INTERNATIONAL BLACK SEA UNIVERSITY LLC

Action Plan 2018-2021

- Updated in 2019 -

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

<u>Approvals</u>

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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AMENDMENTS

#	Decision taken by	Minutes №	Date
1.	Academic Board	13	02.09.2019

Primary version: 05.02.2018

REVISION LIST

#	Date	Article	Remarks
01	02.09.2019	1.1.3.3. 1.1.6.3. 1.1.7.2. 1.2.2.3. 1.3.1.1. 1.3.4.2. 1.3.5.2. 2.1.1.3. 2.1.1.4. 2.1.3.1 2.1.3.3. 2.2.1.1. 2.2.2.1. 2.2.2.2. 2.2.2.4. 2.2.2.5. 2.3.1.2. 2.3.2.2. 2.3.2.4. 2.3.4.2. 3.1.3.1. 3.1.4.1. 3.1.4.4. 3.2.1.1. 3.2.2.2. 3.2.2.3. 3.2.3.2. 3.3.2.2. 3.3.3.1. 3.3.3.2. 4.2.1.2. 4.2.2.1. 4.2.2.2. 4.2.3.2. 4.2.3.3. 4.2.5.2. 4.2.6.2. 4.5.3.2.	Merged

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6.1.1.1.
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6.1.3.3.
6.2.1.2.
6.3.2.2.
6.4.1.3.

02	02.09.2019	KPI	The KPIs in the initial Action Plan document were not connected to each sub-goal. In the current update, the KPIs have been revised and connected to the sub-goals. Furthermore, the KPIs also indicate how data must be collected.

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.

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	KPI
Revising the current programs with a view to closing or modifying them	programs (type: opened/closed/revised, program, date, filter: closed, revised)
Opening new programs based on ranking potential programs through market research	ranking of the potentially new programs that might be opened at IBSU based on market research (program, ranking, year); programs (type: opened/closed/revised, program, date, filter: opened)

Sub-goal 1.1.2.   Ensuring sustainable accreditation process

Action	KPI
Archiving the old accreditation reports produced in hardcopy and in scanned format	archived accreditation reports (program, year, type: online/hardcopy)
Finalizing and maintaining the institutional research platform tailored to the accreditation requirements as well as major international quality assurance/management systems	institutional research module (name, completion rate)

Sub-goal 1.1.3.   Increasing the efficiency of internships

Action	KPI
Searching for additional partners in order to increase the number and the diversity of paid/unpaid internships	internships (# of opportunities (partners) / completed (broken down by programs))
Increasing the success rate of the internship programs with the purpose of achieving learning outcomes envisaged by the syllabus	partner companies (# and type of companies /programs / place-country / internships); employer survey results related to internship (company, satisfaction rate, academic program); student survey - internship (company, satisfaction rate)

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

Goal 1.1. Strengthening the quality of educational programs

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

Action	KPI
Reviewing the syllabi and identifying newly emerged materials in the field	syllabi revision (# of revisions, program, # of updates, description (qualitative))
Making sure the study materials are available at the library and/or electronic platform	available educational materials in the library (# of materials in the syllabi, # of materials in the library, SMART evaluation results)

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

Action	KPI
Finding out about the best practices in the world on the issue of evaluating student achievement	studies reviewed on the best practices of evaluating student achievement (# of studies, findings); student achievement (# of high achieving students, # of low achieving students)
Creating a Committee for Educational Development in order to revise the current assessment system	studies reviewed on the best practices in the world on student assessment (# of studies, findings)
Setting up a committee for educational development and also encouraging the research centers and the faculty to do research on student assessment system	studies related to the best practices in the world on the issue of assessment (# of studies, findings)

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

Action	KPI
Organizing student conferences	student conferences (type, # of participants, date, faculty/program)
Organizing certificate and non-certificate events (i.e. public lectures, debates, round-table discussions, simulations etc.)	certificate and non-certificate projects organized (type, date, # of attendees, # of certificates issued)
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.)	workshops organized on soft-skills (type, # of attendees, satisfaction result)

IBSU

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	KPI
Introducing a service of academic coaching for the students by the students	academic coaching sessions organized (#, type, satisfaction result)

