodology, the positive indicators related to the recognition / reputation of the SU brand increased by 20% (in 2022 compared to 2020, etc. until 2026)

sub-goals achievement strategy:

The University is engaged in a relevant marketing campaign, for which it uses both traditional media (print media, television, radio, posters / billboards) and social media channels. Regional offices work in communicating UG messages in regions to spread the image.

Structural unit(s) responsible for implementation:

- Department of Public Relations and Marketing;
- Schools

Objective:

3.6.4. Highlighting the brand image: Differentiation as a hub of innovation, modern technology orientation and liberalism

Key Performance Indicator (KPI):

The goal is achieved if:

- In the ACT study ... In the rubric, names associated with UG are associated with: Innovative, liberal, free, modern, technological (in several epithets to name, one of the above words is found in ...% of respondents)

sub-goals achievement strategy:

The University will work on the development of an innovative ecosystem: The university will work to develop an innovative ecosystem: promote entrepreneurial initiatives for students (including not just UG students); The Invention Center will work to develop inventive / innovative thinking in them. Environment areas will be made according to the “Loft” and “High-Tech” designs. Public seminars on advanced technologies will be organized. The university will use modern / innovative technologies of teaching and management. The university will work on the public communication of the values connected to the personal liberty, on liberal / libertarian centers / organizations / institutions or individuals association with UG. Relevant activities will be organized in summer camps

Structural unit(s) responsible for implementation:

- Department of Public Relations and Marketing;
- Schools

Goal:**3.7. Organizing annual university summer camps in 2021-2027**

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- There is a well-equipped camping space not more than 2 hours' drive from Tbilisi, where it is possible to accommodate at least 200 students at a time
- Participation in the camp is mandatory for the student and is spelled out in the curriculum
- A training program has been developed for the camp
- 1400-1500 students will take part in the 1-week camp in July and August 2021-2027

Goal achievement strategy:

The University will purchase or will rent for long-term the area within a 2-hour drive from Tbilisi. The area shall be located close to the forest and lake / artificial reservoir, as well as communications (road, as well as electricity, water, etc.). Simple buildings (tents will be set up) in the area, for sleeping, training, kitchen, shower, toilet and other purposes. The minimum credits in the curricula will be dedicated to field practice, which means a 1-week stay at the university camp, where students will be provided with various trainings, practical lessons in nature, etc. In this way, on the one hand, it is possible to work with students on ideological and value-based activities, as well as on activities aimed at developing skills such as teamwork, innovation, creativity, etc. On the other hand, the project promotes socialization of students, formation of friendship circles, pairing, etc., which serves to challenge life impressions, experiences and emotions during university life, is a prerequisite for students to achieve an emotional connection and loyalty to the university and also contributes to (3.6.) achieve the goal.

Structural unit(s) responsible for implementation:

- Department of Public Relations and Marketing;
- Material Resources Management and Logistics Service
- Schools

Goal:**3.8. Investment in potentially successful businesses in order to diversify the investment portfolio.**

Corresponding Strategic Goal(s): (3))

Key Performance Indicator (KPI):

The goal is achieved if:

- The mechanism for selecting investment projects is described

- Every year in 2020-2027, there is a precedent for the university to purchase a share of the company in exchange for an investment.
- The annual return of the portfolio from 2024 exceeds the total investment made in this portfolio up to the previous year of the reporting year

Goal achievement strategy:

The University creates an investment fund, which is used to invest in interesting projects / companies identified by the Financial Service. Investments can be made in existing companies, start-ups, DSPs, etc. The Finance Department will develop an investment portfolio management policy, a range of returns and risk acceptance. In the case of Independent Education Programs, start-ups, will develop selection criteria, will take into account possible returns and risk, portfolio balancing objectives, etc., investment and shareholding ratio range, etc. The University will support the development of the startup ecosystem and will invest in potentially successful startups itself.

