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The University of Georgia Mission

Mission

We are engaged in knowledge production and person's education. Here we imply cultivation of liberal-humane values among people and providing them with all necessary knowledge and skills for success (by means of an honest work) (while doing business based on integrity principles).

All these we do by developing competence centers and platform that ensures creation and implementation of academic programs tailored on the student and market needs.

Doing our business, while always being innovative and serving as a model of strive towards institutional excellence we contribute to democratic development of the society for the benefit of the Georgian nation and the humankind.

The University of Georgia Vision

- To be the leader university in the region, that is associated with highest standard of tuition, research and prestigious diploma.
- To be an international university, where at least 50% of full time degree students are international students. Have an active international cooperation in research and science, internship, technology transfer and etc.
- To be the most innovative university in Georgia: as an educational institution, as a research institution and as a business entity.
- To be the beacon of liberal thought in the region and actively participate in the creation of values.

The University of Georgia Values

Liberty, humanity, Excellence (Latin: Libertas, Humanitas, Exellentia)

Analysis of internal and external factors

SWOT-analysis

Strengths:

Advantages in the international arena:

Relatively low price in terms of quality

The price of 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 (UG ranks 2179 out of 5827 European universities). This advantage is particularly evident in 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 compared to the universities of 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, more personal freedom, that has a magnetic effect on the inhabitants of the 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 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 HEI in Iran (where only a few state HEIs have accreditation among Georgian universities), from which 50% of foreign students currently come; Also the medical program has the accreditation of Medical Council of India (MCI)

English language academic and administrative staff

The academic and administrative staff of the university mainly is proficient at English. Compared to public and most private universities, there is a relatively high proportion of academic and administrative staff, which is proficient in English (including at a level capable of teaching English and communicating 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 Georgian and foreign students and staff who live in the central and suburbs of the city as well. The central location also makes school more prestigious.

Well-developed training and support infrastructure

The University has a well-developed infrastructure in line with local market standards: well-built training buildings, laboratories, computer equipment, sports infrastructure, library with rich collection.

Modern training programs

The curricula are in line with the Western standard, in line with current trends. Courses are compiled according to 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 staff

Academic staff of UG represents the academic elite of the country. Here is a modern, progressive, highly qualified, morally developed, scientific-academic staff recognized in their fields.

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 their own important role in the organization. All these factors are major incentives for employees, that ensure the bonded team and the organization is characterized by a very low level of outflow in both academic and administrative staff.

Young, motivated, loyal, qualified administrative staff

Administration of UG is mainly consisted of university graduates or people who have been employed here practically since its inception. It consists mainly of young, motivated and loyal people. These people are characterized by a strong attachment to the organization (which is often reflected in spending time together during non-working days). As the university has a low rate of staff outflow, most administrative staff has accumulated significant work experience. As the staff of the university mainly filled with

students who have high academic performance, the corporate culture oriented with quality and excellent work performance leads them to continually qualify development, enough high qualified administrative resource has been formed in the university.

The reputation of a quality-oriented school

The University of Georgia manages to maintain a high standard of students' academic performance while assessment, as well as their doctoral and master's degrees defense. It has the reputation of a school where learning is 'difficult', grades 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 staff 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 (OPIIC). 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 in HEIs of the country.

High level of equipped computer technologies in management and training process

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

Active student life

There is an active student life at the university, which is due to its well-established infrastructure, number of students and the number of planned events. UG sponsors the activities of student clubs established under the American model. Student clubs unite students with common interests, which have led to a multitude of specific clubs, such as extreme, skiing, film and theater, literary, sports clubs and more. All students can join or start a new club, and it is designed to maximize the student's creative self-realization and involvement. The University of Georgia was the first in the country that implemented such a model of student life. UG has a student self-government represented in the collegial management bodies of the university.

Also, in parallel to the learning process, students are actively involved in sports activities that promote their leadership skills and team-working development.

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 7903 in the world, 7th place in Georgia next to: TSU (1 423), Iliani (1 773), GTU (2 088), Medical University (4 258), International Black Sea University (5 384), and Shota Rustaveli Batumi State University (5 628). It is noteworthy that not only the top five state universities, but also one private HEI are ahead of the UG ranking. However, on the other hand, in the same ranking, UG is ahead of its other major competitors, such as: Caucasus University (10 067), Free and Agricultural Universities (11 026, 10 222), 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

This stage of UG has no dormitory. 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. The vast majority of students at UG come here not on their own volition - deliberately, but as a result of redistribution (for the 2017-20018 academic year, among the students who circled UG at any positions, for the most part, it was on 7th priority) and existed product is undesirable for them. Consequently, even at the end of the first year more than half of the flow uses mobility. According to an ACT study 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".

Limited possibility for infrastructure development at the existing address

The UG buildings are located between the GTU buildings, with no independent access 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;
- Development of common learning programs with foreign HEIs;
- Launch exchange programs;
- Assimilation of new regions, increase in the number of international students;
- Establishment of branches abroad;
- Forming alliances with business and non-commercial organizations;
- Increase awareness through marketing and PR activities;
- Infrastructure development;
- Diversifying Income: Participating in Startup Projects;
- Increase awareness and 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;
- State restrictions, regulations, quotas, etc. on foreign students from the state;
- Increase support/assistance from the state to public universities and further enhance 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 get 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.

Economic factors:

Volatility of the national currency against the US dollar

The national currency is volatile, and under the current economic development vision of the government, volatility is likely to persist. 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 grow faster if there was a strong local financial sector that could raise 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 invest long-term large (equivalent to tens of millions of dollars) 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 92 815 newborns to 48 700. 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; But birthrate has been consistently increasing since 2008, 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 rulers". 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

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

Obscure authorization and accreditation requirements reveal the potential for trend-based approaches and facilitate opportunities for political, competitive, or other kind of interference / settlement opportunities.

Rigid regulations on distance learning

Current regulations do not allow distance learning to take place outside of Georgia, which is an important hindrance to the development of HEIs, as leading overseas universities are undergoing extensive transformation of learning components into distance learning platforms.

Competition Analysis

The University carries out study of market conjunctures: demand and competitors, their suggestions, their competitive advantages compared to UG and their weaknesses, which are annually pricing policy of HEIs and strategies of planning students contingency and training programs are relied on.

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 Javakishvili 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 Goals 2019-2029

1. Internationalization;
2. Infrastructure Development;
3. Increase prestige and reputation in the local and international markets; (Differentiation by innovative and high teaching quality: high level professors, well organized study process, demanding environment, high level of employment, broad variety of exchange programs, broad opportunities for self actualization)
4. Increase the level and volume of scientific production;
5. Active involvement in public life and participation in the creation of Liberal values.

Resources 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 contain the university schools, the university departments and the scientific-research institute.