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	KPI
Holding regular meetings on inclusion of relevant extracurricular activities to develop students' skills; evaluating the results of extracurricular activities and reinforcing the good practices	analysis of students' survey on the efficiency of extracurricular activities (type of survey, # of participants, # of meetings on this issue, issues found, issues resolved)

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

Action	KPI
Being competitive in recruiting highly professional academic staff	staff recruitment and dismissal (announcements made, # of recruitments, # of dismissals, average academic performance point)
Revising and improving the academic incentives to attract highly qualified academic staff	academic incentives for students and staff (# of updates, max. amount of incentives offered to students, max. amount of incentives offered to staff)

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	KPI
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	student orientation sessions (# of participants, date, faculty)

IBSU

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

Action	KPI
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.	student hand-books (faculty, update date)

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

Action	KPI
Conducting regular trainings for staff members about educational process/procedures; Providing or funding trainings for administrative staff involved in the educational process to develop their professional skills	training sessions for staff members (type, # of participants, date, units, satisfaction rate)
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, j	results of staff performance evaluations (type, issue of observing the working time, survey analysis broken down by units)
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	trainings organized for staff (# of attendees, # of trainings, type)
Development of the orientation procedures, trainings and info-packs by the Human Resources department for newly-recruited personnel engaged in study process	staff info-packs (type, update date); staff survey on training efficiency (type, event, attendees, satisfaction result)

Sub-goal 1.2.3.   Keeping the educational processes sustainable

Action	KPI
Presentation of activity reports online by the faculties and structural units	activity reports (unit, presentation date, type (online, hardcopy)
Eliminating the shortcomings that affect efficiency originating from operational risk and human error	improvements made (type; shortcoming type: student attendance, contracts, academic performance, website, updated forms, new regulations, updated regulations (QA, staff, learning outcomes, doctoral education); solution; date)

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	KPI
Developing regulations as well as the processes/procedures related to the educational process based on best practices in the learning process	regulations (regulation #, update date, filter: education)
Receiving regular feedback from the students to identify shortcomings related to the learning process	student satisfaction survey (# of attendees, type: learning process, survey type (online, paper, face-to-face, control group; satisfaction results)
Presenting an annual plan&report to top management and students by faculties and other related structural units online	annual plan (unit, date, completion rate)
Participating in international conferences/trainings/projects related to the enhancement of the quality of education	scientific events related to educational improvement (name of the event, # of attended staff, date)
Receiving feedback from academic and invited personnel to identify shortcomings related to the learning process	staff survey related to the learning process (type of participant (employer, student, staff, other), # of participants, type of survey, results)
Identifying the shortcomings revealed by internal audit sessions on top of students and lecturers' feedback	internal audits - educational (date, auditor, unit, findings, follow-up, results)

Goal 1.3.   Development of the content of educational programs

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

Action	KPI
Development of programs based on the surveys and analyses of the recommendations gathered through program evaluations	academic programs (program, development (qualitative))

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

Action	KPI
Forming working groups to revise existing curricula including international experts	curriculum development (# of meetings, # and type of people involved, developments (qualitative))

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

Goal 1.3. Development of the content of educational programs

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

Action	KPI
Monitoring students' academic performance in study courses	student achievement (# of high achieving students, # of low achieving students)
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 correspond	reviewing the syllabi (course, date, modifications made)

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

Action	KPI
Checking the syllabi of the programs to make sure they include diverse activities and help students develop diverse skills, such as analytical thinking, writing, presentation skills, learning skills, teamwork skills etc.; 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	syllabi revision (# of revisions, program, # of updates, description (qualitative))

Sub-goal 1.3.5. Integrating modern teaching methods

Action	KPI
Researching modern teaching methods and integrating them into the syllabi and educational programs	global trends in education (# of events (type: held/attended, type: scientific event, meeting, training), # of papers/articles evaluated, list of implemented ones)

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	KPI
Increasing the number of sports activities offered to students	sports activities (type: int'l / local students, staff, society, date, event)

