



IBSU

INTERNATIONAL BLACK SEA UNIVERSITY LLC

Action Plan 2018-2021

**Tbilisi, Georgia
2018**



INTERNATIONAL BLACK SEA UNIVERSITY LLC
QUALITY MANAGEMENT SYSTEM DOCUMENTS

ACTION PLAN

2018-2021

Approved on 05/02/2018 by Academic Board - Minutes №:2

Approvals

The signatures below certify that this quality manual has been reviewed and accepted and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

Prepared by: Strategic Development Committee _____

Controlled by: Rector _____

Approved by: Academic Board _____

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IBSU PROPRIETARY INFORMATION

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AMENDMENTS

#	Decision taken by	Decision №	Date
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REVISION LIST

#	Date	Article	Remarks
01			

This document provides the action steps for the sub goals provided in the Strategic Plan as well as responsible people for each step.

TERMS AND DEFINITIONS

Chair	: Staff with administrative authority at IBSU.
Charter	: The document about the foundation and main activities of IBSU.
Code	: A document that describes the rules related to how an activity or process is done.
Customer	: Students of IBSU.
HEI	: Higher education institution.
IBSU	: International Black Sea University.
Instructions	: A document that provides details on certain processes in a code.
QMS	: Quality Management System.
Rules and Regulations	: Regulations, instructions, guidelines, procedures.
Semester	: Each of the two parts that constitute one educational year.
Stakeholder	: Employers, parents, staff, sponsors, relevant international organizations, government, different layers of society.
Student Resource	: High-schools, university preparatory courses, other HEIs, international educational environment.
Supplier	: Institutions from which IBSU purchases goods and services.
Unit Staff	: All the employees working at a unit.
Unit	: Each administrative unit at IBSU.
University	: International Black Sea University.

ACTION PLAN

METHODOLOGY

The Action Plan has been developed following a bottom-up approach. All major structural units went through the Strategic Plan, identified the items that they have a role in, and filled out their own action plan accordingly on an online platform.

The Strategic Development Office then summoned the major areas of development, took them to the University Action Plan and presented it to the Strategic Development Committee for their review and approval.

The key performance indicators (KPIs) were compiled through best practices found in literature review, plus the items found in the Authorization Standard. The KPIs were then divided into categories and linked to Strategic Plan goals. This document provides a list of categorized KPIs.

IMPLEMENTATION

The action plan constitutes the basis for the university's budgetary planning procedures.

Arrangements for the implementation of the Action Plan shall be the responsibility of the Rector. The Strategic Development Committee shall assess the plan and progress toward achieving the aims established in the Strategic Plan once a year on the basis of submitted reports and the measurements compiled by the Strategic Development Office.

KEY PERFORMANCE INDICATORS (KPIs)

Relevant KPIs have been developed to monitor the progress of the processes. IBSU strives to measure areas that might affect institutional stability on a regular basis to be able to tackle any possible problems noticed by the Strategic Development Office or management review meetings. A set of KPIs can already be obtained from the EIS, the others are to be programmed into the system.

Code	Category	KPI
KPI0358N00	Administrative affairs	Health - Complaints
KPI0360N00	Administrative affairs	Disciplinary cases - student & staff
KPI0361N00	Administrative affairs	Meetings
KPI0001N00	Admissions	Admissions Student academic profile (GPA, NAEC mark, etc.)
KPI0001N01	Admissions	Student profile (race, gender, geography, socio-economic situation)
KPI0002N00	Admissions	Financial Aid/Scholarship (Admissions)
KPI0003N01	Admissions	Vacant seats (from quota)
KPI0003N02	Admissions	Number of international student leads/inquiries
KPI0003N03	Admissions	Demand by the NAEC entrants
KPI0003N04	Admissions	Demand on new educational programmes
KPI0004N01	Admissions	Tuition fees - program based
KPI0004N02	Admissions	Average bachelor's/master's/doctoral tuition fee (faculty based)
KPI0016N01	Advancement	Fundraising - activity types
KPI0016N02	Advancement	Amount of money raised
KPI0016N03	Advancement	Percentage of fundraising in revenues
KPI0016N04	Advancement	Number of donors
KPI0346N00	Alumni	Scientific Events (participation of staff)
KPI0347N00	Alumni	IBSU Graduates Attending IBSU PG programs
KPI0348N01	Alumni	Alumni programs (planned, performed)
KPI0348N02	Alumni	Employment - CGPA, NAEC correlation & employment within first 6 months
KPI0348N03	Alumni	Graduates taking full-time employment or full-time studies within six months of graduation
KPI0348N04	Alumni	Graduates taking full-time employment or full-time studies within six months of graduation
KPI0348N07	Alumni	Student and graduate employment index, including the qualifications awarded
KPI0022N00	Business Connections	Amount of startup funding
KPI0024N00	Business Connections	Longevity of outside relationships
KPI0025N00	Business Connections	Number of businesses served
KPI0026N00	Business Connections	Number of clients in business outreach
KPI0027N00	Business Connections	Number of employed students in incubator companies
KPI0028N00	Business Connections	Number of employees involved in partnerships

Action Plan

Code	Category	KPI
KPI0354N01	Capacity building	Activities (extracurricular - educational) (int'l / local students)
KPI0354N02	Capacity building	Extracurricular activities offered by the faculty
KPI0354N03	Capacity building	Students participating in extracurricular activities offered by the faculty (int'l / local students)
KPI0367N00	Capacity building	Staff Recruitment and Dismissal
KPI0336N00	Career Planning	Visits (visiting institutions)
KPI0029N00	Community Connections	Attendance at college functions/community events
KPI0030N01	Community Connections	Donations from community
KPI0033N00	Community Connections	People involved in the activities - from the Community
KPI0037N00	Course Measures	Accreditation data
KPI0038N01	Course Measures	Completion of courses (student success)
KPI0038N02	Course Measures	Completion of credit hours
KPI0039N00	Course Measures	Results of course evaluations
KPI0041N00	Course Measures	Department/program quality
KPI0042N00	Course Measures	Academic and scientific personnel/student ratio (with staff type)
KPI0043N00	Course Measures	Grade distribution
KPI0132N00	Educational process	Credits/hours attempted/completed
KPI0134N00	Educational process	Learning assessments/outcomes
KPI0318N03	Educational process	Summer Schools - numbers
KPI0321N00	Educational process	Orientation
KPI0322N00	Educational process	Requests
KPI0324N00	Educational process	Students' Campus Entry
KPI0325N00	Educational process	Academic workload
KPI0326N00	Educational process	Theses / Dissertations Conducted
KPI0327N01	Educational process	Exchanged students
KPI0327N02	Educational process	Exchanged staff
KPI0328N00	Educational process	Info pack - updates
KPI0375N00	Educational process	Plagiarism rates
KPI0376N00	Educational process	Students currently employed
KPI0377N00	Educational process	Student success (GPAs)
KPI0312N00	Educational programs	Visiting classes
KPI0313N00	Educational programs	Students (including international) (NAEC, international, transfer) (admissions vs. enrollment)
KPI0314N00	Educational programs	Courses in all IBSU programs
KPI0315N00	Educational programs	Elective courses
KPI0316N00	Educational programs	Language Courses
KPI0317N00	Educational programs	Internal Mobility - numbers
KPI0318N01	Educational programs	Minor Programs - numbers
KPI0318N02	Educational programs	Academic Programs - numbers
KPI0318N04	Educational programs	Dual/double/joint degree program development/implementation
KPI0141N00	Educational quality	IT usage
KPI0300N02	Educational quality	Examinations (regular, excuse, makeup)

Code	Category	KPI
KPI0302N00	Educational quality	Sending messages / congratulations
KPI0310N01	Educational quality	High achieving students - number
KPI0310N02	Educational quality	Students participating in Student Ranking System (SRS)
KPI0310N03	Educational quality	Low achieving students
KPI0310N04	Educational quality	Research report on students' success
KPI0310N05	Educational quality	Students expressing their interest in 'coaching' service
KPI0310N06	Educational quality	Students signing up as a 'coach'
KPI0310N07	Educational quality	Coaching hours spent
KPI0310N08	Educational quality	Feedback of those who used the 'coaching' service (qualitative)
KPI0310N09	Educational quality	Workshops for students to develop soft-skills
KPI0310N10	Educational quality	Students taking each workshop to improve their academic success
KPI0310N11	Educational quality	Unique students taking any 'coaching' workshop at all
KPI0310N12	Educational quality	Feedback of the workshop participants (both the coaches and participant students)
KPI0310N13	Educational quality	Needs analysis of the students to offer them a tailored training
KPI0009N01	Enrollment	Termly enrollment
KPI0009N02	Enrollment	Annual enrollment
KPI0009N03	Enrollment	Adult/Age enrollment
KPI0009N04	Enrollment	Enrollment by Geography/HS
KPI0009N05	Enrollment	Withdrawal/dropout data
KPI0059N00	Facilities	Results of performance evaluations
KPI0062N00	Facilities	Campus utilization
KPI0063N00	Facilities	Energy usage
KPI0348N05	Facilities	Outstanding Alumni
KPI0348N06	Facilities	Demand by potential employers on the labor market
KPI0064N00	Finance	Classroom enhancements
KPI0065N01	Finance	Budget performance - overall
KPI0065N02	Finance	Budget allocated for research by faculty
KPI0065N03	Finance	Percentage of the research budget in the faculty budget
KPI0065N04	Finance	Amount of money attracted for research purposes (research revenue)
KPI0065N05	Finance	Percentage of research revenue in the revenues of faculty
KPI0065N06	Finance	Expenses
KPI0067N00	Finance	Investment
KPI0068N00	Finance	Revenue
KPI0069N01	Finance	Scholarship/Discounts/Waivers - types
KPI0069N03	Finance	Students receiving a tuition fee waiver / discount
KPI0069N04	Finance	State Funding - Amount
KPI0069N05	Finance	Funded students
KPI0386N00	Finance	The ratio between the costs