There are 6 schools at UG currently:

- Business and Administrative Sciences School;
- School of Social Sciences;
- School of Arts and Humanities Sciences;
- School of Health Sciences;
- 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 staff), 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 staff, corporate culture, values, labor skills and etc.), the administrative resources (Administration of School / Departments)

University Services:

- Department of IT;
- Department of Training Process Administration;
- Department of Quality Assurance;
- Department of Finance;
- Department of Material Resources Management;
- Department of Security;
- Department of Public Relations and Marketing;
- Department of Student Affairs and Innovation;
- Department of Employment Promotion;
- Department of International Relations and International Students;
- Department of Human Resources Management;
- Legal Department;
- Administrative Office;
- Archive;
- Library;
- Publishing House;
- Medical and Insurance Division.

Research institutes and centers existed in the specific schools are combined in the structure of the Scientific-research institute. They are:

- Institute of Mathematics;

- Georgian-German Institute of Criminal Justice;
- Samshvilde Archaeological expedition;
- Institute of Economics;
- Gnomon Vice.

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 raising groups and etc., From 19:00 pm - master's and doctoral studies.

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 30 080 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.

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

- Cisco Lab;
- Laboratory of Electronics and Robotics;
- Physics Lab;
- 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 of 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-step - 2 programs, Including 11 English language Programs. 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. Law;
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. Law;
5. Mass communication;
6. Political Sciences;
7. Business Administration;
8. Accurate, natural sciences and computer sciences;
9. Public Health.

One-Step Applications:

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

One-Step 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 (you can generate, compile and study tables, etc.), as well as the student's registration on subjects and feedback between lecturers, students and administration. Intangible resources are also provided by Oracle and Cisco Academies.

Human Resources

The main resource of the university is human resources, which includes scientific-academic and administrative staff, as well as invited professors. Currently the academic staff of the university contains: 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 staff consists of 260 people, including senior management - 14 employees, middle management - 46 people, 150 specialists and 50 support staff.

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 financial income are:

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

Goals 2019 -2026:

1. Educational goals

Goal 1.1 Corresponding Strategic goals: (3))

Leading the study process management with high degree of quality

Performance Indicator (KPI):

The goal is achieved if:

- 2019 - 2029 - 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 curriculum
- Final exams are conducted centrally on a regular semester
- There is a mechanism for lecturers for being late on the lecture / being gone early / miss lectures, delay accounting exam evaluation results

Strategy of achieving goals:

The university provides high level administration of the teaching process. There is a special service that is functioning according to this direction which ensures the learning process to be strictly followed by the annually set academic calendars, not to fail the lectures, in case of missed lecture, to be provided restoration centrally; Monitors lectures to be timely started and finished, lecturer's evaluations to be timely registered in the assessment database, counts misconducts and sends them to the responsible structural units. Final exams are administered centrally by the teaching process administration, which also cares that all grades at all stages will be known to the student within the prescribed period set by the regulations of bachelor's / master's / doctoral studies of the university. The learning process is administered through the UG-System of the online learning-communication-management platform.

Objective 1.1.1

Planning the academic calendar annually and providing the learning process according to it, 2019-2029

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 drawn up 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:

- Training Process Administration Service
- IT -Service
- Schools

Tasks:

1.1. 1. 1 Set the table of learning components for each academic year

Structural unit responsible for implementation:

- School
- Training Process Administration Service

Activities:

- **1.1. 1. 1.1** Provide a pre-registration process for the following semester after finishing each academic semester
- **1.1. 1. 1. 2.** Determine the academic components, group numbers, lecture times, auditoriums / laboratories and implementing staff providing for academic registration before each academic semester, based on pre-registration data.
- **1.1. 1. 1. 3.** Provide academic registration before the start of each academic semester
- **1.1. 1. 1.4** Correction of the number of groups and staff in the academic registration process

1.1. 1. 2 Conduct / renew contracts with invited staff before the start of each academic semester

Structural unit responsible for implementation:

- School
- Human Resources Management Service
- Legal Service

1.1. 1. 3 Conduct training for recruits about the features of the teaching process of the university, teaching-communication-management IT platform - work on the UG System, corporate values, etc. before the beginning of each academic semester

Structural unit responsible for implementation:

- School
- Human Resources Management Service
- Legal Service

Sub-Objective 1.1.2

Introduction of the partly electronic examination, since fall 2019 -2020

Performance Indicator (KPI):

The goal is achieved if:

- There is an electronic platform for setting up an exam bank and generating exams
- Examination questions with different difficulty in different disciplines are created such quantity to be possible to generate an exam questionnaire
- Examination centers are equipped with relevant computer equipment
- At the end of the 2019-2020 in spring semester exam sessions, exams were generated and tested electronically at least in 17 components

Achievement Strategy:

An electronic platform will be created, where it will be possible to set up a test bank in each discipline, to divide the test issues into different categories in terms of their difficulty, and to form an exam from each difficulty category in specified quantities in randomly selection principle. The examination bank will be constantly refilled. The exam auditions will be equipped with proper computer equipment.

Structural unit(units) responsible for performance:

- IT-Service
- School
- Training Process Administration Service
- Material Resources Management and Logistics Service

Tasks:

1.1.2.1. Creating an Exam Bank in the Study Components - History of Georgia (for the 1st Semester Exam Session of 2019-2020 Academic Year)

1.1.2.2. Test Bank refill / Update in Study Components - English (A1.1, A1.2, A2.1, A2.2, B1.1, B1.2, B2.1, B2.2, C1, C2) (for the 1st Semester Exam Session of 2019-2020 Academic year)

Structural unit(units) responsible for performance:

- School of Arts and Humanities

1.1.2.3. Creating a test bank in the Study Component - Fundamentals of Economics and Business) (for the 1st Semester Exam Session of 2019-2020 Academic Year)

Structural unit(units) responsible for performance:

- School of Business and Administrative Sciences

1.1.2.4. Creating an exam bank in at least 2 components of the medicine program (for the second semester exam session of the 2019-2020 academic year)

1.1.2.5. Creating an exam bank in at least 1 component of the dentistry program (for the second semester of the 2019-2020 academic year)

1.1.2.6. Creating an exam bank in at least one component of the Pharmacy Program (for the second semester of the 2019-2020 academic year)

1.1.2.7. Creating an exam bank in at least 1 component of the Health Administration Program (for the second semester of the 2019-2020 academic year)

Structural unit(units) responsible for performance:

- School of Health

Goal 1.2 (Corresponding Strategic Goals: (3))

Ensuring constant improvement of teaching quality

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
- More than 50% of undergraduates gets employed according to their profession or continues education in the next study level more than 80% of masters gets employed or continues education in the next study level during one year after graduation.
- 5 years after graduation, the average salary of graduates is twice as high as the current average salary (according to GSC's data)

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 staff consists of both academic staff of UG (including science in the SUSC 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 staff and the promotion of international scientific collaboration are encouraged. Ensure that training programs meet current national accreditation requirements, which will include periodic trainings of academic staff and quality assurance staff. Certain programs will receive authoritative international accreditation. Training programs provide students with developing appropriate competencies in the labor market, for which invited academic staff, 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.

Sub-Objective 1.2.1.

Organize trainings / discussions about new EQE accreditation standards and their targeted use in the first quarter of 2019.