IBSU

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	KPI
Expanding the coverage of the cultural events, charity activities, and celebrations organized throughout the year	activities (type: extracurricular / social, type: int'l / local students, staff, type: institutional, corporate / social responsibility, date, event, attendees, organizer)

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

Action	KPI
Organizing inter-university sports events in Georgia	inter-university sports event (date, venue, participants)
Hosting cultural and sports activities related to internationalization of the country	sports activities (type: int'l / local students, staff, society, date, event, organizer)
Hosting simulation activities at the university (such as NATO, UN, EU, etc.)	simulation activities (date, organizer, attendees (staff and students))
Sustaining the best practices of the clubs and enhancing their activities	student club activities (# of practices standardized)

Sub-goal 1.4.3.   Increasing the efficiency of academic counselling

Action	KPI
Doing research about the best practices of academic counselling in the world	academic counselling (# of reports, staff involved, findings, developments at IBSU)
Modifying the EIS to allow academic advisors to collect information about their students	academic advising database (# of EIS modifications)
Devising an efficient system where the academic advisors can freely contact other staff members and units related to problems coming from their students	academic advising database (# of EIS modifications, survey results (related to academic advising))

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	KPI
Revising the current regulations, incentives, scholarships and waivers for socially vulnerable and disadvantaged students and offering incentives to them	scholarships/discounts/waivers/aids (type, # of vulnerable students in each type, # of beneficiaries, year, program)
Doing needs analysis of the socially vulnerable students through face-to-face meetings	student survey - socially vulnerable students (type: face-to-face, online, other; needs analysis results)
Looking for ways to provide the socially vulnerable students with scholarships from the private sector	socially vulnerable students (financial aid/scholarships in admissions, # of s. v. students, # of beneficiaries, total amount of funding allocated for s. v. students)

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	KPI
Identifying the governmental priorities and strategic objectives; creating a mechanism to be able to follow updates in the policies and implement due changes	governmental priorities and strategic objectives (date, strategic objective / priority, governmental organization)
Identifying global trends in education and new professions	global trends in education (# of events (type: held/attended, type: scientific event, meeting, training), # of papers/articles evaluated, list of implemented ones)

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

Action	KPI
Identifying the societal needs to shortlist areas for research	list of current societal needs (organizer, needs found, date)

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	KPI
Collaborating with and applying to local and international institutions for research and capacity building funding and to provide more opportunities for graduate students	partnerships (type: local/int'l; type: institutional/faculty/office, funding source, type: student/staff, weblink, type: general/exchange/research/project, etc.); projects (type: applied / funded, date, type: int'l / national, funding amount, participants)

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

Action	KPI
Creating and sustaining a database related to available scientific grants	scientific grants database (# of opportunities)
Implementing an internal grants program to support project writing	internal grants program (staff funded, amount of funding, date, purpose)

Goal 2.2.   Blending research with education

Sub-goal 2.2.1.   Integration of research and education

Action	KPI
Increasing the number of research and/or affiliated staff; employing new staff and/or moving some of the current academic staff members to research only	staff (type: admin / academic / affiliated / invited, research; type: academic titles, office / unit)
Gearing the research centers towards producing joint articles with graduate students	publications (filter: articles produced with graduate students; # of students involved; # of staff involved)
Updating the research and development website	website update (address, date)

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	KPI
Providing extended exchange possibilities for doctoral students	exchange (type: student / staff, year, program, current agreements)

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	KPI
Providing funding for students and staff in order to participate in international conferences, projects, workshops	academic incentives for students and staff (# of updates, max. amount of incentives offered to students, max. amount of incentives offered to staff)

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

Action	KPI
Developing the current university regulations related to research components; improving the current regulations related to scientific research, finance, personnel and education	regulations (regulation #, update date)
Adding a module to the electronic information system to supervise the research process	Research module in EIS (update date)

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

Action	KPI
Finding out about best practices in doctoral education in the world	doctoral education improvement (type: literature review, scientific event, training, seminar; findings)
Updating the educational regulations	regulations (regulation #, update date, filter: R03, R04, R05)