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Code	Category	KPI
KPI0387N00	Finance	Academic incentives for students and staff (academic and scientific personnel, postdoctoral activities such as participation in conferences, publication of article in international journals, etc.)
KPI0071N00	Financial Aid	Student cost
KPI0071N07	Financial Aid	Students successfully retaining the tuition fee waiver/discount
KPI0074N02	Graduation Measures	Employer survey/data
KPI0044N00	HR	LMS (SMART) usage
KPI0047N00	HR	Awards for employees
KPI0056N00	HR	Faculty promotion
KPI0364N01	HR	Statistical indicators about personnel
KPI0364N02	HR	Administrative staff over student ratio
KPI0364N03	HR	Academic staff over student ratio (with staff type)
KPI0364N04	HR	Retention rate of administrative staff
KPI0364N05	HR	Retention rate of academic staff
KPI0365N00	HR	Overtime
KPI0366N00	HR	Staff - Observing the Working Time
KPI0368N00	HR	Trainings
KPI0378N00	HR	Applications submitted for declared vacancies
KPI0379N00	HR	Ratio of academic and scientific personnel in respect of invited personnel
KPI0380N01	HR	Ratio of affiliated academic personnel with full academic and invited personnel
KPI0380N02	HR	Ratio of affiliated academic staff to the number of students
KPI0083N00	Library	Students receiving grants/awards
KPI0084N01	Library	Library expenditures
KPI0084N03	Library	Library activities
KPI0369N01	Lifelong learning	Promotional activities
KPI0369N02	Lifelong learning	Participants in our promotional activities
KPI0369N03	Lifelong learning	School directors attended to our promotional activities
KPI0369N04	Lifelong learning	Percentage of school directors attended out of directors invited
KPI0369N05	Lifelong learning	Participants to our promotional activities enrolling at IBSU
KPI0369N06	Lifelong learning	Participants to our promotional activities enrolling at IBSU
KPI0369N07	Lifelong learning	Interactions with the awarded school directors
KPI0369N08	Lifelong learning	Student participants from the awarded schools
KPI0124N02	Mission & Strategic Planning	Strategic plan completion rate (annual)
KPI0124N03	Mission & Strategic Planning	Institutional mission acceptance rate by the staff members
KPI0124N04	Mission & Strategic Planning	Strategic plan efficiency rate
KPI0124N05	Mission & Strategic Planning	Action plan completion
KPI0363N00	Mission & Strategic Planning	Strategic planning updates

Code	Category	KPI
KPI0090N00	Networking / outreach	Media mentions
KPI0330N00	Networking / outreach	Lecture Notes
KPI0331N00	Networking / outreach	Memberships / affiliations
KPI0332N01	Networking / outreach	Memorandums of Understanding - types
KPI0332N02	Networking / outreach	Local partnerships
KPI0332N03	Networking / outreach	International partnerships
KPI0334N00	Networking / outreach	Corporate / Social Responsibility activities
KPI0335N00	Networking / outreach	TV appearances
KPI0084N02	Other	Library usage (lending of resources)
KPI0087N00	Other	Campus safety metrics
KPI0088N00	Other	Complaint data
KPI0371N00	Other	Accessibility of IBSU web and Social Media
KPI0092N01	Peer comparisons	National and international rankings
KPI0093N02	Peer comparisons	Programs comparisons
KPI0094N03	Peer comparisons	Tuition vs. peers
KPI0340N08	Projects	Students participating in projects (other than research)
KPI0078N03	Research	Starting salary of graduates
KPI0082N00	Research	Scholarly activity (other)
KPI0337N00	Research	Fairs
KPI0338N00	Research	Scientific Events (students and staff)
KPI0339N00	Research	Library resources
KPI0340N01	Research	Projects - types
KPI0340N02	Research	Development project applications sent
KPI0340N03	Research	Development projects funded
KPI0340N04	Research	Research project proposals sent
KPI0340N05	Research	Research projects funded
KPI0340N06	Research	Staff participating in research projects
KPI0340N07	Research	Students participating in research projects
KPI0341N00	Research	Journals Published
KPI0342N00	Research	Publications - numbers
KPI0343N00	Research	Centers - numbers
KPI0344N00	Research	Patents
KPI0345N00	Research	Research Directions (Academic Staff)
KPI0095N01	Retention	Persistence: First year (internal mobility)
KPI0095N02	Retention	Persistence: other (internal mobility)
KPI0095N03	Retention	Persistence: Overall (internal mobility)
KPI0098N01	Retention	Retention: Academic unit
KPI0098N02	Retention	Retention: First year
KPI0098N03	Retention	Retention: graduate
KPI0098N04	Retention	Retention: overall
KPI0098N05	Retention	Retention: Sophomore and above
KPI0098N06	Satisfaction	Retention: transfer
KPI0105N01	Satisfaction	Advising satisfaction
KPI0105N02	Satisfaction	All employee culture/climate survey

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Code	Category	KPI
KPI0105N04	Satisfaction	Career services survey
KPI0105N05	Satisfaction	Dining hall survey
KPI0105N06	Satisfaction	Employee satisfaction
KPI0105N07	Satisfaction	Enrollment survey
KPI0105N08	Satisfaction	Facility satisfaction
KPI0105N09	Satisfaction	Graduate satisfaction
KPI0105N10	Satisfaction	HR satisfaction
KPI0105N11	Satisfaction	Internship evaluations
KPI0105N12	Satisfaction	Library satisfaction
KPI0105N14	Satisfaction	Non-academic services satisfaction
KPI0105N15	Satisfaction	Parent/Community partner survey
KPI0105N16	Satisfaction	Program/event evaluations
KPI0105N17	Satisfaction	Student satisfaction
KPI0105N18	Satisfaction	Student success survey
KPI0105N19	Satisfaction	Technology satisfaction
KPI0303N00	Satisfaction	Admin on duty: Student support
KPI0304N01	Satisfaction	Dropouts - details (qualitative)
KPI0304N02	Satisfaction	Dropouts - Terminations (numbers)
KPI0308N01	Satisfaction	Lecturer evaluation by faculty
KPI0308N02	Satisfaction	Satisfaction results - Lecturers
KPI0021N00	Sports	Scholarships/aid
KPI0374N00	Sports	Sports activities (int'l / local students), staff, society Planned and implemented consultancy services for students
KPI0126N00	Student Engagement	Volunteering
KPI0128N00	Student Engagement	International/Study Abroad opportunities
KPI0129N00	Student Engagement	International/Study Abroad opportunities
KPI0351N00	Support Services	Labs
KPI0352N00	Support Services	Career Planning Activities
KPI0353N00	Support Services	Activities (extracurricular / social) (int'l / local students)
KPI0355N01	Support Services	Professional Talks / seminars etc.
KPI0355N02	Support Services	Budget allocated for staff development
KPI0355N03	Support Services	Staff funded
KPI0356N00	Support Services	Clubs, Societies, Student Groups
KPI0357N00	Support Services	Health - Activities
KPI0373N00	Support Services	Accomplishments in the social field (students and staff) Statistical data on students in need of socio-economic support
KPI0381N00	Support Services	Initiatives supporting young researchers (graduate students, postgraduates, postgraduates, etc.) are supported by the University
KPI0382N00	Support Services	Initiatives supporting young researchers (graduate students, postgraduates, postgraduates, etc.) are supported by the University
KPI0135N01	Technology	Student honors/awards - types
KPI0135N02	Technology	Awarded students
KPI0135N03	Technology	Budget of prizes for the awards
KPI0136N00	Technology	Computer lab measures

Code	Category	KPI
KPI0137N00	Technology	Computer management systems
KPI0138N00	Technology	Data measures
KPI0139N00	Technology	IT effectiveness measures
KPI0140N00	Technology	IT help
KPI0370N01	Web, social media, etc.	Training courses / certification courses for the society

ACTION PLAN

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.1. Strengthening the quality of educational programs

Sub-goal 1.1.1. Increasing diversity of the educational programs

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the current programs with a view to close or modify them	Vice Rector for Education, Quality Assurance, Dean, Program Coordinators, Vice Rector for External Affairs	Yes	At the end of Spring Semester		Designing Educational Programs
Opening new programs based on market research	Vice Rector for Education, Quality Assurance, Dean, Program Coordinators, Vice Rector for External Affairs	As necessary	As necessary	GEL 5,000	Designing Educational Programs

Sub-goal 1.1.2. Ensuring sustainable accreditation process

Action	Assigned To	Repeated	Period	Budget	Resources
Archiving the old accreditation reports produced in hardcopy and in scanned format	Quality Assurance, Program Coordinators, Dean, Chancellery and Human Resources Management Office	As necessary	Depending on the accreditation period		Correspondance Rules
Finalizing and maintaining the institutional research platform tailored to the accreditation requirements as well as major international quality assurance/management systems	Strategic Development Office, Electronic Information System		Before Fall, 2019	GEL 50,000	Regulation for Management of Informational Technologies

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.1. Strengthening the quality of educational programs

Sub-goal 1.1.3. Increasing the efficiency of internships

Action	Assigned To	Repeated	Period	Budget	Resources
Searching for additional partners in order to increase the number and the diversity of internships	Vice Rector for External Affairs, Career Planning, Program Coordinators	Yes	Throughout the year	GEL 1,500	Internacionalization Policy, Internal Regulation of IBSU, Regulation for Structural Units
Effective administration of internship programs with the purpose of achieving learning outcomes envisaged by the syllabus	Faculty Quality Assurance Manager, Program Coordinators, Dean	Yes	Throughout the semester		Syllabi, Memorandums with partners
Evaluating feedback from international employers	Vice Rector for External Affairs, Program Coordinators, Dean	Yes	October- May		Internacionalization Policy, Internal Regulation of IBSU, Regulation for Structural Units

Sub-goal 1.1.4. Ensuring that new course materials are in place and up-to-date

Action	Assigned To	Repeated	Period	Budget	Resources
Reviewing the syllabi and identifying newly emerged materials in the field	Program Coordinators, Quality Assurance, Dean	Yes	At the end of each semester		Internal Regulation of IBSU
Making sure the materials are available at the library and/or electronic platform	Vice Rector for Education, Library, Program Coordinators	Yes	At the end of each semester	GEL 135,000	Regulation for Management of Informational Technologies, Library Regulation

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.1. Strengthening the quality of educational programs

Sub-goal 1.1.5. Using alternative methods and tools for measuring and evaluating student achievement

Action	Assigned To	Repeated	Period	Budget	Resources
Finding out about the best practices in the world on the issue of evaluating student achievement	Research Centers, Dean, Vice Rector for Science and Research, Vice Rector for Education	Yes	At the end of Spring Semester		Literature review, partner institutions
Creating a commission under the leadership of Teaching and Learning Research (Center for Interdisciplinary Research) in order to revise the current assessment system	Interdisciplinary Research Center, Vice Rector for Science and Research		Before Fall, 2019		Center employees
Encouraging the research center and the faculty to do research on student assessment system	Research Centers, Dean, Vice Rector for Science and Research		Before Fall, 2019		Surveys