Structural unit(s) responsible for implementation:

- Financial Service
- Legal Service

Objective:

3.8.1. Identify, invest in and participate in at least 5 potentially successful Start-up projects per semester from the University Startup Eco-System in 2020-2027

Key Performance Indicator (KPI):

The goal is achieved if:

- In 2020-2027, the incubation-acceleration program starts working at least twice a year
- Incubation space and material resources are allocated for start-ups
- In 2020-2027, a demo of start-ups is held at least twice a year
- In 2020-2027, the annual budgets include an investment fund in start-ups in the amount of at least 100,000 GEL
- At least 5 start-ups are identified and invested in every semester in 2020-2027.
- With each investment made, the shares are re-registered in favor of UG

sub-goals achievement strategy:

The university creates a business incubator and accelerator where it attracts start-ups. To finance the start-up projects, creates a fund that selects potentially promising start-ups and invests money in them. At specially organized demo days, startapers present their projects to potential investors, including the university.

Structural unit(s) responsible for implementation:

- UG-Start-up Factory

- Financial Service
- Legal Service

Goal:

3.9. Development of university campus infrastructure

Corresponding Strategic Goal(s): (3)

Key Performance Indicator (KPI):

The goal is achieved if:

- By 2027, there will be a dormitory complex for 4,000 students
- In 2027, there will be educational facilities for at least 12,000 students that meet current authorization standards
- The 2027-2028 academic year is at least partially underway on the new campus

Goal achievement strategy:

The University near Tbilisi / in the suburbs of Tbilisi (not more than half an hour drive from the center of Tbilisi) will acquire a plot of land with a total area of not less than 40-50 ha Will seek financing from both local banks and international financial institutions (DFTA, EBRD), as well as with its own capital, investment and leasing to finance the construction and equipment of the campus

Structural unit(s) responsible for implementation:

- Financial Service
- Legal Service
- Department of Material Resources Management and Logistics
- Quality Assurance Service

Objective:

3.9.1. Allocation of the relevant land area for the campus building process In 2020– 2021

Key Performance Indicator (KPI):

The goal is achieved if:

- At the end of 2021, the University owns 45-50 ha of land within a radius of 30 km from Tbilisi
- Land is connected to road communications
- Electricity, gas, water, sewerage system are brought to the land plot

sub-goals achievement strategy:

The University will search for privately owned land / lands of appropriate characteristics and will buy out them in stages. The buying out will end in 2021.

Structural unit(s) responsible for implementation:

- Financial Service
- Legal Service

Objective:

3.9.2. Preparation of general plan of development, design of separate buildings and project agreement with relevant state bodies in 2020 - 2021

Key Performance Indicator (KPI):

The goal is achieved if:

- By the end of 2020, there are Development regulation plan and projects for separate buildings
- At the end of the first quarter of 2021, there is an architectural project of a dormitory complex
- At the end of the II quarter of 2021, there is an architectural project of a dormitory complex
- At the end of 2021 there is an architectural project of sports training and administrative buildings
- The third quarter of 2022 the project is agreed with the relevant government agencies

sub-goals achievement strategy:

Development regulation plan will be created, dormitory complex, sports complex and educational-scientific and administrative buildings will be designed independently, in sequence. At the same time, the project will be approved by the relevant state services

Structural unit(s) responsible for implementation:

- Financial Service
- Department of Material Resources Management
- Legal Service

Objective:

3.9.3. Preparation of general plan of development, design of separate buildings and project agreement with relevant state bodies in 2020 - 2021

Key Performance Indicator (KPI):

The goal is achieved if:

- By the end of 2020, there are Development regulation plan and projects for separate buildings
- At the end of the first quarter of 2021, there is an architectural project of a dormitory complex
- At the end of the II quarter of 2021, there is an architectural project of a dormitory complex
- At the end of 2021 there is an architectural project of sports training and administrative buildings
- The third quarter of 2022 the project is agreed with the relevant government agencies

sub-goals achievement strategy:

Development regulation plan will be created, dormitory complex, sports complex and educational-scientific and administrative buildings will be designed independently, in sequence.