Goal 2.3.   Enhancing the quality of research

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

Action	KPI
Accessibility to international, refereed scientific periodicals in the disciplines relevant to existing doctoral programs	library resources (type: electronic / hardcopy, date of subscription, db name, date of expiry, publisher, cost, usage percentage/year)
Improving the policy and mechanisms against plagiarism	Turnitin (subscription date, expiry date, cost)
Developing clear and transparent criteria for doctoral supervisors who are members of the Field Boards	doctoral education (update to the selection of doctoral supervisors, date)

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	KPI
Financially supporting doctoral students (such as TAs, fellowships, Research Center Assistants, etc.); supporting the doctoral students to attend scientific events	doctoral education (support type: TAs, fellowships, research center assistant, etc.; student; funding provided)
Internationalization of implementing research component in graduate programs and ensuring existence of international expertise in the graduate students' research outcomes	doctoral education (student, co-/supervisor, country)

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

Action	KPI
Enlarging the editorial boards	IBSU journal editors (journal, editors, date of inclusion/exclusion, country)
Supporting the reviewers and chief editors of our journals	funding chief editors of IBSU journals (journal, vol, issue, reviewer, chief editor, amount, date)
Providing regular trainings about how to write quality academic publications	staff training (type: offered/received, topic, # of attendees, date)
Demanding more quality publications from academic staff when they apply to IBSU and for academic promotions (citation indexed)	publications (filter: citation indexed publications / reputable publishers, year); regulations (regulation #, update date, filter: staff recruitment)

Sub-goal 2.3.3.   Increasing the efficiency of research centers

Action	KPI
Increasing the budget for research	budget performance - overall (filter: research budget in the faculty budget, research revenue in the revenues of faculty)
Taking measures to create a research culture institution-wide by keeping the research issue in the agenda	meetings (filter: institutional research culture, date, meeting name)
Revising the number of research centers and making modifications based on their research output	research centers (# of centers, date, type: set-up, cancellation, modification)

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	KPI
Developing facilities at the university to support students willing to develop startup ideas	startup activities (student, startup name, date, amount of startup funding provided to the student);startup activities (facility satisfaction survey results)
Offering guidance and trainings at the university for startups finding out about the market needs	startup activities (demand by potential employers on the labor market, training offered, date, # of attendees)
Upgrading the Center for Interdisciplinary Research to accommodate the needs of students with ideas	startup activities (# of meetings with students at CIR)
Funding/finding funding for some of the startup ideas	startup activities (amount of funding, source, date, startup idea the amount spent on)
Developing the curricula to improve employment skills of students	curriculum update (date, nature of the curriculum update)

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

Action	KPI
Exploring the best practices of business-university collaboration in the world	research on university - industry collaboration (type: literature review, scientific event, meeting, training; findings); university - industry collaboration (number of businesses served, employee culture/climate (satisfaction) survey results)
Increasing the capacity of students and staff members to address the issue of strengthening business-university ties	capacity building for students (date, type of event: training, meeting, seminar, type of attendees: student/staff, # of attendees)
Developing market-research and consulting services for the public and private sectors	market-research and consulting services (# of services devised, # of people benefited from the services, # of student and staff attended); market-research and consulting services (survey: satisfaction results)
Developing the website to facilitate communication among all the stakeholders	website update (address, date)

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	KPI
Sustaining the communication with public and private sectors for curriculum building	sustainable communication with public and private sectors (office; type: meeting, visit, seminar; development area; # of attendees); survey on sustainable communication with all sectors (survey, date, result, # of people participated)
Receiving more contribution from companies and institutions in developing students' employability skills; identifying the needs of the market	employability skills (employer survey data, employee culture/climate (satisfaction) survey, # of students / alumni employed at companies IBSU has agreements with)

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

Action	KPI
Collaborating with the governmental offices to identify the needs of society in the country	societal needs (gov. office, type: disadvantaged, high capacity, general, rural areas, urban areas, etc.; type: professional, psychological, financial; date; activity; outcome); LLC satisfaction survey (course, satisfaction rate, date)
Organizing campaigns at the university to support disadvantaged people financially and/or spiritually	disadvantaged people (activity type: visit / CSR / voluntary / official, type: visit / host, activity carried out, date, # of staff and students involved, amount spent, units involved (club, office, etc.) findings about their needs)