Sub-goal 1.1.6. Supporting students to improve their academic performance

Action	Assigned To	Repeated	Period	Budget	Resources
Organizing student conferences	Dean, Program Coordinators, Research Centers	Yes	April-May	GEL 5,000	Banners, posters, web-site and Facebook announcements, faculty staff, prizes
Organizing certificate and non-certificate projects (i.e. public lectures, debates, round-table discussions, simulations etc.)	Dean, Program Coordinators	Yes	Throughout the year	GEL 2,000	Web-site and Facebook announcements, faculty staff, presents for guests, auditoriums, computers, certificates
Within the scope of the study courses, integrating projects which imply practical application of the knowledge	Dean, Program Coordinators	Yes	Throughout the year		Program coordinator, field committees, faculty staff

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.1. Strengthening the quality of educational programs

Sub-goal 1.1.6. Supporting students to improve their academic performance

Action	Assigned To	Repeated	Period	Budget	Resources
Designing and offering workshops aimed at developing transferrable skills (e.g. time-management skills, writing skills, critical thinking skills, public speaking and presentation skills, etc.)	Dean, Program Coordinators	Yes	Throughout the year	GEL 3,000	Program coordinator, faculty staff, auditoriums, computers
Introducing a service of academic coaching for the students by the students	Dean, Program Coordinators	Yes	Throughout the semester		Program coordinator, professors, students, certificates

Sub-goal 1.1.7. Organizing extra-curricular field-related educational activities for students that contribute to their academic development and enhancement of transferable skills

Action	Assigned To	Repeated	Period	Budget	Resources
Holding regular meetings on inclusion of relevant extracurricular activities to develop their skills	Dean, Program Coordinators	Yes	Throughout the semester		Program coordinator, professors, faculty staff, students, certificates
Evaluating the results of extracurricular activities and reinforcing the good practices	Dean, Program Coordinators	Yes	Throughout the semester		Program coordinator, faculty quality assurance office, faculty staff, students

Sub-goal 1.1.8. Recruiting highly professional academic and administrative staff

Action	Assigned To	Repeated	Period	Budget	Resources
Being competitive in recruiting highly professional academic staff	Dean, Program Coordinators, Human Resources, Quality Assurance	Yes	Throughout the year		Program coordinator, faculty quality assurance office

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.1. Strengthening the quality of educational programs

Sub-goal 1.1.8. Recruiting highly professional academic and administrative staff

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the academic incentives to attract highly qualified academic staff	Vice Rector for Science and Research	Yes	At the end of Spring Semester		R14 - Academic Incentives

Goal 1.2. Assurance of the seamless educational process/implementation of educational programs

Sub-goal 1.2.1. Organizing comprehensive orientation meetings/trainings for newly received students

Action	Assigned To	Repeated	Period	Budget	Resources
Organizing well-structured orientation meetings/trainings for newly received students, where they will be able to obtain comprehensive information regarding educational programs, plans, learning process and opportunities offered by the university	Dean, Program Coordinators, Student Affairs	Yes	Before the semester starts	GEL 3,000	Program coordinator, program administrators, faculty quality assurance office, SPAs, project administrators, IRO officers, auditoriums, computers
Refining hand-books for students, through which students and especially newly received students will be able to obtain comprehensive information regarding learning process, educational programs and opportunities offered by the university.	Dean, Program Coordinators, Student Affairs	Yes	At the end of each semester	GEL 3,000	Dean, Vice-Dean, Program coordinator, program administrators, faculty quality assurance office, SPAs, project administrators, IRO officers

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.2. Assurance of the seamless educational process/implementation of educational programs

Sub-goal 1.2.2. Conducting regular in-service trainings for staff members about educational processes / procedures

Action	Assigned To	Repeated	Period	Budget	Resources
Conducting regular trainings for staff members about educational process/procedures	Dean, Program Coordinators, Human Resources, Quality Assurance	Yes	Before the semester starts		Dean, Vice-Dean, Program coordinator, program administrators, faculty quality assurance office, SPAs, project administrators, IRO officers
Conducting employee assessments (implies all employees involved in the implementation of the program: administrative, academic, invited) based on their specific job-related roles and functions (which, involve roles defined by the processes, regulations, job descriptions)	Human Resources, Quality Assurance	Yes	At the end of each semester		Human Resources, E-mails, questionnaires
Providing or funding trainings for administrative staff involved in the educational process to develop their professional skills	Dean, Program Coordinators, Human Resources	As necessary	Throughout the year	GEL 5,000	Lifelong Learning Center, External experts
Organizing well-structured orientation trainings for newly recruited administrative staff and lecturers, during which they will obtain comprehensive information regarding their right and duties and get acquainted with the specificity of the work implement	Dean, Program Coordinators, Human Resources	Yes	Before the semester starts		Personnel Management Policy, TQM platform, HR

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.2. Assurance of the seamless educational process/implementation of educational programs

Sub-goal 1.2.2. Conducting regular in-service trainings for staff members about educational processes / procedures

Action	Assigned To	Repeated	Period	Budget	Resources
Development of the orientation procedures, trainings and info-packs by the Human Resources department for newly-recruited personnel engaged in study process	Dean, Human Resources	Yes	Before the Fall Semester	GEL 1,000	Personnel Management Policy, TQM platform, HR

Sub-goal 1.2.3. Keeping the educational processes sustainable

Action	Assigned To	Repeated	Period	Budget	Resources
Presentation of activity reports by the faculties and structural units	Dean, Faculty Quality Assurance Manager, Vice Rector for Education	Yes	At the end of each semester		GSheet platform, previous reports
Eliminating the shortcomings that affects efficiency origination from operational risk and human error	Dean, Vice Rector for Education	Yes	Before the semester starts		Management review meetings, suggestions offered by students and staff
Developing regulations as well as the processes/procedures related to the educational process based on best practices in the learning process	Dean, Program Coordinators, Quality Assurance, Vice Rector for Education	Yes	Before the semester starts		Management review meetings, suggestions offered by students and staff, authorization standard
Receiving regular feedback from the students to identify shortcomings related to the learning process	Dean, Quality Assurance	Yes	At the end of each semester		Online/paperbased surveys, interviews
Presenting an annual plan to top management and students by faculties and other related structural units	Heads of Units	Yes	Before the Fall Semester		Online platform, R01F02

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.2. Assurance of the seamless educational process/implementation of educational programs

Sub-goal 1.2.3. Keeping the educational processes sustainable

Action	Assigned To	Repeated	Period	Budget	Resources
Participating in international conferences/trainings/projects related to the enhancement of the quality of education	Quality Assurance Office, Dean, International Relations Office, Vice Rector for Education	Yes	Throughout the year		Online conference announcement resources, partners
Receiving feedback from academic and invited personnel to identify shortcomings related to the learning process	Human Resources, Dean, Vice Rector for Education, Quality Assurance Office	Yes	At the end of each semester		Online/paperbased surveys, interviews
Identifying the shortcomings revealed by internal audit sessions on top of students and lecturers' feedback	Internal Auditor, Quality Assurance	Yes	At the end of each semester		Internal audit report

Goal 1.3. Development of the content of educational programs

Sub-goal 1.3.1. Increasing the number of inter-disciplinary programs

Action	Assigned To	Repeated	Period	Budget	Resources
Conducting researches such as: analysis of labor market and employer demands; Student, alumni, employer satisfaction surveys and analysis; analysis of program evaluations completed by academic personnel and field specialists; study of the best practice	Vice Rector for External Affairs, Career Planning, Program Coordinators, Dean, Faculty Quality Assurance Manager, Vice Rector for Education	Yes	Throughout the year	GEL 3,000	Employers, students, alumni, surveys, staff

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.3. Development of the content of educational programs

Sub-goal 1.3.1. Increasing the number of inter-disciplinary programs

Action	Assigned To	Repeated	Period	Budget	Resources
Development of programs based on the surveys and analyses of the recommendations gathered through program evaluations	Dean, Faculty Quality Assurance Manager, Quality Assurance, Vice Rector for Education	Yes	At the end of Spring Semester		Surveys

Sub-goal 1.3.2. Improving the content of the curricula and ensuring that they remain up-to-date

Action	Assigned To	Repeated	Period	Budget	Resources
Forming working groups to revise existing curricula including international experts	Vice Rector for Education, Dean, Program Coordinators		Until 2021	GEL 5,000	International experts, the curricula

Sub-goal 1.3.3. Ensuring the content of the syllabi reflects the abilities of an average student and the assessment is relevant to this standard

Action	Assigned To	Repeated	Period	Budget	Resources
Performing the monitoring of students' academic performance in study courses	Vice Rector for Education, Dean, Program Coordinators, Quality Assurance	Yes	At the end of each semester		SIS, quality assurance reports, academic advisors, any other relevant reports
Based on the results of students' academic performance monitoring, introducing relevant changes in the syllabi of study courses, such as revising credits of study courses; revising volume of reading materials; assuring the content of the course corresponds to learning outcomes, etc.	Vice Rector for Education, Dean, Program Coordinator, Quality Assurance office	Yes	At the end of each semester		SIS, quality assurance reports, academic advisors, any other relevant reports

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.3. Development of the content of educational programs

Sub-goal 1.3.4. Ensuring the syllabi include diverse activities/components of evaluation that assure development of divergent skills for students

Action	Assigned To	Repeated	Period	Budget	Resources
Based on the results of students' academic performance monitoring, introducing relevant changes in the syllabi of study courses, such as revising credits of study courses; revising volume of reading materials; assuring the content of the course corresponds to learning outcomes, etc.	Vice Rector for Education, Dean, Program Coordinators, Quality Assurance office	Yes	At the end of Spring Semester		The syllabi
Adding activities, if revealed (during the process of checking) that activities in specific syllabi are not divergent and do not help students develop diverse skills	Vice Rector for Education, Dean, Program Coordinators	Yes	At the end of Spring Semester		The syllabi