At the same time, the project will be approved by the relevant state services

Structural unit(s) responsible for implementation:

- Financial Service
- Department of Material Resources Management

Objective:

3.9.4. Construction of a dormitory complex for 4,000 students in 2022 - 2027

Key Performance Indicator (KPI):

The goal is achieved if:

- At the end of the third quarter of 2027, the construction of a dormitory complex is completed, where it is possible to accommodate 4000 students at a time
- The campus meets the requirements of an international standard

sub-goals achievement strategy:

The University will seek US \$ 20,000,000 in funding from the US International Development Finance Corporation (DFC), as well as partial equity financing for the project. Construction of a certain part of the complex may be financed through long-term leasing (use-buy-out)

Structural unit(s) responsible for implementation:

- Financial Service
- Department of Material Resources Management

Objective:

3.9.5. Construction of a sports complex on the territory of the new campus in 2024-2027

Key Performance Indicator (KPI):

The goal is achieved if:

- At the end of the II quarter of 2027, the construction of a sports complex has been completed, which includes:
 - Football field
 - Tennis court
 - Swimming pool
 - fitness hall
 - Gym

sub-goals achievement strategy:

The University will seek US \$ 20,000,000 in funding from the US International Development Finance Corporation (DFC), as well as partial equity financing for the project. Construction of a certain part of the complex may be financed through long-term leasing (use-buy-out)

Structural unit(s) responsible for implementation:

- Financial Service
- Department of Material Resources Management

Objective:

3.9.6. Completion of the proper infrastructure for 12,000 students by the end of 2027 with the provision of adequate facilities for educational buildings, administrative buildings and scientific research institutes.

Key Performance Indicator (KPI):

The goal is achieved if:

- There are educational buildings, with a combined training space (auditorium / Laboratory) 1.5 times more than the amount of defined students
- The total training area of the buildings does not exceed 60% of the total area of the buildings
- The training infrastructure meets the authorization / accreditation requirements

sub-goals achievement strategy:

The University will seek US \$ 20,000,000 in funding from the US International Development Finance Corporation (DFC), as well as partial equity financing for the project. Construction of a certain part of the complex may be financed through long-term leasing (use-buy-out)

Structural unit(s) responsible for implementation:

- Financial Service
- Department of Material Resources Management

Forecasting budget financial data 2020-2027.

Income part articles:

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Income from International Students (Stage I + Single Level):	12,542,600	14,595,203	18,469,598	24,515,070	34,796,170	44,897,361	52,383,308	58,014,572
Tuition fee for the year (Stage I + one-level program, average):	10.850	11.176	11.511	11.856	12.212	12.578	12.955	13.344
Total number of (Stage I + Single Level) International Students:	1.156	1.306	1.605	2.068	2.849	3.569	4.043	4.348
I year, annual enrolment	435	600	810	1.095	1.535	1.760	1.760	1.760
II-year, Retention rate 60%	300	261	360	486	657	921	1.056	1.056
III-year, Retention rate 80%	216	240	209	288	389	526	737	845
IV-year, Retention rate 95%	195	195	216	188	259	350	473	663
V year, Retention rate 5%	10	10	10	11	9	13	17	24
Income from International Students (Stage II):	1,228,500	1,741,215	2,594,656	3,849,404	5,386,573	5,936,773	5,866,633	6,028,104

Tuition fee for the year (Stage II of the program, average):	10.500	10.815	11.139	11.474	11.818	12.172	12.538	12.914
Total number of International students (Stage II):	117	161	233	336	456	488	468	467
I year, annual enrolment	65	100	140	205	265	240	240	240
II-year, Retention rate 90%	50	59	90	126	185	239	216	216
III-year, Retention rate 5%	2	3	3	5	6	9	12	11
Income from Georgian students (Stage I):	10,267,500	9,893,960	9,545,012	9,504,321	10,516,136	11,745,878	12,684,953	13,441,897
Tuition fee for the year (Stage I of the program, average):	2.500	2.525	2.550	2.576	2.602	2.628	2.654	2.680
Total number of the Georgian students (Stage I):	4.107	3.918	3.743	3.690	4.042	4.470	4.780	5.015
I year, annual enrolment	1.400	1.400	1.400	1.500	1.800	2.000	2.000	2.000
II-year, Retention rate 60%	1.040	840	840	840	900	1.080	1.200	1.200
III-year, Retention rate 80%	850	832	672	672	672	720	864	960
IV-year, Retention rate 95%	778	808	790	638	638	638	684	821
V year, Retention rate 5%	39	39	40	40	32	32	32	34
Income from Georgian students (Stage II):	1,167,000	1,167,000	1,167,000	1,167,000	1,167,000	1,167,000	1,167,000	1,167,000
Tuition fee for the year (Stage II of the program, average):	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Total number of Georgian students (Stage II)	389	389	389	389	389	389	389	389
I year, annual enrolment	200	200	200	200	200	200	200	200
II-year, Retention rate 90%	180	180	180	180	180	180	180	180
III-year, Retention rate 5%	9	9	9	9	9	9	9	9
Income (III Stage)	483.000	482.125	517.125	583.625	680.050	776.475	872.900	934.325
Tuition fee for the year (III stage of the program, average):	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500
Total number of students (III stage):	138	138	148	167	194	222	249	267
I year, annual enrolment	50	50	60	70	80	90	100	100
II-year, Retention rate 90%	45	45	45	54	63	72	81	90
III-year, Retention rate 95%	43	43	43	43	51	60	68	77
Gross Annual Income:	25,688,600	27,879,503	32,293,391	39,619,420	52,545,929	64,523,487	72,974,794	79,585,898
Balance at the beginning of the year:	1,300,000	2,857,778	3,932,894	1,176,979	2,388,913	506.508	984.990	820.042
Credit from international financial institutions:	-	-	19,000,000	22,000,000	21,000,000	-	-	-
Credit from the local banks:	4,500,000	-	-	-	-	-	18,000,000	-
Available financial resource:	31,488,600	30,737,281	55,226,285	62,796,399	75,934,842	65,029,995	91,959,784	80,405,940