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	KPI
Announcing new offers and results of lifelong learning programs through social media and other relevant media platforms	LLC activities (course, announcement link, date)

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

Goal 3.2.   Improving lifelong learning programs

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

Action	KPI
Elaborating on the significance of the lifelong learning concept and collecting the best practices from IBSU and outside about lifelong programs and share them with the society	LLC activities (course, announcement platform, report, date, report link, people involved)
Revising our policy of discounts and waivers to people willing to attend lifelong learning programs	scholarships/discounts/waivers/aids for LLC (type, # of beneficiaries, year, course, amount)

Sub-goal 3.2.3.   Involving more staff in the programs

Action	KPI
Offering incentives for IBSU staff members to take more part in participating in lifelong learning programs	LLC - teaching team (type: IBSU / external, course, date, type: offered / received, staff involved)

Sub-goal 3.2.4.   Increasing the interaction with the alumni

Action	KPI
Organizing projects through which the alumni may visit IBSU and share their experience	capacity building for students (date, type of event: training, meeting, seminar, type of attendees: student/staff, # of attendees, presenter)
Organizing alumni gatherings through various occasions including but not limited to fund-raising activities, improving curricula, and increasing alumni loyalty	alumni activities (type: fund-raising activities / improving curricula / increasing alumni loyalty, type: outstanding alumni, date, attendees, venue)

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

Sub-goal 3.3.1.   Developing joint projects with NGOs

Action	KPI
Identifying the list of companies and NGOs we can collaborate with as well as the areas for collaboration; Signing memorandums with appropriate companies and NGOs	collaboration with companies and NGOs (list of potential partners, list of current partners (country, name, date, duration))

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	KPI
Involving more companies and NGOs in job fairs, social activities organized by IBSU and participating in activities organized by them	collaboration with companies and NGOs (type: int'l / local, name, type: career planning / job fair / social activity, # of invites, # of actual attendees, date, venue)

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

Action	KPI
Developing the EIS to accommodate the list of companies, NGOs and activities	partnership database (type: local / int'l, organization, date, country, expiration date)

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	KPI
Identifying the needs of staff members	staff needs analysis (survey date, findings); staff satisfaction - facility (survey date, findings); staff satisfaction - all employee culture/climate (satisfaction) survey (survey date, findings)
Providing regular trainings related to the positions in the organizational chart	training sessions for staff members (type: training / meeting / seminar, # of participants, date, units, satisfaction rate); training requests (date, request)
Partnering in international grant projects that aim at developing the capacity in HEIs	projects (type: applied / funded, date, type: int'l / national, funding amount, participants)
Evaluating the results of trainings to create a database of best training practices	training database (training, date, findings, offered by, satisfaction result)

Objective 4   Improving leadership and management

Goal 4.1.   Improving HR activities

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

Action	KPI
Revising the academic promotion policy to make project participation more attractive	regulations (regulation #, update date, filter: staff recruitment, improvement made)
Collecting the results of best practices and lessons learned to help with future projects	projects database (project, findings); project regulation (update date)

Sub-goal 4.1.3.   Organizing comprehensible orientation sessions for staff members

Action	KPI
Training the trainers for orientation sessions	improving orientation sessions (date, training, offered by, attendees)
Updating the EIS to include a personnel management system where necessary regulations can be found related to the position	staff module (completion rate, date)
Evaluating the results of orientation sessions	staff orientation (date, attendees, findings, satisfaction rate)

Sub-goal 4.1.4.   Contributing to performance management and compliance

Action	KPI
Revising the performance management system every year	performance management system (date, update)
Moving all surveys to an online platform	surveys (name, transfer date, update date, address)

Sub-goal 4.1.5.   Contributing to relevant rules and regulations

Action	KPI
Evaluating the results of past surveys and updating and/or introducing new ones	surveys (name, transfer date, update date, address)
Making sure the results of surveys lead to improvements at the university level	surveys (correlation of results / actions taken)

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	KPI
Matching the EHEA and Georgia's educational goals and updating the mission of the university accordingly	mission statement (update date, mission statement, reference)