Sub-goal 1.3.5. Integrating modern teaching methods

Action	Assigned To	Repeated	Period	Budget	Resources
Researching modern teaching methods through Center for Interdisciplinary Research's Teaching and Learning Research Division	Center for Interdisciplinary Research's Teaching and Learning Research, Vice Rector for Education, Vice Rector for Science and Research	Yes	Throughout the year		Literature review, graduate students, students in general
Integrating modern teaching methods in syllabus and educational programs Interdisciplinary Research's Teaching and Learning Research Division, in partnership with the QA and program coordinators	Center for Interdisciplinary Research's Teaching and Learning Research, Vice Rector for Education, Vice Rector for Science and Research	Yes	Before the Fall Semester		The syllabi

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.4. Improving the quality of student support services

Sub-goal 1.4.1. Increasing the quantity and quality of cultural and sports activities

Action	Assigned To	Repeated	Period	Budget	Resources
Increasing the number of sports activities offered to students	Student and Staff Support Services	Yes	Before the Fall Semester		Sports facilities, outsourcing
Expanding the coverage of the cultural events, charity activities, and celebrations organized throughout the year	Student and Staff Support Services	Yes	Throughout the year		Social facilities, outsourcing

Sub-goal 1.4.2. Supporting collaboration of student clubs with similar structures in HEIs in the country and abroad

Action	Assigned To	Repeated	Period	Budget	Resources
Organizing inter-university sports events in Georgia	Student and Staff Support Services	Yes	May	GEL 500	Social facilities, outsourcing
Hosting cultural and sports activities related to internationalization of the country	Student and Staff Support Services, Vice Rector for External Affairs	Yes	May	GEL 3,000	Social facilities, outsourcing
Hosting simulation activities at the university (such as NATO, UN, EU, etc.)	Dean of Social Sciences, Program Coordinator of International Relations, Bachelor's	Yes	Throughout the semester	GEL 3,000	learning facilities
Sustaining the best practices of the clubs and enhancing their activities	Student and Staff Support Services	Yes	Throughout the year		activity reports, meeting minutes

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.4. Improving the quality of student support services

Sub-goal 1.4.3. Increasing the efficiency of academic counselling

Action	Assigned To	Repeated	Period	Budget	Resources
Doing research about the best practices of academic counselling in the world	Student and Staff Support Services, Dean, Quality Assurance, Center for Interdisciplinary Research's Teaching and Learning Research, Vice Rector for Education, Vice Rector for Science and Research		Until Spring, 2019		literature review
Modifying the EIS to allow academic advisors to collect information about their students	Electronic Information System, Student and Staff Support Services, Dean, Vice Rector for Education		Until Spring, 2020		EIS, programmers
Devising an efficient system where the academic advisors can freely contact other staff members and units related to problems coming from their students	Electronic Information System, Student and Staff Support Services, Dean, Vice Rector for Education		Until Spring, 2020		EIS, programmers

Sub-goal 1.4.4. Improving the current regulation to meet the needs of socially vulnerable students

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the current regulations, incentives, scholarships and waivers for socially vulnerable students	Vice Rector for Education, Student and Staff Support Services, Dean, Chancellor	Yes	Before the semester starts		EIS, meeting minutes, legal office
Doing needs analysis of the socially vulnerable students through face-to-face meetings	Student and Staff Support Services, Dean, Chancellor	Yes	For two months into the semester		EIS, meeting minutes, academic advisors

Objective 1 Continually increasing the quality of education based on employment skills

Goal 1.4. Improving the quality of student support services

Sub-goal 1.4.4. Improving the current regulation to meet the needs of socially vulnerable students

Action	Assigned To	Repeated	Period	Budget	Resources
Looking for ways to provide the socially vulnerable students with scholarships from the private sector	Vice Rector for Education, Vice Rector for External Affairs	Yes	For two months into the semester		Database of partner companies

Objective 2 Increasing the quality of research

Goal 2.1. Emphasizing multidisciplinary research that contributes to the society

Sub-goal 2.1.1. Increasing the amount and efficiency of research related to governmental priorities and strategic objectives as well as current global trends

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the governmental priorities and strategic objectives	Vice Rector for Education, Vice Rector for External Affairs	Yes	Throughout the year		Governmental documents
Identifying global trends in education and new professions	Vice Rector for Education, Vice Rector for External Affairs	Yes	Throughout the year		Literature review
Providing trainings and incentives for research (based on our findings)	Vice Rector for Education, Vice Rector for Science and Research, Vice Rector for External Affairs	Yes	Throughout the year	GEL 200	Findings, trainers, R14 - Academic Incentives
Becoming a member of EUA – CDE (EUA Council for Doctoral Education)	Vice Rector for Science and Research, Vice Rector for External Affairs		Until Spring, 2019	GEL 30,000	EUA and EUA-CDE application guidelines

Objective 2 Increasing the quality of research

Goal 2.1. Emphasizing multidisciplinary research that contributes to the society

Sub-goal 2.1.2. Increasing the number of opportunities of interdisciplinary scientific research that addresses the societal needs

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the societal needs to list the areas for research	Vice Rector for Science and Research, Research Centers	Yes	Before the Fall Semester	GEL 500	Database of societal needs
Collaborating with and applying to local and international institutions	Vice Rector for Science and Research, Interdisciplinary Research Center	Yes	Throughout the year	GEL 3,000	Educational fairs, current partnership database, embassies and other international institutions

Sub-goal 2.1.3. Writing and/or partnering in scientific research projects

Action	Assigned To	Repeated	Period	Budget	Resources
Organizing trainings on how to write scientific projects	Vice Rector for Science and Research, Lifelong Learning Center		Until Spring, 2019	GEL 500	External experts, experienced IBSU staff
Creating and sustaining a database related to available scientific grants	Vice Rector for Science and Research, Research Centers	Yes	Before the semester starts		Grants database, online resources
Increasing the number of partners for collaborating in scientific projects	Vice Rector for Science and Research, Vice Rector for External Affairs	Yes	Throughout the year		Online resources
Implementing an internal grants program to support project writing	Vice Rector for Science and Research		Starting from 2018-2019		Related regulation

Objective 2 Increasing the quality of research

Goal 2.2. Blending research with education

Sub-goal 2.2.1. Integration of research and education

Action	Assigned To	Repeated	Period	Budget	Resources
Publishing articles that can be used in teaching	Center for Interdisciplinary Research's Teaching and Learning Research, Vice Rector for Education, Vice Rector for Science and Research	Yes	Throughout the year		IBSU journals, other ones, the syllabi
Increasing the number of research and affiliated staff	Human Resources, Dean, Vice Rector for Education, Vice Rector for Science and Research	Yes	Before the Fall Semester		Needs analysis
Gearing the research centers towards producing joint articles with graduate students	Vice Rector for Science and Research, Research Centers		Before Spring, 2019		Research centers' action plans
Updating the research and development website accordingly	Vice Rector for Science and Research, Research Centers		Before Fall, 2019		IBSU website

Sub-goal 2.2.2. Supporting and motivating all students to participate in research activities, enhance their research skills and conduct high-quality research

Action	Assigned To	Repeated	Period	Budget	Resources
Increasing the number of local and international research partners to provide more opportunities for graduate students	Vice Rector for Science and Research, Research Centers, Institute for Post-Graduate Studies	Yes	Throughout the year		MoUs, educational fairs, online resources
Employing new staff and/or moving some of the current academic staff members to research only	Vice Rector for Science and Research, Research Centers, Institute for Post-Graduate Studies	Yes	Before the Fall Semester		Meetings

Objective 2 Increasing the quality of research

Goal 2.2. Blending research with education

Sub-goal 2.2.2. Supporting and motivating all students to participate in research activities, enhance their research skills and conduct high-quality research

Action	Assigned To	Repeated	Period	Budget	Resources
Providing extended exchange possibilities for doctoral students	Vice Rector for Science and Research, Vice Rector for Education, Vice Rector for External Affairs	Yes	Throughout the year		MoUs, online resources
Collaborating with local and international institutions and networks to develop students' research skills	Vice Rector for Science and Research, Research Centers, Institute for Post-Graduate Studies, Vice Rector for External Affairs	Yes	Throughout the year		MoUs, online resources
Urging the research centers to help graduate students with their research skills and research output	Vice Rector for Science and Research, Research Centers, Institute for Post-Graduate Studies, Vice Rector for Education	Yes	Throughout the year		Research centers' action plans
Providing funding for students and staff in order to participate in international conferences, projects, workshops	Vice Rector for Science and Research, Vice Rector for Education	Yes	Before the Fall Semester	GEL 500,000	Budget, R14 - Academic Incentives

Sub-goal 2.2.3. Ensuring effective management of the processes and procedures related to implementation of research components of educational programs

Action	Assigned To	Repeated	Period	Budget	Resources
Developing the current university regulations related to research components	Vice Rector for Science and Research, Institute for Post-Graduate Studies		Before Fall, 2019		Current regulations

Objective 2 Increasing the quality of research

Goal 2.2. Blending research with education

Sub-goal 2.2.3. Ensuring effective management of the processes and procedures related to implementation of research components of educational programs

Action	Assigned To	Repeated	Period	Budget	Resources
Adding a module to the electronic information system to supervise the research process	Electronic Information System, Institute for Post-Graduate Studies		Before Spring, 2019		SIS, IPS related regulations

Sub-goal 2.2.4. Conducting research that will guide and contribute to the educational process

Action	Assigned To	Repeated	Period	Budget	Resources
Finding out about best practices in doctoral education in the world	Institute for Post-Graduate Studies, Deans		Before Spring, 2019		Literature review
Updating the educational regulations accordingly	Vice Rector for Education	Yes	At the end of Spring Semester		Regulations (R03, R04, R05 and their components)

Goal 2.3. Enhancing the quality of research

Sub-goal 2.3.1. Increasing the quality of theses and dissertations

Action	Assigned To	Repeated	Period	Budget	Resources
Accessibility to international, refereed scientific periodicals in the disciplines relevant to existing doctoral programs	Library, Vice Rector for Science and Research		Until Spring, 2018		Major e-databases
Involving doctoral students in ongoing research	Research Centers, Institute for Post-Graduate Studies	Yes	Throughout the year		Research centers' action plans
Improving the policy and mechanisms against plagiarism	Institute for Post-Graduate Studies, Vice Rector for Education	Yes	Before the Fall Semester	GEL 500	Related regulation, software