Performance Indicator (KPI):

The goal is achieved if:

- School directors / department heads / program leaders are getting information about the new EQE accreditation standards at the end of the first quarter of 2019
- A common approach in terms of individual issues is shared

Structural unit responsible for implementation:

- Quality Assurance Service

Sub-Objective 1.2.2

Accreditation of current academic programs in line with new standards

Performance Indicator (KPI):

The goal is achieved if:

- By the end of 2019, all current academic programs are in compliance with current EQE accreditation standards

Structural unit responsible for implementation:

- Schools
- Quality Assurance Service

Sub-Objective 1.2.3

Introduction of Anti-plagiarism Program I-III Quarter 2019

Performance Indicator (KPI):

The goal is achieved if:

- The Anti-plagiarism program using Turnitin is being tested on plagiarism of all undergraduate and master theses from the 2019-2020 academic year.

Structural unit responsible for implementation:

- Quality Assurance Service
- School

Sub-Objective 1.2.4

Re-accreditation of existing programs by the new National Center for Educational Quality Enhancement in 2019-2022

Performance Indicator (KPI):

The goal is achieved if:

- From January 2019 to 2022, all existing programs will continue to operate in accredited mode

Structural unit / units responsible for performance:

- Quality Assurance Service
- School

Sub-Objective 1.2.5

In 2020-2025 Accreditation of 10 academic programs by international accreditation centers with the highest reputation. Namely:

1.2.5.1. Accreditation of Bachelor's and Master's Degree Programs in Business Administration by the standards of CEEMAN (1st Quarter 2019 - 2nd Quarter 2020)

1.2.5.2. Accreditation of Master degree in Business Administration program in the I quarter of 2021 by the standards of AMBA (I quarter of 2020 - I quarter of 2021)

1.2.5.3. Accreditation of Bachelor's and Master's Degree in Business Administration by the standards of AACSB (1st Quarter 2019 - 4th Quarter 2024)

1.2.5.4. Accreditation of Public Administration Program by the standards of NISPACEE (III quarter of 2019, IV quarter of 2021)

Structural unit / units responsible for performance:

- Quality Assurance Service
- School of Business and Administrative Sciences

1.2.5.5. Accreditation of Bachelor's and Master's Degrees in Informatics by the standards of ABET (I quarter of 2019 - IV quarter of 2020)

1.2.5.6. Accredited Bachelor's Degree Program in Electronic Engineering by the standards of ABET (III Quarter 2019 - IV Quarter 2021)

Structural unit / units responsible for performance:

- Quality Assurance Service
- School of Science and Technology

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

1.2.5.8. Accreditation of Bachelor's degree program in Strategic Communications by the standards of ACEJMC (II Quarter 2020 - IV Quarter 2022)

Structural unit / units responsible for performance:

- Quality Assurance Service
- School of Art and Human Sciences

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

1.2.5.10. Accreditation of medical programs by the standards of WFME for the 4th quarter of 2022

Structural unit / units responsible for performance:

- Quality Assurance Service
- School of Health Sciences

Performance Indicator (KPI):

The goal is achieved if:

- Bachelor and Master of Business Administration programs have accreditation of CEEMAN at the end of 2020, AMBA - at the end of 2021 and AACSB - accreditation at the end of 2024; IT and engineering programs are accredited by ABET, respectively, at the end of 2020 and 2021; Programs in journalism and strategic communications are accredited by ACEJMC by the end of 2022. Public Administration Program is accredited by NISPACEE, Health Administration Program - by CHAME, and Medical Program - by WFME, within specified timeframes.

Goal 1.3 (Corresponding Strategic Goals: (3))

Enrichment of training programs with practical components

Performance Indicator (KPI):

The goal is achieved if:

- All undergraduate and graduate programs provide a practical component
- Every student has the opportunity to engage in an extracurricular activity relevant to their chosen profession aimed at developing practical skills

Achievement Strategy:

The university establishes consulting centers / clinics / enterprises (legal clinic, psychological clinic, business consulting center, dental hospital, UG–archi-project, International Center for Archeology, Technology Transfer Center, etc.; where students can receive practical experiences. In addition, the university starts partnership with companies / centers existed in the market, implements common projects by the engagement of students. 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 / units responsible for performance:

- Schools

Sub-Objective 1.3.1

Run the Trans-European Project eufactcheck.eu under the EJTA Association.

Structural unit / units responsible for performance:

- School of Social Sciences

Sub-Objective 1.3.2

Creating a collaborative online platform with consulting firm GEPRA in the direction of strategic communications

Structural unit / units responsible for performance:

- School of Social Sciences

Sub-Objective 1.3.3

Creation of a joint online platform with media distribution company CLIPART about the history of the Georgian press

Structural unit / units responsible for performance:

- School of Social Sciences

Sub-Objective 1.3.4

Encourage the creation of student start-ups in UG Start-up Factory by incorporating it as an optional component of its program.

Structural unit / units responsible for performance:

- School of Business and Administrative Sciences

Sub-Objective 1.3.5

Encourage student engagement at the Technology Transfer Center by incorporating it as an optional component of its program

Structural unit / units responsible for performance:

- School of Science and Technology

Goal 1.4 (Corresponding Strategic Goals (1) (3))

Ensure student / student teams participate in international competitions / Olympiads

Performance Indicator (KPI):

The goal is achieved if:

o

Achievement Strategy:

Sub-Objective 1.4.1

Law Olympiad

Structural unit / units responsible for performance:

- o School of Law

Sub-Objective 1.4.2

Business Olympiad

Structural unit / units responsible for performance:

- o School of Business and Administrative Sciences

Sub-Objective 1.4.3

IT-Olympics

Structural unit / units responsible for performance:

- o School of Science and Technology

Goal 1.5 (Corresponding Strategic Goals (3))

Promotion / development of inventive, innovative and entrepreneurial skills

Performance Indicator (KPI):

The goal is achieved if:

- o There is a syllabus for the inventive technology component that is provided as a component of the learning component by at least one curriculum
- o An inventive center is functioning and aspects of its collaboration with the UG-Start-up Factory are defined.

Achievement Strategy:

The university will develop the learning component of the inventive technologies and incorporate it into the curricula. An inventive center will be created to attract / promote inventions, patents. The center will actively cooperate with the UG-Start-up Factory.

Sub-goal 1.5.1

Establishment of the Invention Center, 4th Quarter 2019

Tasks:

1.5.1.1. Develop the direction of the activities of the inventive technology center, staffing / job description

1.5.1.2. Highlighting / Writing aspects of cooperation between the Invention Center and UG-Start-up Factory

Sub-Goal 1.5.2

Establishment of the Inventive Technology Training Course, 4th Quarter 2019

Tasks:

1.5.2.1. Training teachers in inventive technologies

1.5.2.2. Developing a syllabus for an inventive technology course

1.5.2.3. Implementation of the Inventive Technology Training Course in relevant educational programs

Goal 1.6 (Corresponding Strategic Goals: (3))

Launch new training programs

Performance Indicator (KPI):

The goal is achieved if:

- The presented curriculum is accredited by the National Center for Educational Quality Enhancement
- The program is included in the list of programs offered for the relevant academic year

Achievement Strategy:

Based on market research, new curricula will be developed by schools / departments / initiators of authorship programs. In collaboration with the Quality Service, they ensure their compliance with accreditation standards. The programs are accredited by the National Center for Educational Quality Enhancement.