Expenditure part articles:

Salary of administration and support personnel:	4,320,000	4,536,000	4,762,800	5,000,940	5,250,987	5,513,536	5,789,213	6,078,674
Salary of Academic personnel (fixed):	3,000,000	3,150,000	3,307,500	3,472,875	3,646,519	3,828,845	4,020,287	4,221,301
Salary of Academic personnel (hourly):	4,080,000	4,287,735	4,658,116	5,316,309	6,658,375	8,055,800	9,190,940	10,190,607
Other tuition-related expenses (study materials, laboratory consumables, student internships, university camp, etc.):	2,067,450	2,069,253	2,140,950	2,327,112	2,775,786	3,198,431	3,475,353	3,669,863
PR and Marketing:	1,500,000	1,530,000	1,575,900	1,623,177	1,671,872	1,722,028	1,773,689	1,826,900
Economic and Administrative expenses:	4,500,000	4,725,000	4,961,250	5,209,313	5,469,778	5,743,267	6,030,430	6,331,952
Financing of research projects:	300.000	330.000	363.000	399.300	439.230	483.153	579.784	695.740
Purchase of inventory:	500.000	500.000	500.000	510.000	1,500,000	1,500,000	1,500,000	2,000,000
(a) Computer technology	200.000	50.000	100.000	100.000	150.000	400.000	500.000	1,000,000
(b) - Laboratory equipment	250.000	400.000	300.000	300.000	50.000	100.000	500.000	500.000
(c) Library, furniture and other inventory	50.000	50.000	100.000	110.000	1,300,000	1,000,000	500.000	500.000

tory

Construction and other infrastructure development:

(a)
Purchase of
land

(b) -
Dorm
itory

(c)
Educa
tional
buildi
ngs

(d)
Sports
infras
tructure

3,500,000	800,000	27,000,000	23,000,000	34,000,000	20,000,000	44,000,000	30,000,000
3,500,000	800,000	-	-	-	-	-	-
-	-	27,000,000	23,000,000	20,000,000	10,000,000	20,000,000	
-	-	-	-	10,000,000	7,000,000	22,000,000	26,000,000
-	-	-	-	4,000,000	3,000,000	2,000,000	-

(E)
Yar
d
land
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ing

Loan service:

Tax expense:

Contingencies:

Budget of the total expenditure part:

Balance:

-	-	-	-	-	-	-	4,000,000
3,000,000	3,000,000	3,000,000	11,500,000	11,500,000	11,500,000	11,500,000	12,000,000
500,000	600,000	720,000	864,000	1,036,800	1,244,160	1,492,992	1,791,590
1,363,373	1,276,399	1,059,790	1,184,461	1,478,987	1,255,784	1,787,054	1,576,133
28,630,823	26,804,387	54,049,306	60,407,486	75,428,334	64,045,005	91,139,742	80,382,760
2,857,778	3,932,894	1,176,979	2,388,913	506,508	984,990	820,042	23,180