Objective 2 Increasing the quality of research

Goal 2.3. Enhancing the quality of research

Sub-goal 2.3.1. Increasing the quality of theses and dissertations

Action	Assigned To	Repeated	Period	Budget	Resources
Developing clear and transparent criteria for doctoral supervisors who are members of the Field Boards	Vice Rector for Education, Institute for Post-Graduate Studies	As necessary	Before the Fall Semester		Related regulation
Financially supporting doctoral students (such as TAs, fellowships, Research Center Assistants, etc.)	Institute for Post-Graduate Studies, Vice Rector for Education, Vice Rector for Science and Research, Research Centers	Yes	Throughout the year	GEL 15,000	Budget, Research Centers' action plans
Internationalization of implementing research component in graduate programs and ensuring existence of international expertise in the graduate students' research outcomes	Institute for Post-Graduate Studies, Vice Rector for External Affairs	Yes	Throughout the year	GEL 16,500	Related regulation, partners, online resources

Sub-goal 2.3.2. Increasing the number and quality of academic publications

Action	Assigned To	Repeated	Period	Budget	Resources
Enlarging the editorial boards	Vice Rector for Science and Research	Yes	Before the semester starts		Current list of editorial board members, partners, online resources
Improving the academic incentives	Vice Rector for Science and Research	Yes	Before the Fall Semester		R14 - Academic Incentives
Supporting the reviewers and chief editors of our journals	Vice Rector for Science and Research		Before Fall, 2019		R14 - Academic Incentives

Objective 2 Increasing the quality of research

Goal 2.3. Enhancing the quality of research

Sub-goal 2.3.2. Increasing the number and quality of academic publications

Action	Assigned To	Repeated	Period	Budget	Resources
Increasing the number of joint articles produced by professors in collaboration with graduate students	Institute for Post-Graduate Studies, Research Centers	Yes	Throughout the year		Research centers' action plans
Providing regular trainings about how to write quality academic publications	Vice Rector for Science and Research, Institute for Post-Graduate Studies, Library	Yes	Throughout the semester		Research centers' action plans
Demanding more quality publications from academic staff when they apply to IBSU and for academic promotions (citation indexed)	Human Resources, Quality Assurance, Vice Rector for Science and Research	Yes	Throughout the year		Related regulation

Sub-goal 2.3.3. Increasing the efficiency of research centers

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the budget of the research centers	Vice Rector for Science and Research, Research Centers	Yes	Before the Fall Semester		Budget meeting
Taking measures to create a research culture institution-wide by keeping the research issue in the agenda	Vice Rector for Science and Research, Administrative Board, Academic Board	Yes	Throughout the year		Board meetings
Revising the number of research centers and making modifications based on their research output	Vice Rector for Science and Research, Research Centers	Yes	Before the Fall Semester		Activity reports of research centers

Objective 2 Increasing the quality of research

Goal 2.3. Enhancing the quality of research

Sub-goal 2.3.4. Increasing the number of national / regional / international scientific events the academic staff participate/organize

Action	Assigned To	Repeated	Period	Budget	Resources
Supporting the doctoral students to attend scientific events	Vice Rector for Science and Research	Yes	Throughout the year		GPA list, supervisor's recommendations, budget

Objective 3 Increasing the efficiency of work with the business and society

Goal 3.1. Collaborating with the society

Sub-goal 3.1.1. Providing students with opportunities for startups

Action	Assigned To	Repeated	Period	Budget	Resources
Developing facilities at the university to support students willing to develop startup ideas	Vice Rector for External Affairs, Vice Rector for Science and Research, Interdisciplinary Research Center	Yes	At the end of each semester	GEL 1,000	Budget
Offering guidance and trainings at the university for startups finding out about the market needs	Vice Rector for External Affairs, Vice Rector for Science and Research, Interdisciplinary Research Center	Yes	Throughout the year	GEL 500	Budget, trainers, Innovation Hub, Career Planning
Upgrading the Inter-Disciplinary Research Center to accommodate the needs of students with ideas	Vice Rector for Science and Research, Vice Rector for External Affairs, Interdisciplinary Research Center	Yes	At the end of each semester	GEL 500	Research Center's action plan
Funding/finding funding for some of the startup ideas	Vice Rector for External Affairs, Interdisciplinary Research Center	Yes	Throughout the year		Partners in the business world

Objective 3 Increasing the efficiency of work with the business and society

Goal 3.1. Collaborating with the society

Sub-goal 3.1.1. Providing students with opportunities for startups

Action	Assigned To	Repeated	Period	Budget	Resources
Developing the curricula to improve employment skills of students	Vice Rector for Education, Institute for Post-Graduate Studies, Research Centers, Dean, Program Coordinators	Yes	Before the Fall Semester		Existing curricula, meetings

Sub-goal 3.1.2. Creating and maintaining the mechanism for sustainable IBSU-industry/business collaboration

Action	Assigned To	Repeated	Period	Budget	Resources
Exploring the best practices of business-university collaboration in the world	Vice Rector for External Affairs	Yes	Throughout the year		Literature review
Increasing the capacity of students and staff members to address the issue of strengthening business-university ties	Vice Rector for External Affairs, Lifelong Learning Center, Interdisciplinary Research Center, Career Planning	Yes	Throughout the year		Trainers
Developing market-research and consulting services for the public and private sectors	Vice Rector for External Affairs, Interdisciplinary Research Center, Career Planning	Yes	Throughout the year		Academic staff members
Developing the website to facilitate the communication	Vice Rector for External Affairs	Yes	Throughout the year		Web developer, IBSU website, online resources

Sub-goal 3.1.3. Holding regular meetings with relevant organizations in order to organize internships, projects, and curriculum building activities

Action	Assigned To	Repeated	Period	Budget	Resources
Increasing the number of paid/unpaid internships	Vice Rector for External Affairs, Dean, Program Coordinators	Yes	Throughout the year		Current MoUs, partners that we haven't secured MoU yet

Objective 3 Increasing the efficiency of work with the business and society

Goal 3.1. Collaborating with the society

Sub-goal 3.1.3. Holding regular meetings with relevant organizations in order to organize internships, projects, and curriculum building activities

Action	Assigned To	Repeated	Period	Budget	Resources
Sustaining the communication with public and private sectors for curriculum building	Vice Rector for External Affairs, Vice Rector for Education, Quality Assurance, Dean, Program Coordinators	Yes	Throughout the year		Current MoUs, partners that we haven't secured MoU yet, Governmental stakeholders
Receiving more contribution from companies and institutions in developing students' employability skills	Vice Rector for External Affairs, Vice Rector for Education, Quality Assurance, Dean, Program Coordinators	Yes	Throughout the year	GEL 500	Current MoUs, partners that we haven't secured MoU yet, Governmental stakeholders

Sub-goal 3.1.4. Increasing the number of social responsibility projects

Action	Assigned To	Repeated	Period	Budget	Resources
Visiting various institutions where disadvantaged people live and identify their needs	Student and Staff Support Services, Interdisciplinary Research Center, Lifelong Learning Center	Yes	Throughout the year	GEL 500	Online resources
Collaborating with the governmental offices to identify the needs of disadvantaged people in the country	Student and Staff Support Services, Interdisciplinary Research Center, Lifelong Learning Center	Yes	Throughout the year	GEL 500	Online resources
Organizing campaigns at the university to support disadvantaged people financially and/or spiritually	Student and Staff Support Services, Vice Rector for External Affairs,	Yes	Throughout the year	GEL 500	Student clubs, Students' Self Governance
Offering various incentives for disadvantaged people	Vice Rector for Education, Student and Staff Support Services, Chancellor	Yes	Throughout the year	GEL 3,000	Board meetings

Objective 3 Increasing the efficiency of work with the business and society

Goal 3.2. Improving lifelong learning programs

Sub-goal 3.2.1. Organizing activities to share the university's focus on "Lifelong Learning" and its priorities with all social groups regularly

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying training needs of groups from different walks of life	Lifelong Learning Center, Vice Rector for External Affairs	Yes	Throughout the year		Surveys, interviews
Announcing new offers and results of lifelong learning programs through social media and other relevant media platforms	Lifelong Learning Center, Vice Rector for External Affairs	Yes	Throughout the year	GEL 100	Online resources

Sub-goal 3.2.2. Increasing the number and efficiency of lifelong learning programs

Action	Assigned To	Repeated	Period	Budget	Resources
Collecting the best practices from IBSU and outside about lifelong programs and share them with the society	Lifelong Learning Center, Vice Rector for External Affairs	Yes	Throughout the year	GEL 100	Literature review, online resources
Elaborating on the significance of the lifelong learning concept at various occasions, thus raising awareness throughout the society	Lifelong Learning Center, Vice Rector for External Affairs	Yes	Throughout the year	GEL 500	Online resources
Identifying the needs of the market	Lifelong Learning Center, Vice Rector for External Affairs	Yes	Throughout the year	GEL 1,000	Surveys, interviews, online resources
Revising our policy of discounts and waivers to people willing to attend lifelong learning programs	Lifelong Learning Center, Vice Rector for External Affairs, Chancellor	Yes	Before the Fall Semester		Board meetings

Objective 3 Increasing the efficiency of work with the business and society

Goal 3.2. Improving lifelong learning programs

Sub-goal 3.2.3. Involving more staff in the programs

Action	Assigned To	Repeated	Period	Budget	Resources
Offering incentives for IBSU staff members to take more part in teaching/participating in lifelong learning programs	Lifelong Learning Center, Vice Rector for External Affairs, Chancellor	Yes	Throughout the year	GEL 1,000	R14 - Academic Incentives
Offering trainings interested IBSU staff members in teaching lifelong learning programs	Lifelong Learning Center, Vice Rector for External Affairs, Human Resources	Yes	Throughout the year	GEL 500	List of lifelong learning programs, Board meetings

Sub-goal 3.2.4. Increasing the interaction with the alumni

Action	Assigned To	Repeated	Period	Budget	Resources
Organizing projects through which the alumni may visit IBSU and share their experience	Alumni Office, Vice Rector for External Affairs	Yes	Throughout the year		Online resources, students at all cycles, board meetings
Organizing alumni gatherings through various occasions including but not limited to fund-raising activities, improving curricula, and increasing alumni loyalty	Alumni Office, Vice Rector for External Affairs	Yes	Throughout the year	GEL 28,550	Board meetings, online resources

Goal 3.3. Increasing collaboration with Non-Governmental Organizations (NGOs)