Sub-Objective 1.6.1

Launch Blockchain Master Program

Tasks:

1.6.1.1. Staffing of the program team (supervisor, quality service representative and main implementing personnel)

1.6.1.2. Carry out the research needed to plan the program

1.6.1.3. Compilation of curricula and syllabuses

1.6.1.4. Arrangement of the learning laboratory of the relevant program

1.6.1.5. Program Accreditation

Structural unit / units responsible for performance:

- School of Science and Technology
- Quality service

Sub-Objective 1.6.2

Launch Informatics Master Program (English)

Tasks:

1.6.2.1. Staffing of the program team (supervisor, quality service representative and mail implementing personnel)

1.6.2.2. Carry out the research needed to plan the program

1.6.2.3. Compilation of curricula and syllabuses

1.6.2.4. Arrangement of the learning laboratory of the relevant program

1.6.2.5. Program Accreditation

Structural unit / units responsible for performance:

- School of Science and Technology
- Quality service

Sub-Objective 1.6.3

Launch Informatics Undergraduate Program (English)

Tasks:

1.6.3.1. Staffing of the program team (supervisor, quality service representative and main implementing personnel)

1.6.3.2. Carry out the research needed to plan the program

1.6.3.3. Compilation of curricula and syllabuses

1.6.3.4. Arrangement of the learning laboratory of the relevant program

1.6.3.5. Program Accreditation

Structural unit / units responsible for performance:

- School of Science and Technology
- Quality service

Sub-Objective 1.6.4

Launch Civil Engineering Bachelor Program (English)

Tasks:

1.6.4.1. Staffing of the program team (supervisor, quality service representative and main implementing personnel)

1.6.4.2. Carry out the research needed to plan the program

1.6.4.3. Compilation of curricula and syllabuses

1.6.4.4. Arrangement of the learning laboratory of the relevant program

1.6.4.5. Program Accreditation

Structural unit / units responsible for performance:

- School of Science and Technology
- Quality service

Sub-Objective 1.6.5

Launching Oriental Studies Master Program

Tasks:

1.6.5.1. Staffing of the program team (supervisor, quality service representative and main implementing personnel)

1.6.5.2. Carry out the research needed to plan the program

1.6.5.3. Compilation of curricula and syllabuses

1.6.5.4. Arrangement of the learning laboratory of the relevant program

1.6.5.5. Program Accreditation

Structural unit / units responsible for performance:

- School of Science and Technology
- Quality service

Sub-Objective 1.6.6

Launch Architecture and Design Undergraduate Program (English)

Tasks:

1.6.5.1. Staffing of the program team (supervisor, quality service representative and main implementing personnel)

1.6.5.2. Carry out the research needed to plan the program

1.6.5.3. Compilation of curricula and syllabuses

1.6.5.4. Arrangement of the learning laboratory of the relevant program

1.6.5.5. Program Accreditation

Structural unit / units responsible for performance:

- School of Science and Technology
- Quality service

Goal 1.7 (Corresponding Strategic Goals (3))

Implementation of distance-learning components from the 2019-2020 academic years

Performance Indicator (KPI):

The goal is achieved if:

- All training programs are modified so that at least one component can be implemented distantly.
- There is a technical way to realize the distant component

Achievement Strategy:

Cooperation with the relevant state authorities will be developed to identify and resolve legislative delays in distance learning. Within the framework of ERASMUS, in cooperation with the Ministry of Education, a structural project on distance learning will be developed.

Goal 1.8 (Corresponding Strategic Goal / Goals: (3))

Launch professional programs from the 2019-2020 academic years

Performance Indicator (KPI):

- At least 1 group begins study for the program in the relevant academic year

Achievement Strategy:

The Professional College of the University of Georgia will receive the authorization. Based on the research results of the labor market, as a result of consultations with potential employers, with their active involvement, schools / departments will develop professional programs, in conjunction with the Material Resources Service, the appropriate training techniques and infrastructure will be provided.

Sub-Objective 1.8.1

Launch the Culinary Professional Program from the 2019 fall semester

Sub-Objective 1.8.2

Launching a Hotel Management Professional Program from the Spring Semester of 2020

Sub-Objective 1.8.3

Launching Accounting Professional Program from Spring Semester of 2019-2020 Academic Year

Sub-Objective 1.8.4

Launching the IT Professional Program from the spring semester of the 2019-2020 academic year

Goal 1.9 (Corresponding Strategic Goal / Goals (1) (3))

Diversification of Exchange Programs

Performance Indicator (KPI):

- The option of studying in Europe and the US for one semester each academic year 2021-2022 is offered to all students who have earned at least 120 ECTS (including at least 60 ECTS at UG)
- Students will be offered the following options for studying abroad from 2021-2022: Free education and housing; Free tuition, accommodation and travel.

Achievement Strategy:

Sign memorandums with Western Universities on Student and Professor Exchange Programs. Financing student exchange, developing joint programs with Western universities; Working on common projects, which also includes student exchange

Sub-Objective 1.9.1

Sign Memorandum with the University of Montreal

Structural unit / units responsible for performance:

- School of Humanities
- Department of Foreign Relations and International Students

Sub-Objective 1.9.2

Memorandum signed with Warsaw Museum of Jewish History

Structural unit / units responsible for performance:

- School of Humanities
- Department of Foreign Relations and International Students

Sub-Objective 1.9.3

Negotiations with Shiraz University on involvement of two students in archeology in Persepolis International Expedition

Structural unit / units responsible for performance:

- School of Humanities
- Department of Foreign Relations and International Students

Goal 1.10 (Corresponding Strategic Goals (1) (3))

Implementation of programs with recognized Western universities from the 2019-2020 academic years

Achievement Strategy:

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

Performance Indicator (KPI):

- There is at least one program that's completion ensures an European / US Diploma, and at least 1 group is registered on it for the 2019-2020 academic year

Sub-Objective 1.10.1

Launching Public Health Undergraduate and Master Programs at the University of Scranton (USA) from 2020-2021 Academic Year

Performance Indicator (KPI):

- At least 1 group begins study for the program in the relevant academic year

Structural unit / units responsible for performance:

- School of Health Sciences

Sub-Objective 1.10.2

Launching Medical Biology Common Program with the University of Westminster (UK) from 2020-2021 academic year

Performance Indicator (KPI):

- At least 1 group begins study for the program in the relevant academic year

Structural unit / units responsible for performance:

- School of Health Sciences

Sub-Objective 1.10.3

Launching Health Care Administration Undergraduate and Master Degree Programs with the Duke University (US) from 2020-2021 academic year

Performance Indicator (KPI):

- At least 1 group begins study for the program in the relevant academic year

Structural unit / units responsible for performance:

- School of Health Sciences

Sub-Objective 1.10.4

Launching Innovative Entrepreneurship Undergraduate common Program (Lithuania) from the 2020-2021 Academic Year

Performance Indicator (KPI):

- At least 1 group begins study for the program in the relevant academic year

Structural unit / units responsible for performance:

- School of Business and Administrative Sciences

Goal 1.11 (Corresponding Strategic Goals (5))

Introducing liberal values in students

Performance Indicator (KPI):

- All undergraduate and doctoral programs provide students with fundamental liberal values
- At least one discussion / seminar cycle is held in each semester dedicated to discussing any liberal value / value group
- There is at least one public discussion held each semester about a liberal discussion of the current issue of public life.
- At least 30% of graduates have at least half a year of experience living in a more highly developed democratic society

Achievement Strategy:

Individual schools / departments of the University will regularly give public lectures, discussions on socially actual topics involving both students, academic and administrative staff and outer persons interested in the field as well. The university will organize camps where discussions will be held about fundamental values. The university will provide the existence of the international environment, and encourage students to study in Europe and America, where they can gain the experience of living in a relatively advanced society in terms of democracy.