Sub-goal 4.2.3.   Documenting all the internal processes

Action	KPI
Identifying major, minor and sub processes as well as the responsible positions at the university	process identification (type: major / minor / sub, previous process, next process, responsible people, type: critical / minor

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

Action	KPI
Revising the current regulations to make sure they cover all related processes about the corresponding unit(s)	process identification (process name, date of update, people involved, modification source (request, meeting, etc.)
Receiving feedback from the involved people in the processes to improve them	process identification (process, feedback, improvement made, date)

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

Action	KPI
Training internal auditors	staff training (type: offered/received, topic, # of attendees, date)
Holding internal audits for management review	internal auditing (inspection area, date of inspection, findings)

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

Action	KPI
Collecting relevant information from university's social media sites; paying more attention to IBSU's YouTube channel	social media (type, issue identified, date, staff involved, action taken)

Objective 4   Improving leadership and management

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

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

Action	KPI
Revising the questions in the surveys and creating questions for semi-structured or informal surveys	surveys (name, type: structured / semi-structured, type: online / hardcopy, revision date, action taken)
Creating an online survey to receive thanks / suggestions / complaints from students and staff members; evaluating complaints coming from students, staff and guests	handling complaints / thanks / suggestions (date activated, address); handling complaints / thanks / suggestions (type: complaint / suggestion / thanks, action taken)

Sub-goal 4.2.7.   Internationalization of quality assurance procedures

Action	KPI
Internationalization of quality assurance procedures	QA standard (date, activity, people involved)
Inviting international professors for intensive or regular study courses offered in English	exchange (filter: incoming professor; year, program, course, population, duration)

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	KPI
Finding more ways to distribute the IBSU newspaper	IBSU newspaper (channel, date, amount)
Using the social media more effectively	social media (platform, date, # of posts, # of feedbacks, action taken - if any)
Signing memorandums with agencies and other printed media	memorandums (institution, country, date, duration, content, type: media)
Collaborating with TV channels to host important public figures at IBSU	holding panels (visiting person, venue, date, duration, topic, media platform)

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	KPI
Conducting surveys with stakeholders, analyzing results and writing recommendations	type and number of surveys conducted; stakeholder survey (type: online / hardcopy, type: face-to-face / semi-structured / structured, stakeholder, date, results, findings)
Involving students in doing relevant surveys in their hometowns	student surveys (student employed, survey name, city, description, # of surveys performed)

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

Action	KPI
Involving student clubs in organizing activities for disadvantaged people	disadvantaged people (activity type: visit / CSR / voluntary / official, type: visit / host, activity carried out, date, # of staff and students involved, amount spent, units involved (club, office, etc.) findings about their needs)
Funding activities for disadvantaged people that will be organized outside Tbilisi	CSR (activity, date, participated IBSU staff, city)

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

Action	KPI
Holding meetings with community leaders to identify the type of activities to involve students	community contact (type of event: meeting / workshop, date, activity, attendees, outcome)
Encouraging more students to take part in community activities	students in community work (type of event: meeting / workshop, date, activity performed, attendees)

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

Action	KPI
Including information about Georgia in IBSU's promotional materials	promoting Georgia (publication, year)

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	KPI
Employing international students in promoting Georgia in their home countries	promoting Georgia (country, student involved, activity, year)

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

Action	KPI
Attending educational exhibitions in the country	IBSU's visibility in the country (event attended, participants, date)
Increasing the number of trainings offered to high-school students	high-school students (training, date, staff attended, # of student participation, venue)
Increasing the number of meetings with school directors at IBSU not only in Tbilisi but also in other cities	contacting school directors (meeting, date, attendees, venue, school #)
Sustaining a database of schools and our activities	school database (update date, completion rate, address)
Organizing sports and scientific competitions among schools	sports competitions among schools (type, event organized, school #, attendees)

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

Sub-goal 4.4.1.   Increasing the number of computer programmers

Action	KPI
Revising the automation / electronic information plan and identifying the number of necessary programmers in the short run	programmers (# of programmers identified, recruited, area, date)
Involving students in software development with a view to recruiting them after graduation	programmers (# of students identified, recruited, area, date)