Sub-goal 3.3.1. Developing joint projects with NGOs

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the list of companies and NGOs we can collaborate with as well as the areas for collaboration	Vice Rector for External Affairs, Vice Rector for Education, Research Centers	Yes	Throughout the year		Online resources, current MoUs

Objective 3 Increasing the efficiency of work with the business and society

Goal 3.3. Increasing collaboration with Non-Governmental Organizations (NGOs)

Sub-goal 3.3.1. Developing joint projects with NGOs

Action	Assigned To	Repeated	Period	Budget	Resources
Involving more companies and NGOs in job fairs, social activities organized by IBSU and participating in activities organized by them	Vice Rector for External Affairs, Vice Rector for Education, Student and Staff Support Services, Research Centers	Yes	Throughout the year	GEL 10,000	Online resources, current MoUs

Sub-goal 3.3.2. Maintaining and updating a database of relevant NGOs in the country

Action	Assigned To	Repeated	Period	Budget	Resources
Developing the EIS to accommodate the list of companies, NGOs and activities	Electronic Information System, Vice Rector for External Affairs		Until Fall, 2020		SIS, current MoUs
Updating the list of companies and NGOs every year	Vice Rector for External Affairs, Vice Rector for Education, Student and Staff Support Services, Research Centers	Yes	Throughout the year		SIS

Sub-goal 3.3.3. Carrying out activities that will enable IBSU to work together with NGOs as stakeholders in social responsibility projects

Action	Assigned To	Repeated	Period	Budget	Resources
Signing memorandums with appropriate companies and NGOs	Vice Rector for External Affairs, Vice Rector for Education, Student and Staff Support Services, Research Centers	Yes	Throughout the year		Online resources
Holding meetings with companies and NGOs every semester	Vice Rector for External Affairs, Vice Rector for Education, Student and Staff Support Services, Research Centers	Yes	Throughout the year		Current MoUs

Objective 4 Improving leadership and management

Goal 4.1. Improving HR activities

Sub-goal 4.1.1. Providing and/or funding staff members to capacity building activities

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the needs of staff members	Human Resources	Yes	Throughout the year		Consultation, working process, meeting, questionarie, e-mail, HR
Providing regular trainings related to their positions	Human Resources, Lifelong Learning Center	Yes	Throughout the year		Training, HR resources, materials, certificates
Partnering in international grant projects that aim at developing the capacity in HEIs	Vice Rector for Science and Research, Vice Rector for External Affairs	Yes	Throughout the year		Online resources, IBSU's network, Shota Rustaveli Foundation, Erasmus+ Office, Embassies and other international institutions
Evaluating the results of trainings to create a database of best practices	Human Resources, Lifelong Learning Center	Yes	Throughout the year		SIS

Sub-goal 4.1.2. Providing the academic staff with incentives to get engaged in national / regional and/or international research projects

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the academic promotion policy to make project participation more attractive	Vice Rector for Education, Human Resources, Quality Assurance	Yes	Before the semester starts		Related regulation, Board meetings
Collecting the results of best practices and lessons learned to help with future projects	Vice Rector for Education, Human Resources, Quality Assurance	Yes	Before the semester starts		Online platform

Sub-goal 4.1.3. Organizing comprehensible orientation sessions staff members

Action	Assigned To	Repeated	Period	Budget	Resources
Training the trainers for orientation sessions	Human Resources	Yes	Throughout the year		Trainers, relevant amenities

Objective 4 Improving leadership and management

Goal 4.1. Improving HR activities

Sub-goal 4.1.3. Organizing comprehensible orientation sessions staff members

Action	Assigned To	Repeated	Period	Budget	Resources
Updating the EIS to include a personnel management system where necessary regulations can be found related to the position	Human Resources, Electronic Information System		Until Fall, 2020		SIS
Evaluating the results of orientation sessions and updating the orientation package every year	Human Resources	Yes	At the end of Spring Semester		Report

Sub-goal 4.1.4. Contributing to performance management and compliance

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the performance management system every year	Human Resources	Yes	At the end of Spring Semester		Current regulations, Board meetings
Moving all surveys to an online platform	Human Resources	Yes	Until Fall, 2020		Surveys, e-mails

Sub-goal 4.1.5. Contributing to relevant rules and regulations

Action	Assigned To	Repeated	Period	Budget	Resources
Evaluating the results of past surveys and updating and/or introducing new ones	Human Resources	Yes	Throughout the year		Report
Making sure the results of surveys lead to improvements at the university level	Human Resources, Management Review Meetings	Yes	At the Management Review meetings		Management review meetings

Objective 4 Improving leadership and management

Goal 4.2. Increasing the efficiency of Quality Assurance (QA) & Quality Management System (QMS)

Sub-goal 4.2.1. Aligning the university's mission and strategic goals with EHEA and Georgia's educational goals

Action	Assigned To	Repeated	Period	Budget	Resources
Matching the EHEA and Georgia's educational goals and updating the mission of the university accordingly	Management Review Meetings		Until Fall, 2018		Online resources
Creating a mechanism to be able to follow updates in the policies and implement due changes	Management Review Meetings	Yes	At the end of each semester		Online resources

Sub-goal 4.2.2. Developing regulations for scientific research, finance, personnel and education

Action	Assigned To	Repeated	Period	Budget	Resources
Improving the current regulations related to scientific research, finance, personnel and education	Vice Rector for Science and Research, Chancellor, Human Resources, Vice Rector for Education	Yes	Throughout the year		Current regulations, Board meetings
Introducing new amendments as necessary	Vice Rector for Science and Research, Chancellor, Human Resources, Vice Rector for Education	Yes	At the end of each semester		Current regulations, Board meetings

Sub-goal 4.2.3. Documenting all the internal processes

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying major, minor and sub processes at the university	Strategic Development Office, Management Review Meetings		Until Fall, 2019		Current regulations, Board meetings, Working group

Objective 4 Improving leadership and management

Goal 4.2. Increasing the efficiency of Quality Assurance (QA) & Quality Management System (QMS)

Sub-goal 4.2.3. Documenting all the internal processes

Action	Assigned To	Repeated	Period	Budget	Resources
Creating a linkage among the processes and documenting them	Strategic Development Office, Heads of Units		Until Fall, 2019		Current regulations, Board meetings, Working group
Identifying the responsible people for all the processes	Strategic Development Office, Heads of Units		Until Fall, 2019		Current regulations, Board meetings, Working group

Sub-goal 4.2.4. Maintaining a sound PDCA cycle throughout the institution

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the current regulations to make sure they cover all related processes about the corresponding unit(s)	Heads of Units	Yes	At the end of each semester		Current regulations, Board meetings, Working group
Receiving feedback from the involved people in the processes to improve them	Strategic Development Office, Quality Assurance, Management Review Meetings, Human Resources	Yes	At the end of Spring Semester		Current regulations, Board meetings, Working group

Sub-goal 4.2.5. Developing and maintaining an internal audit system

Action	Assigned To	Repeated	Period	Budget	Resources
Training internal auditors	Management Review Meetings	As necessary	Before Internal Auditing	GEL 1,000	Internal Audit training
Creating a list of inspection areas at the university	Strategic Development Office, Management Review Meetings		Until Fall, 2019		Current regulations, Board meetings, Working group, Activity reports, Authorization standard

Objective 4 Improving leadership and management

Goal 4.2. Increasing the efficiency of Quality Assurance (QA) & Quality Management System (QMS)

Sub-goal 4.2.5. Developing and maintaining an internal audit system

Action	Assigned To	Repeated	Period	Budget	Resources
Holding internal audits for management review	Internal Auditor	Yes	At the end of each semester		Internal Audit training

Sub-goal 4.2.6. Receiving regular feedback from students and staff members with the purpose of identifying shortcomings related to the process

Action	Assigned To	Repeated	Period	Budget	Resources
Collecting relevant information from university's social media sites	Public Relations, Human Resources, Vice Rector for Education	Yes	Throughout the year		Online resources, online platform (GSheets)
Collect suggestions in paper format from boxes around the campus	Public Relations, Human Resources	Yes	Throughout the year		Boxes, survey template
Revising the questions in the surveys and creating questions for semi-structured or informal surveys	Quality Assurance, Dean, Student and Staff Support Services, Library, Vice Rector for Education, Human Resources	Yes	At the end of Spring Semester		Current survey templates, SIS, interviews
Creating an online survey to receive thanks / suggestions / complaints from students and staff members	Strategic Development Office		Until Spring, 2018		Current survey templates, Google Forms

Sub-goal 4.2.7. Internationalization of quality assurance procedures

Action	Assigned To	Repeated	Period	Budget	Resources
Internationalization of quality assurance procedures	Quality Assurance, Strategic Development Office, Management Review Meetings		Until Fall, 2020		Online resources, literature review, EFQM guidelines, ISO 9001:2015 guidelines

Objective 4 Improving leadership and management

Goal 4.2. Increasing the efficiency of Quality Assurance (QA) & Quality Management System (QMS)

Sub-goal 4.2.7. Internationalization of quality assurance procedures

Action	Assigned To	Repeated	Period	Budget	Resources
Inviting international professors for intensive or regular study courses offered in English	Vice Rector for External Affairs, Dean, Research Centers	Yes	Throughout the year	GEL 30,000	Current MoUs, online resources

Goal 4.3. Promoting IBSU

Sub-goal 4.3.1. Informing the public about university activities through all the communication channels to which the university has access

Action	Assigned To	Repeated	Period	Budget	Resources
Finding more ways to distribute the IBSU newspaper	Public Relations Department	Yes	Throughout the year		Online resources, MoUs
Using the Facebook and YouTube more effectively	Public Relations	Yes	Throughout the year		Online resources
Signing memorandums with agencies and other printed media	Public Relations, Student and Staff Support Services, , Vice Rector for External Affairs	Yes	Throughout the year		Online resources
Collaborating with TV channels to host important public figures	Public Relations, Student and Staff Support Services, Vice Rector for External Affairs	Yes	Throughout the year		List of TV channels, their reputation, and their coverage areas in Georgia

Objective 4 Improving leadership and management

Goal 4.3. Promoting IBSU

Sub-goal 4.3.2. Measuring the university's perception level in the society

Action	Assigned To	Repeated	Period	Budget	Resources
Conducting surveys with stakeholders, analyzing results and writing recommendations	Quality Assurance	Yes	At the end of Spring Semester		List of the stakeholders, MoUs
Involving students in surveys in their hometowns	Quality Assurance, Student and Staff Support Services	Yes	Throughout the year	GEL 500	SIS, Student clubs, Students' Self Governance