Sub-Objective 1.11.1

Study the creations of Georgian Educators (III-IV of 2019 - Sul Khan-Saba Orbeliani; IV Quarter of 2019 - I - II Quarter of 2020 - Vazha Pshavela; III - IV Quarter of 2020 - Iakob Gogebashvili)

Performance Indicator (KPI):

- 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.

Structural unit / units responsible for performance:

- School of Social Sciences
- School of Arts and Humanities

Sub-Objective 1.11.2

Organizing public discussions on creations of Georgian educators in liberal direction (Fall 2019 - Ilia Chavchavadze, spring semester 2020 - Sul Khan-Saba Orbeliani, Fall semester 2020 - Vazha-Pshavela. Spring 2021 - Iakob Gogebashvili)

Performance Indicator (KPI):

- Works of one of the Georgian educators are reviewed / discussed every semester

Structural unit / units responsible for performance:

- School of Social Sciences
- School of Arts and Humanities

Sub-Objective 1.11.3

Organize public lecture cycles on the topic of economic freedom each semester in collaboration with the New Economic School

Performance Indicator (KPI):

- Public lecture cycles on the topic of economic freedom in collaboration with the New Economic School is held each semester

Structural unit / units responsible for performance:

- School of Business and Administrative Sciences

Sub-Objective 1.11.4

Encourage students to study in USA and European universities for 1 semester

Structural unit / units responsible for performance:

- Department of foreign affairs
- Schools

Sub-Objective 1.11.5

Organize a tolerance week each year

Structural unit / units responsible for performance:

- PR service
- Student Affairs Office

Sub-Objective 1.11.6

Organizing university camps every year since the summer of 2021

Structural unit / units responsible for performance:

- Student Affairs Office
- Schools

Sub-Objective 1.11.7

Discussion of public life and current important issues in the country

Performance Indicator (KPI):

- At least one public discussion is held every semester dedicated to any socially relevant current events

Structural unit / units responsible for performance:

- School of Social Sciences
- School of Law
- School of Business and Administrative Sciences

Scientific Objectives:

Goal 2.1 (Corresponding Strategic Goals: (4))

At least 100 scientific publications affiliated with UG - professors get published into the magazines with high impact factor (IF > 0.7) existed in the bases of Scholar, SCOPUS and Web of Science during 2019-2023 years.

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 5 years is at least 100 at the end of 2025 year.

Strategy of achieving goals:

Priorities will be Mathematics and Archeology again, Health and Natural sciences will be added - Physics, Chemistry and Biology. The University will encourage both individual and international collaborative publications in high impact factor journals; Sabbatical scheme will be implemented for academic staff. Infrastructure of "Samshvilde" archeological base will be developed. Institutions existed on the bases of schools including in the structures of scientific research institutions of UG will be developed. The university will allocate budget to fund scientific research projects annually, as well as will submit projects to international and local scientific grant funds. The infrastructure needed for the development of natural sciences will be created. University will support the collaboration of UG science with CERN (ATLAS and CMS programs), with COMET and Dubna.

Sub - Objective 2.1.1

Encourage work on grant scientific research projects annually

Performance Indicator (KPI):

The goal is achieved if:

- At least 6 grant projects will be funded by the University Scientific Research Institute with total funding of at least GEL 50,000 in October-November 2019.
- Scientific Research Institute annually conducts grant competitions from 2019 - 2020 academic years to 2026 - 2027 academic years.
- At least one grant project developed by scientific academic staff of university is funded by "Rustaveli" foundation or other national or international research grant funds from 2019 - 2020 academic year to 2028 -2029.

Tasks:

2.1.1.1 . Developing requirements / receiving grant applications of grant projects by the Scientific Research Institute in the III Quarter of 2019

2.1.1.2 . Review / Selection / Financing of grant projects by the Scientific Research Institute in October-November 2019

2.1.1.3 . Monitoring / reviewing results / continuing funding of grant projects

Structural unit (units) responsible for performance:

- UG Scientific Research Institute

Sub - Objective 2.1.2

Preparation of catalog of scientific research results of coin treasures founded in Samshwilde and introducing a large scale presentation to scientific society

Performance Indicator (KPI):

The goal is achieved if:

- Catalog of coin treasures is published as a book
- Presentation is conducted to the scientific community

Tasks:

2.1.2.1. Cataloging / studying the coin treasure in the II-III quarter of 2019

2.1.2.2. Preparation of scientific publication / Publishing catalog as a book in the IV quarter of 2019

2.1.2.3. Organizing a scientific conference in the 4th quarter of 2019

Structural unit (units) responsible for performance:

- School of Art and Humanities

Sub - Objective 2.1.3

Research about "Following the Russian Economic Influences - Weapon of Political Influences"

Performance Indicator (KPI):

The goal is achieved if:

- II phase of the research is completed at the end of the 4th quarter of 2019
- III phase of the research is completed at the end of the first quarter of 2020 year

Tasks:

2.1.3.1. I quarter of 2019 – Completion of I phase.

2.1.3.2. II quarter of 2019 – Organizing large-scaled international conference and conduct communication about the results of I phase of the research

2.1.3.3. II - IV quarter of 2019 - Completion of II phase of the research

2.1.3.4. I quarter of 2020 - Completion of III phase of the research

2.1.3.5. II quarter of 2020 - Presentation about research results conducted in Washington (the Atlantic Council, International Center for Strategic Studies)

2.1.3.6. II quarter of 2020 - Presentation about research results conducted in Georgia (Diplomatic corps, International organizations, researchers)

2.1.3.7. III quarter of 2020 – I quarter of 2021 - Publishing research results in a peer-reviewed journal / publication of a book based of the research results

Structural unit (units) responsible for performance:

- School of Social Sciences

Sub - Objective 2.1.4

Conduct research on: "The role of UN / Involvement in the Conflicts of Abkhazia and Cyprus"

Performance Indicator (KPI):

The goal is achieved if:

- II phase of research is completed at the end of the 4th quarter of 2019
- III phase of research is completed at the end of the first quarter of 2020

Tasks:

2.1.4.1 III quarter of 2019 - establishment of a study group and start the research

2.1.4.2 III quarter of 2019 – I quarter of 2020 - research / results processing

2.1.4.3 II quarter of 2020 - presentation of research results

2.1.4.4 II quarter of 2020 – forming research results as articles and publish them in a scientific journal

Structural unit (units) responsible for performance:

- School of Social Sciences

Goal 2.2 (Corresponding Strategic Goals: (4))

The average annual growth of 20% of scientific throughput of the mathematic institution from 2018-2019 academic years to 2024-2025

Performance Indicator (KPI):

The goal is achieved if:

- Quantity of publications in the high impact factor (SJR – above 50% by ratings) mathematic journals existed in the bases of Scopus and Web of Science made by scientists of mathematic institutions is grown by 20% at the ends of each year from 2017-2018 academic year to 2024-2025

Structural unit (units) responsible for performance:

- School of Science and technology

Goal 2.32 (Corresponding Strategic Goals: (2)(4))

Development of the "Samshvilde Archeological Center"

Performance Indicator (KPI):

The goal is achieved if:

- Field works on the former city-site Samshvilde is being carried out every year where the students are employed
- Work on the former city is done with international collaboration

Strategy of achieving goals:

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 (units) responsible for performance:

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

Sub – Objective 2.3.1

Infrastructure development of the base of Samshvilde (Outdoor kitchen arrangement)

Performance Indicator (KPI):

The goal is achieved if:

- Infrastructure works under the project on the Samshvilde archeological base is completed

Tasks:

2.3.1.1. March – May of 2019: construction of outdoor dining room on the bases of samshvilde

Structural unit (units) responsible for performance:

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

Sub - Objective 2.3.2

Providing field works of the archeological expedition in Samshvilde every year

Performance Indicator (KPI):

The goal is achieved if:

- Archeological works in Samshvilde are being conducted during several months every year involving both UG academic staff and students, as well as foreign colleagues.

Tasks:

- 2.3.2.1** Update the permission of excavation (open sheet) in Samshvilde area annually
- 2.3.2.2** Provide participation in archaeological excavations in the territory of Samshvilde within the mandatory internship for the students of relevant fields annually
- 2.3.2.3** Provide international collaboration process annually
- 2.3.2.4** Conservation of artifacts recovered by expedition every year
- 2.3.2.5** Organize the summer school of archeology for Georgian and foreign students to promote and receive extra income in Samshvilde area

Structural unit (units) responsible for performance:

- School of Art and Humanities

Goal 2.4 (Corresponding Strategic Goals: (2) (4))

Development of natural sciences from 2019

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 basic scientific infrastructure (space is allocated, basic laboratories are provided)

Strategy of achieving goals:

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 income of departments consists of both funding from the central budget of the school and university as well as income from its own programs; Grant funding from both domestic and national (Rustaveli Foundation) and international projects, as well as sales 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 (units) responsible for performance:

- School of Science and technology
- Service of Material Resources Management and Logistics

Sub - Objective 2.4.1

Establishment of the Department of Natural Sciences at the School of Science and Technology

Tasks:

- Staffing of academic and scientific staff in the fields of physics, chemistry and biology
- Creation of laboratory infrastructure for natural sciences
- Finding a laboratory area
- Repair / amenities of the laboratory area
- Purchase of equipment / machinery / apparatus needed for the Chemistry Lab

- Purchase of equipment / machinery / apparatus needed for the Biology Lab

Performance Indicator (KPI):

The goal is achieved if:

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

3. Institutional Goals

Goal 3.1 Corresponding Strategic Goal / Goals: (1) (2) (3) (4) (5))

Continue working in the authorize mode from 2020

Performance Indicator (KPI):

The goal is achieved if:

- The university continues to operate in an authorized mode from 2020

Strategy of achieving goals:

All structural units implement relevant activities in compliance with the new authorization standards: schools / departments implement curricula in compliance with the new standards; The administration of the training process, proceedings are implemented in line with the new standards; Infrastructure is in compliance with standards; Relevant mechanisms providing demands of new standards are created; The relevant units of the Quality Service carry out appropriate monitoring.

Structural unit (units) responsible for performance:

- Quality Service
- Schools
- Training Process Administration Service
- Legal Service
- Human Resources Development Service
- Material Resources and Logistics Service
- Financial Service

Goal 3.2 Corresponding Strategic Goal / Goals: (1) (3) (4)

Staffing 20% of the academic staff with internationally high ranking professors

Performance Indicator (KPI):

The goal is achieved if:

- 20% of the academic staff is not a citizen of Georgian or is a dual citizen by the 2025 year
- Staff of international professors meet the highest standard set by Scientific Research Institution of UG (by the number of publications and their citations)

Strategy of achieving goals:

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

Structural unit (units) responsible for performance:

- School
- Scientific Research Institution of UG
- Human Resources Management Service

Sub - Objective 3.2.1

Invite scientists in civil engineering, management and chemistry fields with internationally high rankings; II- III quarter of 2019

Performance Indicator (KPI):

The goal is achieved if:

- Internationally working scientists in civil engineering, management and chemistry fields who meet the standards set by Scientific Research Institution of UG are found in the international market and they have signed the cooperation contracts

Tasks:

3.2.1.1. Announcing international vacancy in chemistry. I quarter of 2019

3.2.1.2. Selection and invitation of the candidates as a result of the competition and sign contracts with them. II quarter of 2019

3.2.2.3. Announcement of international vacancy in civil engineering, II quarter of 2019

3.2.2.4. Selection of candidate as a result of the competition and contracting. III quarter of 2019

3.3.2.5. Announcement of international vacancy in management. II quarter of 2019

3.3.2.6. Selection of candidate as a result of the competition and contracting. III quarter of 2019

Structural unit (units) responsible for performance:

- Human Resources Management Service
- School of Science and Technology
- School of Business and Administrative Sciences

Goal 3.3 Corresponding Strategic Goal / Goals: (1)

Accept 2000 international students from 2023 -2024 academic year

Performance Indicator (KPI):

The goal is achieved if:

- The number of accepted international students in undergraduate, graduate and doctoral degrees is no less than 2000 students by the 2023-2024 academic year

Strategy of achieving goals:

The target regions from which students will be recruited are: Near East, Africa, Latin American countries, Middle Asia, Caucasus, Balkan countries, India, China. Students are attracted mainly through agents. The university conducts advertising campaigns in priority countries; attends educational exhibitions directed in target regions, which has the main reason to get to know agents and development of a network of agents. The University works to obtain proper recognition / accreditation / licensing in regulated professions in priority countries (if any); creates English language academic programs to satisfy the students with different interests. certain programs undergo international accreditation.

Tasks:

3.3.1.1. Acceptance of 600 international students in 2019 -2020 academic year

3.3.1.2. Acceptance of 800 international students in 2020 -2021 academic year

3.3.1.3. Acceptance of 1100 international students in 2021 -2022 academic year

3.3.1.4. Acceptance of 1500 international students in 2022 -2023 academic year

3.3.1.5. Acceptance of 2000 international students in 2023 -2024 academic year

Activities:

3.3.1.6. Participation in the annual international educational exhibition in Dubai.

3.3.1.7. Participation in the annual international educational exhibition in India.

3.3.1.8. Participation in the annual international educational exhibition in Finland. 20 - 27. 09.2019

3.3.1.9. Participation in the annual international educational exhibition in Brazil. 29.09.2019 - 03.10.2019

3.3.1.10. Participation in the annual international educational exhibition in Berlin. 02.11.2019 - 06.11.2019

Structural unit (units) responsible for performance:

- Department of International Relations and International Students

Goal 3.4 Corresponding Strategic Goal / Goals: (3)

Implementation of the International Quality System - ISO 9001, 2019-2021 years

Performance Indicator (KPI):

The goal is achieved if:

- ISO 9001 has been implemented at the university and its certain structural units by 2022

Strategy of achieving goals:

To use time and finances optimally, the university will first implement ISO 9001 standards on the basis of any school. The operations of schools consists of relatively less scale of general-university operations and all school management units and all functional directions are involved in the operation of the school as well as school administration itself.

Structural unit (units) responsible for performance:

- Quality Service
- Schools
- Training Process Administration Service
- Legal Service
- Human Resources Development Service
- Material Resources and Logistics Service
- Financial Service

Sub - Objective 3.4.1

Implementation of the International Quality System ISO 9001 at the School of Law, 2019 year

Performance Indicator (KPI):

The goal is achieved if:

- The UG School of Law has an ISO 9001 certificate at the end of 2019

Structural unit (units) responsible for performance:

- Quality Service
- Schools
- Training Process Administration Service
- Legal Service
- Human Resources Development Service
- Material Resources and Logistics Service
- Financial Service

Goal 3.5 Corresponding Strategic Goal / Goals: (3)

UG to become one of the most prestigious universities in Georgia for 2025 -2026 academic years

Performance Indicator (KPI):

The goal is achieved if:

- For the most of the entrants, who lines UG in any position, it represents the first priority, second priority – for the less number of them and in such decreasing tendency in the first five positions.
- UG is lined in first position by not less than the number of students that is announced to be accepted by UG.
- At least 50% of enrolled students have full grant funding, the remaining students have some share of grant funding

Strategy of achieving goals:

The university sharply differentiates by 1.high quality of teaching (the best scientific-academic staff of the country, modern / innovative training programs, demanding environment), 2.being innovative, 3.Internationality, 4.tolerance and 5.infrastructure. UG offers the students campus with good infrastructure. The university is positioning on the Georgian market for a segment of well-qualified entrants. The university provides a clear signal to the potential customer (entrant) about the service he or she will receive at the university that causes that the student's expectations most closely match the reality that he / she encounters during his / her studies. The entrant understands why he or she chooses UG and there is a harmonious relationship between student expectations and university services.

The university reduces quotas of the local students accepted by national exam center for the announced 2400 students to 1200 – 1500 for 2017-2018 academic year in 2018-2019 academic year (in the later years quotas of students accepted by the national exam center will be: 1300-1500 students in 2019-2020 academic year, 1300-1500 students in 2020-2021 academic year, 1500-1800 students in 2021-2022 academic year, above 2000 – from 2022-2023 academic year). The university increases tuition fees, however, maintains the same (possibly even reduces) rate for students with grants, making the university product relatively difficult to access in the local market. All this lead to enroll more prepared students

with better skills, who have intended studying in UG, also it leads to gather entrants with the same goals and similar interests, which on the one hand, will increase quality to identify themselves as the members of the university society for every student and on the other hand, it will help the university to improve the quality of education.

Structural unit (units) responsible for performance:

- Marketing Service
- PR- Service
- Schools

Sub - Objective 3.5.1

Increase brand awareness / reputation of the university by %

Performance Indicator (KPI):

The goal is achieved if:

Positive indicators (..) connected to awareness / reputation of the UG brand according to the research conducted in every 2 years by ACT with the same methodology is increased by 20% in 2020 compared to 2018 year (in 2022 compared to 2020 and etc.)

Structural unit (units) responsible for performance:

- Marketing Service
- PR- Service
- Schools

Tasks:

3.5.1.1 Conduct the research in every next year repeatedly with the same methodology connected to the awareness / reputation of UG (2020, 2022, 2024, 2026, 2028 years) by ACT and observation on the progress.

3.5.1.2 Conduct an annual advertising campaign to increase the brand awareness of the university

Activities:

3.5.1.3 2019-2029. Advertising the university / school / program annually (especially intense on every first 1-6 months of the years) in the most popular TV – channels of the country

3.5.1.4 2019-2029. Provide the participation of heads of certain school / department / program / administration in popular programs annually (especially in first 1-6 months of each year)

3.5.1.5 2019-2029. Posting posters of the university in central districts of Tbilisi, in the most visible places of other big cities and in popular resting places annually

3.5.1.6 2019-2029. Publishing university informative brochures / magazines / flyers at high printing level annually

Structural unit (units) responsible for performance:

- Marketing Service
- PR- Service
- Schools

Sub - Objective 3.5.2

Highlighting the brand-image of the university: differentiation as a hub of innovation, orientation on modern technology and Liberality in the Region

Performance Indicator (KPI):

The goal is achieved if:

- In the rubric of ACT research ... , UG is related to the names: innovative, liberal, free, modern, technological (in a few epithets to name, one of the words above falls into the ...% of respondents)

Strategy of achieving goals:

The university will work to develop an innovative ecosystem: promote entrepreneurial initiatives for students (including not only UG students); The Invention Center will work on developing inventive / innovative mentality 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.

Structural unit (units) responsible for performance:

- Marketing Service
- PR- Service
- Schools

Tasks:

3.5.1.1 Communication / promotion of extracurricular activities (Goal 1.1.) to spread the innovative methods of Innovation Center, Start-up Factory, Technology Transfer Center activities, innovative teaching methods, technology curricula, as well as spread of liberal values

Structural unit (units) responsible for performance:

- PR service

3.5.1.2 Organizing an international anti - propaganda festival

Structural unit (units) responsible for performance:

- School of Social Sciences
- PR service

3.5.1.3 Organizing public conferences / seminars related to modern technologies

Activities

3.5.1.3.1 Organize monthly blockchain public seminars

3.5.1.3.2 Organize the annual cyber security festival

Structural unit (units) responsible for performance:

- School of Technology and Sciences
- PR service

Goal 3.6 Corresponding Strategic Goal / Goals: (3)

Get in the 1200 in the ranking lists of the universities of 2028 year

Performance Indicator (KPI):

The goal is achieved if:

- the University of Georgia is no more than 1100+ 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

Strategy of achieving goals:

Evaluation criteria of THE, QS U-Multiranking and Webometrix will be used and university activities will be focused on the improvement of the results in terms of these criteria including study-scientific activities as well as management and staff encouragement scheme.