Sub-goal 4.3.3. Devoting some cultural, artistic, sportive, scientific, etc

Action	Assigned To	Repeated	Period	Budget	Resources
Involving student clubs in organizing activities for disadvantages people	Student and Staff Support Services	Yes	November and February		Student Clubs, Students' Self Governance
Funding activities for disadvantages people that will be organized outside Tbilisi	Student and Staff Support Services	Yes	Throughout the year	GEL 3,000	Student Clubs, Students' Self Governance

Sub-goal 4.3.4. Ensuring that students and staff members do more community-based activities

Action	Assigned To	Repeated	Period	Budget	Resources
Holding meetings with community leaders to identify the type of activities to involve students	Student and Staff Support Services	Yes	Throughout the year	GEL 500	Student Clubs, Students' Self Governance
Encouraging more students to take part in community activities	Student and Staff Support Services	Yes	Throughout the year		Student Clubs, Students' Self Governance

Objective 4 Improving leadership and management

Goal 4.3. Promoting IBSU

Sub-goal 4.3.5. Doing / contributing to work related to promotion of Tbilisi and Georgia

Action	Assigned To	Repeated	Period	Budget	Resources
Including information about Georgia in IBSU's promotional materials	Student and Staff Support Services, Public Relations, Vice Rector for External Affairs	As necessary	Until Fall, 2019		Current brochures and other promotional materials, online and hardcopy resources
Employing international students in promoting Georgia in their home countries	Student and Staff Support Services, Public Relations, Vice Rector for External Affairs	Yes	Throughout the year	GEL 1,000	SIS, Student clubs, Students' Self Governance, International Relations Office

Sub-goal 4.3.6. Collaborating with public and private schools in Georgia to introduce IBSU to a wider audience

Action	Assigned To	Repeated	Period	Budget	Resources
Attending educational exhibitions in the country	Public Relations	Yes	Throughout the year	GEL 50,000	Online resources
Increasing the number of trainings offered to high-school students	Public Relations, Student and Staff Support Services, Vice Rector for Education	Yes	Throughout the year	GEL 15,000	Activity reports, meeting minutes
Increasing the number of meetings with school directors at IBSU not only in Tbilisi but also in other cities	Public Relations	Yes	Throughout the year	GEL 6,000	Board meetings, student assistants, staff
Sustaining a database of schools and our activities	Public Relations	Yes	Throughout the year		SIS
Organizing sports and scientific competitions among schools	Public Relations, Student and Staff Support Services, Vice Rector for Education	Yes	Throughout the year	GEL 3,000	Student assistants, IBSU sports teams, Student clubs

Objective 4 Improving leadership and management

Goal 4.4. Producing and developing electronic information systems (EIS)

Sub-goal 4.4.1. Increasing the number of computer programmers

Action	Assigned To	Repeated	Period	Budget	Resources
Revising the automation / electronic information plan and identifying the number of necessary programmers in the short run	Electronic Information System, Human Resources	Yes	Until Fall, 2019		List of EIS modules, Board meetings
Involving students in software development with a view to recruit them	Electronic Information System, Faculty of Computer Technologies and Engineering, Human Resources	Yes	Until Fall, 2019		Faculty report

Sub-goal 4.4.2. Updating the EIS priorities in accordance with possible changes in the strategic plan and external factors

Action	Assigned To	Repeated	Period	Budget	Resources
Understanding the best practices in the world and matching the findings with official requirements	Chancellor, Electronic Information System	Yes	Until Fall, 2019		Literature review, online resources
Improving the internet infrastructure throughout the university	Chancellor	Yes	At the end of Spring Semester	GEL 30,000	Current map of internet infrastructure
Upgrading the server	Chancellor	Yes	At the end of Spring Semester	GEL 50,000	Needs analysis
Finalizing the EIS modules necessary for implementing the my.ibsu platform	Chancellor, Electronic Information System		Until Spring, 2019		List of EIS modules, Board meetings

Objective 4 Improving leadership and management

Goal 4.4. Producing and developing electronic information systems (EIS)

Sub-goal 4.4.3. Improving the EIS and hardware quality

Action	Assigned To	Repeated	Period	Budget	Resources
Training the staff to use the upgraded system	Chancellor, Chancellery, Human Resources		After my.ibsu platform is finished		Training syllabi, experts
Scanning the current official papers	Chancellor, Chancellery	Yes	Throughout the year		Current and archived documents
Upgrading the EDMS as required by the authorization standard	Chancellor, Chancellery		Until Fall, 2019		Online resources

Goal 4.5. Improving the financial management

Sub-goal 4.5.1. Updating financial software regularly

Action	Assigned To	Repeated	Period	Budget	Resources
Developing new modules for the accountancy in order to meet official updates	Electronic Information System, Accountancy		Until Fall, 2019		GSheet platform
Finalizing the financial module in our EIS	Electronic Information System, Student Affairs, Chancellor		Until Fall, 2019		SIS, current Excel file

Sub-goal 4.5.2. Planning and distribution of university budget in a more transparent and efficient way

Action	Assigned To	Repeated	Period	Budget	Resources
Devising a new Gsheet platform to receive financial information from all the major units	Electronic Information System, Accountancy, Chancellor		Until Fall, 2019		GSheet platform

Objective 4 Improving leadership and management

Goal 4.5. Improving the financial management

Sub-goal 4.5.2. Planning and distribution of university budget in a more transparent and efficient way

Action	Assigned To	Repeated	Period	Budget	Resources
Updating the website so that it holds the basic financial information about university activities	Accountancy, Chancellor, Web developer		Until Fall, 2019		IBSU website

Sub-goal 4.5.3. Improving and maintaining a database in order to lower the level of granularity in retrieving financial statistics

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the granularity requirements for financial issues with the help of all units at the university	Accountancy, Chancellor, Heads of Units		Until Fall, 2019		Board meetings
Along with ORIS, creating a new sheet to register expenditures and revenue in finer granularity	Accountancy, Chancellor		Until Fall, 2019		Needs analysis

Objective 5 Improving internationalization

Goal 5.1. Increasing national and international recognition level of the university

Sub-goal 5.1.1. Ensuring that the university is visible in national and international media

Action	Assigned To	Repeated	Period	Budget	Resources
Exploring new platforms for memberships into organizations	Public Relations, Vice Rector for Education, Vice Rector for Science and Research, Vice Rector for External Affairs	Yes	Throughout the year	GEL 6,000	Online resources

Objective 5 Improving internationalization

Goal 5.1. Increasing national and international recognition level of the university

Sub-goal 5.1.1. Ensuring that the university is visible in national and international media

Action	Assigned To	Repeated	Period	Budget	Resources
Asking our partners to place an IBSU link on their websites	Vice Rector for External Affairs	Yes	Throughout the year		Current MoUs
Paying more attention to IBSU's YouTube channel	Public Relations	Yes	Throughout the year		Current pool of IBSU videos

Sub-goal 5.1.2. Working in align with demands of international ranking systems

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the ranking systems suitable for IBSU	Vice Rector for Education, Vice Rector for External Affairs, Vice Rector for Science and Research	Yes	Throughout the year		Online resources
Carrying a gap analysis and developing a road map to bridge the gap in rankings	Vice Rector for Education, Vice Rector for External Affairs, Vice Rector for Science and Research	Yes	Throughout the year		Online resources, Authorization standards, ranking systems, institutional data

Sub-goal 5.1.3. Becoming members of more international organizations

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the international organizations suitable for IBSU	Vice Rector for Education, Vice Rector for External Affairs, Vice Rector for Science and Research	Yes	Throughout the year		Online resources
Determining the international organizations' membership priority depending on the impact factor and University budget	Vice Rector for Education, Vice Rector for External Affairs, Vice Rector for Science and Research, Chancellor	Yes	Before the Fall Semester		Online resources, budget plan

Objective 5 Improving internationalization

Goal 5.2. Increasing the internationalization level of educational programs

Sub-goal 5.2.1. Applying international experience in the development of educational programs

Action	Assigned To	Repeated	Period	Budget	Resources
Studying best practices for developing modern tendencies in curriculum building	Vice Rector for Education, Dean, Program Coordinators, Center for Interdisciplinary Research's Teaching and Learning Research	Yes	Until Fall, 2019		Online resources, literature review, staff members from Faculty of Education and the Research Centers

Sub-goal 5.2.2. Enhancing student/staff exchange programs/international mobility

Action	Assigned To	Repeated	Period	Budget	Resources
Expand the list of international partners	Vice Rector for External Affairs, Vice Rector for Education, Vice Rector for Science and Research, Institute for Post-Graduate Studies	Yes	Throughout the year		Current MoUs, online resources
Enhancing student/staff exchange programs	Vice Rector for External Affairs, Vice Rector for Education, Vice Rector for Science and Research, Institute for Post-Graduate Studies	Yes	Throughout the year	GEL 5,000	Current MoUs, online resources

Sub-goal 5.2.3. Increasing the number of joint programs with universities abroad

Action	Assigned To	Repeated	Period	Budget	Resources
Visiting or hosting representatives of foreign universities at IBSU	Vice Rector for External Affairs, Vice Rector for Education, Vice Rector for Science and Research, Institute for Post-Graduate Studies	Yes	Throughout the year	GEL 30,000	Current MoUs, online resources

Objective 5 Improving internationalization

Goal 5.2. Increasing the internationalization level of educational programs

Sub-goal 5.2.3. Increasing the number of joint programs with universities abroad

Action	Assigned To	Repeated	Period	Budget	Resources
Making a list of universities that we would like to develop joint programs	Vice Rector for External Affairs, Vice Rector for Education, Vice Rector for Science and Research, Institute for Post-Graduate Studies	Yes	Throughout the year		Current MoUs, online resources, Board meetings
Receiving feedback from exchange students and staff members to shortlist possible partners	Vice Rector for External Affairs, Vice Rector for Education, Institute for Post-Graduate Studies	Yes	At the end of each semester		SIS or GSheets
Contacting the Erasmus+ Office, embassies, and current partners to develop joint programs	Vice Rector for Education, Vice Rector for External Affairs	Yes	Throughout the year		Needs analysis