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 professions; increases funding of scientific-research activities through funding of the University Research Institute and research institutes existed on the bases of schools that are members of the University Research Institute

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 (units) responsible for performance:

- The Scientific Research Institute
- Schools

Goal 3.7 Corresponding Strategic Goal / Goals: (2)

University Campus Infrastructure Development

Performance Indicator (KPI):

The goal is achieved if:

- The university conducts undergraduate and doctoral trainings, scientific-research activities in the new campus area at the end of the 2026
- There are 6,000 students / staff living simultaneously in campus
- Teaching and auxiliary buildings existed on the campus meet authorization standards

Strategy of achieving goals:

The University will seek funding (by investor and loan) and build campus

Sub – Objective 3.7.1

Allocation of the relevant land area for the campus building process

Performance Indicator (KPI):

The goal is achieved if:

- The University has allocated land owned by it where campus construction is defined at the end of 2019

Sub - Objective 3.7.2

Development of a master plan of development, design of certain buildings and project agreement with relevant state authorities

Performance Indicator (KPI):

The goal is achieved if:

- A general plan of development has been drawn up; an architectural design of the dormitory complex has been drawn up and agreed with the state municipal services.

Tasks:

3.7.2.1 Architectural company selection

3.7.2.2 Draw up a master plan for development

3.7.2.3 Draw up an architectural project of the dormitory complex

3.7.2.4 Project agreement with State Municipal Services

Structural unit (units) responsible for performance:

- Service of Material Resources and Logistics
- Legal Service

Sub - Objective 3.7.3

Completion of dormitory construction for 5000 students by 2023-2024 academic years

Performance Indicator (KPI):

The goal is achieved if:

- It's possible to accommodate 5000 students in a dormitory at the same time by 2023-2024 academic year
- Dormitory meets the demands of international standards

Structural unit (units) responsible for performance:

- Service of Material Resources and Logistics

Sub – Objective 3.7.4

Arrangement of the properly equipped infrastructure relevant to the training buildings and scientific-research institutions targeted for 12000 students by 2025-2026 academic year

Performance Indicator (KPI):

The goal is achieved if:

- There are educational buildings, with a combined training space (audit / Laboratory) 1.5 times more than the amount of defined students
- Total occupied space of buildings does not exceed 60% of total occupied area of buildings
- The training infrastructure meets the authorization / accreditation requirements
- Technical / laboratory equipment meets the needs of current training programs / accreditation requirements and the needs of research institutions

Structural unit (units) responsible for performance:

- Service of Material Resources and Logistics

Goal 3.8

Investment in potentially successful businesses in order to provide student practices and diversification of investment portfolio

Sub – Objective 3.8.1

Dental clinic opened in Tbilisi, II quarter of 2019

Performance Indicator (KPI):

The goal is achieved if:

- Dental clinic is provided with infrastructure (equipped space according to the medical standards, the necessary work equipment / inventory, communications) at the end of II quarter of 2019
- The clinic has management / administration
- The clinic is staffed by medical, administrative and support staff
- The clinic has planned the work operations
- The clinic is registered in the Entrepreneurial Register and has relevant legal documentation / license (if any)
- The clinic is wholly or partly owned by UG
- The name of the clinic includes "University of Georgia / UG "
- The clinic has defined at least 50% of ensuring mechanisms of student's practical training component in medical direction of UG

Strategy of achieving goals:

The university will associate the clinic with any internationally renowned brands.

Structural unit (units) responsible for performance:

- School of Health Sciences
- Legal Service
- Human Resources Management Service
- Finance Service
- Material Resources and Logistics Service

Sub – Objective 3.8.2

Opening of Multifunctional University Medical Clinic in Tbilisi, 2022 year

Performance Indicator (KPI):

The goal is achieved if:

- Dental clinic is provided with infrastructure (equipped space according to the medical standards, the necessary work equipment / inventory, communications) by 2022 year
- The clinic has management / administration
- The clinic is staffed by medical, administrative and support staff
- The clinic has planned the work operations

- The clinic is registered in the Entrepreneurial Register and has relevant legal documentation / license (if any)
- The clinic is wholly or partly owned by UG
- The name of the clinic includes "University of Georgia / UG "
- The clinic has defined at least 50% of ensuring mechanisms of student's practical training component in medical direction of UG

Strategy of achieving goals:

The university will develop a business plan for a multifunctional medical clinic, associate it with any internationally renowned brand, find an investor, and ensure that the plan is implemented. Financing will be through 50/50 loans and capital.

Structural unit (units) responsible for performance:

- School of Health Sciences
- Legal Service
- Human Resources Management Service
- Finance Service
- Material Resources and Logistics Service

Sub – Objective 3.8.3

Opening of University Rehabilitation Medical Clinic in Tskaltubo, 2022 year

Performance Indicator (KPI):

The goal is achieved if:

- Rehabilitation Medical Clinic in Tskaltubo is provided with infrastructure (equipped space according to the medical standards, the necessary work equipment / inventory, communications) by 2022 year
- The clinic has management / administration
- The clinic is staffed by medical, administrative and support staff
- The clinic has planned the work operations
- The clinic is registered in the Entrepreneurial Register and has relevant legal documentation / license (if any)
- The clinic is wholly or partly owned by UG
- The name of the clinic includes "University of Georgia / UG "
- The clinic has defined at least 50% of ensuring mechanisms of student's practical training component in medical direction of UG

Strategy of achieving goals:

The university will develop a business plan for a rehabilitation medical clinic, associate it with any internationally renowned brand, find an investor, and ensure that the plan is implemented. Financing will be through 50/50 loans and capital.

Structural unit (units) responsible for performance:

- School of Health Sciences
- Legal Service
- Human Resources Management Service
- Finance Service
- Material Resources and Logistics Service

Sub – Objective 3.8.4

Launch a child psychology diagnostic and counseling clinic

Performance Indicator (KPI):

The goal is achieved if:

- Clinic is registered in the Entrepreneurial Register by 2020
- The clinic has a well-equipped infrastructure
- The clinic is staffed by professional and administrative / support staff
- The clinic has scheduled operations and is ready to receive the patient
- The clinic has established mechanisms to support students' practice in psychology

Strategy of achieving goals:

The direction and strategy of the activity will be determined by the co-guidance of foreign experts. Foreign specialists will be invited to provide high quality service and promotion

Structural unit (units) responsible for performance:

- School of Health Sciences
- Legal Service
- Human Resources Management Service
- Finance Service
- Material Resources and Logistics Service

Sub – Objective 3.8.5

Every year since 2018 at least 5 potentially successful Start-Up projects will be revealed and invested partially

Performance Indicator (KPI):

The goal is achieved if:

- Every year since 2018 at least 5 potentially successful Start-Up projects are revealed and invested partially

Strategy of achieving goals:

The university creates a business incubator and accelerator where it attracts start-ups. To fund start-up projects, creates a fund that selects potentially promising start-ups and invests money in them.

Structural unit (units) responsible for performance:

- UG-Start-up Factory
- Finance Service

Goal 3.8

Opening the Professional College of the University of Georgia, at the end of I quarter of 2020

Performance Indicator (KPI):

The goal is achieved if:

- The Professional College of the University of Georgia is authorized by the end of I quarter of 2020
- there is at least one accredited higher education program by the end of I quarter of 2020

Strategy of achieving goals:

The University rents space for the college that is licensed under the relevant state standard. Schools / departments / copyright initiators develop vocational programs.

Structural unit (units) responsible for performance:

- Quality Service
- Schools
- Training Process Administration Service
- Legal Service
- Human Resources Development Service
- Material Resources and Logistics Service
- Financial Services