Sub-goal 5.2.4. Increasing the efficiency and volume of foreign language instruction

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the needs of students for which foreign languages to include in the curriculum	Vice Rector for Education, School of Languages	Yes	Before the semester starts		Needs analysis
Opening new language centers in collaboration with embassies	Vice Rector for Education, School of Languages, Vice Rector for External Affairs	Yes	Throughout the year		Needs analysis

Objective 5 Improving internationalization

Goal 5.2. Increasing the internationalization level of educational programs

Sub-goal 5.2.5. International accreditation

Action	Assigned To	Repeated	Period	Budget	Resources
Involving universities, research centers and other relevant institutions for evaluating educational programmes abroad	Vice Rector for Education, Vice Rector for External Affairs	Yes	Throughout the year	GEL 3,000	Current MoUs, institutional and individual networks

Sub-goal 5.2.6. Internationalization of the implementation of research component of MA and PhD programs

Action	Assigned To	Repeated	Period	Budget	Resources
Joint projects (writing articles, projects, exchange) with international experts	Institute for Post-Graduate Studies, Program Coordinators		Until Fall, 2021	GEL 3,000	Online resources, Current MoUs, institutional and individual networks
Increasing the number of international opponents	Institute for Post-Graduate Studies, Program Coordinators	Yes	Throughout the semester	GEL 10,000	Online resources, Current MoUs, institutional and individual networks

Objective 6 Campus development (material, information and financial resources)

Goal 6.1. Developing existing campus facilities

Sub-goal 6.1.1. Planning the student body in accordance with campus facilities

Action	Assigned To	Repeated	Period	Budget	Resources
Considering areas for student life while planning the new campus keeping a balance between the student number and required infrastructure	Chancellor, Vice Rector for Education		Until Fall, 2021		Needs analysis
Modifying the current campus structure to keep a balance between students' social life and number of classrooms	Chancellor, Vice Rector for Education	Yes	Before the semester starts	GEL 10,000	Needs analysis

Objective 6 Campus development (material, information and financial resources)

Goal 6.1. Developing existing campus facilities

Sub-goal 6.1.2. Maintaining and improving campus facilities for student life, staff members and guests

Action	Assigned To	Repeated	Period	Budget	Resources
Increasing the number of social facilities	Chancellor, Student and Staff Support Services		Gradually - Until Fall, 2021	GEL 5,000	Needs analysis
Opening an "IBSU Store"	Chancellor, Student and Staff Support Services		Until Fall, 2020	GEL 30,000	Needs analysis
Continuing the new campus construction	Chancellor	Ongoing	Gradually		Campus plan
Improving dining facilities for students	Chancellor, Student and Staff Support Services	Yes	Until Fall, 2019	GEL 5,000	Needs analysis
Updating/creating floor plans and directions through the campus	Chancellor	Yes	At the end of Spring Semester		Current floor plans

Sub-goal 6.1.3. Improving facilities for the disabled

Action	Assigned To	Repeated	Period	Budget	Resources
Updating our policy for the disabled	Chancellor		Before Fall, 2019		Related regulation
Modifying the facilities to address the needs of the disabled	Chancellor	Yes	At the end of Spring Semester	GEL 3,000	Campus plan, needs analysis
Facilitating the examination process of the disabled	Chancellor, Vice Rector for Education	Yes	Before the Fall Semester		Exam Center, needs analysis, SIS information

Objective 6 Campus development (material, information and financial resources)

Goal 6.1. Developing existing campus facilities

Sub-goal 6.1.4. Looking for new opportunities to increase the efficiency of commuting to the campus

Action	Assigned To	Repeated	Period	Budget	Resources
Contacting the municipality to improve the lighting system around the campus	Chancellor	Yes	Until Fall, 2019		Report regarding the current situation
Continuing talks with the local authorities to improve transportation opportunities	Chancellor	Yes	Until Fall, 2019		Report regarding the current situation

Goal 6.2. Enhancing the instructional environment throughout the campus

Sub-goal 6.2.1. Moving more instructional materials to the electronic platform and regularly updating them

Action	Assigned To	Repeated	Period	Budget	Resources
Forming a team for moving more instructional materials to the electronic platform	Chancellor		Until Fall, 2019		Board meetings
Collecting instructional materials to be transferred to the electronic platform observing copyright issues	Vice Rector for Education		Until Fall, 2019		SIS

Sub-goal 6.2.2. Improving the infrastructure for distance learning for the future as well as current educational needs

Action	Assigned To	Repeated	Period	Budget	Resources
Refurbishing a room for distance learning and short educational videos	Chancellor, Vice Rector for Education		Until Fall, 2019	GEL 500	Needs analysis
Creating a team to help with technical and instructional design issues	Chancellor, Vice Rector for Education		Until Fall, 2019		Needs analysis

Objective 6 Campus development (material, information and financial resources)

Goal 6.2. Enhancing the instructional environment throughout the campus

Sub-goal 6.2.2. Improving the infrastructure for distance learning for the future as well as current educational needs

Action	Assigned To	Repeated	Period	Budget	Resources
Identifying the priorities of courses to be made online according to needs	Vice Rector for Education, Vice Rector for External Affairs, Career Planning, Alumni Office, Quality Assurance		Until Fall, 2019		Needs analysis

Sub-goal 6.2.3. Development of the library resources, electronic scientific databases, other types of necessary literature for enriching self-study literature and the implementation of educational programs

Action	Assigned To	Repeated	Period	Budget	Resources
Enrichment of library with non-obligatory literature in the fields of university's educational programs	Vice Rector for Education, Library, Program Coordinators, Institute for Post-Graduate Studies	Yes	Throughout the year	GEL 10,000	Survey
Increasing the number of Georgian textbooks and literature	Vice Rector for Education, Library, Program Coordinators, Institute for Post-Graduate Studies	Yes	Before the semester starts	GEL 15,000	Needs analysis
Meeting resource requests coming from program coordinators	Vice Rector for Education, Library	Yes	Before the semester starts		Related form
Granting access to IBSU people for online libraries from outside	Electronic Information System	As necessary	Before the semester starts		Current e-databases
Enrichment of electronic databases of the library	Vice Rector for Education, Library	As necessary	At the end of Spring Semester	GEL 15,000	Current e-databases, needs analysis
Improvement of the library electronic information system	Electronic Information System	As necessary	Until Fall, 2020		Needs analysis

Objective 6 Campus development (material, information and financial resources)

Goal 6.2. Enhancing the instructional environment throughout the campus

Sub-goal 6.2.4. Taking measurements for continuous usage of the library and the labs

Action	Assigned To	Repeated	Period	Budget	Resources
Employing additional staff to keep the library and the labs open for a longer period	Chancellor		Until Fall, 2019		Library staff members
Making sure the canteen, IT, and photocopying facilities are open for a longer period	Chancellor	Yes	Before the semester starts		Board meetings

Sub-goal 6.2.5. Maintaining an environment and the resources necessary for successful implementation of graduate programs

Action	Assigned To	Repeated	Period	Budget	Resources
Subscribing to/renewing subscription of Turnitin for similarity check	Institute for Post-Graduate Studies	Yes	Before the Fall Semester	GEL 26,000	Turnitin software

Goal 6.3. Maintaining the campus safety and security

Sub-goal 6.3.1. Updating and upgrading campus safety measures

Action	Assigned To	Repeated	Period	Budget	Resources
Upgrading and maintaining current security cameras	Chancellor	Yes	Before the Fall Semester	GEL 10,000	Report regarding the current situation
Revising the campus facilities to prevent damage that can done during winter time	Chancellor	Yes	Before the Fall Semester	GEL 5,000	Report regarding the current situation
Installing fire alarm to all the rooms	Chancellor		Until Spring, 2018	GEL 10,000	Report regarding the current situation

Objective 6 Campus development (material, information and financial resources)

Goal 6.3. Maintaining the campus safety and security

Sub-goal 6.3.2. Upgrading and maintaining current security cameras

Action	Assigned To	Repeated	Period	Budget	Resources
Updating the orientation package for security staff accordingly	Chancellor		Before the semester starts		Outsourcing
Evaluating complaints coming from students, staff and guests	Chancellor, Human Resources, Management Review Meetings	Yes	Throughout the year		Surveys, SIS, interviews
Holding meetings with the head of security to discuss satisfaction issues	Chancellor	Yes	Before the semester starts		Surveys, SIS, interviews, Management Review meeting results

Goal 6.4. Developing the IT infrastructure on campus

Sub-goal 6.4.1. Upgrading and improving the IT infrastructure on campus

Action	Assigned To	Repeated	Period	Budget	Resources
Modifying the lighting system in the conference hall to be controlled from a distance	Chancellor, Student and Staff Support Services		Until Fall, 2019	GEL 200	Needs analysis
Upgrading/maintaining the UPS	Chancellor	Yes	Before the semester starts	GEL 4,000	Needs analysis
Renewing the servers and increasing the capacity of them	Chancellor, Electronic Information System		Until Fall, 2019	GEL 50,000	Needs analysis
Upgrading the generator	Chancellor		Until Fall, 2019	GEL 3,000	Needs analysis
Upgrading the wi-fi coverage area	Chancellor	Yes	2019-2021	GEL 15,000	Report regarding the current situation
Upgrading the equipment in the conference hall	Chancellor, Student and Staff Support Services	Yes	2019-2021	GEL 10,000	Report regarding the current situation

Objective 6 Campus development (material, information and financial resources)

Goal 6.4. Developing the IT infrastructure on campus

Sub-goal 6.4.1. Upgrading and improving the IT infrastructure on campus

Action	Assigned To	Repeated	Period	Budget	Resources
Installing charging stations at various places on campus	Chancellor		Until Fall, 2019	GEL 500	Needs analysis

Sub-goal 6.4.2. Laying the foundation for and improving the IT infrastructure in the new campus

Action	Assigned To	Repeated	Period	Budget	Resources
Increasing the number of computers and projectors	Chancellor, Vice Rector for Education		2019-2021	GEL 110,000	Report regarding the current situation
Revising the cabling system and building the necessary infrastructure	Chancellor		2019-2021	GEL 2,000	Needs analysis

About this document:

This document was prepared in collaboration with the University community and was approved by the Academic Board in August, 2017. It has been submitted to the National Center for Educational Quality Enhancement.

The Action Plan will be revised annually.

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