Objective 4   Improving leadership and management

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

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

Action	KPI
Understanding the best EIS practices in the world and matching the findings with official requirements	best EIS practices (research report, measures implemented)
Improving the internet infrastructure throughout the university	internet infrastructure (improvement rate, date, money spent)
Upgrading / renewing the servers and increasing the capacity of them	server (improvement made, date, money spent)
Finalizing the EIS modules necessary for implementing the my.ibsu platform	myIBSU platform (improvement rate, date, money spent)

Sub-goal 4.4.3.   Improving the EIS and hardware quality

Action	KPI
Training the staff to use the upgraded system	myIBSU (training, date, attendees)
Scanning the current external official papers	scanning papers (# of papers scanned, date, completion rate)
Upgrading the EDMS in align with the authorization standard	EDMS (date, action taken)

Goal 4.5.   Improving the financial management

Sub-goal 4.5.1.   Updating financial software regularly

Action	KPI
Developing new modules for the accountancy in order to meet official updates	accountancy module (improvement made, date, completion rate)
Finalizing the financial module in our EIS	tuition module (improvement made, date, completion rate)

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

Action	KPI
Devising a new Gsheet platform to receive financial information from all the major units	accountancy module (improvement made, date, completion rate)
Updating the website so that it holds the basic financial information about university activities	web statistics (update, date, address)

Objective 4 — Improving leadership and management

Goal 4.5. — Improving the financial management

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

Action	KPI
Identifying the granularity requirements for financial issues with the help of all units at the university; along with ORIS, creating a new sheet to register expenditures and revenue in finer granularity	accountancy module (improvement made, date, completion rate)

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	KPI
Asking our partners to place an IBSU link on their websites	IBSU's visibility abroad (institution, address, date placed)

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

Action	KPI
Identifying the ranking systems suitable for IBSU	rankings and ratings (ranking system, country, website, priority)
Carrying a gap analysis and developing a road map to bridge the gap in rankings	rankings and ratings (ranking, report)

Sub-goal 5.1.3. — Becoming members of more international organizations

Action	KPI
Exploring new platforms for becoming members of international organizations; determining the international organizations' membership priority depending on the impact factor and University budget	membership (institution, fee, benefit)

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	KPI
Studying best practices for developing modern tendencies in curriculum building	curriculum building (general report, date, authors)

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

Action	KPI
Expand the list of international partners in IBSU's network, thus enhancing student/staff exchange programs	memorandums (institution, country, date, duration, content, type: international)

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

Action	KPI
Visiting or hosting representatives of foreign universities at IBSU	exchange (type: student / staff, year, program, current agreements)
Making a list of universities that we would like to develop joint / dual / double degree programs	dual degree (institution, country, type: dual / double / joint / study abroad; description)
Receiving feedback from exchange students and staff members to shortlist possible partners	exchange (type: student / staff, year, program, current agreements, exchange feedback)
Contacting the Erasmus+ Office, embassies, and current partners to develop joint programs	expanding the network (contacted institution, date, content, relevant academic program to collaborate, other findings)

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

Action	KPI
Identifying the needs of students for which foreign languages to include in the curriculum	student surveys (year of study, program, language preferences); foreign languages offered (language, type: introduced / removed, date)
Opening new language centers in collaboration with embassies	list of language centers (language, institution collaborated, type: opened/closed, date)

Objective 5 — Improving internationalization

Goal 5.2. — Increasing the internationalization level of educational programs

Sub-goal 5.2.5. — International accreditation

Action	KPI
Involving universities, research centers and other relevant institutions for evaluating educational programmes abroad	curriculum development (# of meetings, # and type of people involved, developments (qualitative))

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

Action	KPI
Joint projects (writing articles, projects, exchange) with international experts	international collaboration (type: writing article, project, scientific event, opponent, co-supervisor, etc.; # of international experts, activity, institution, country, date)
Increasing the number of international opponents	international opponents (year, program, name, country, institution, student)

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	KPI
Modifying the current campus structure to keep a balance between students' social life and number of classrooms; increasing the number of social facilities	campus improvements (date, improvement)

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

Action	KPI
Opening an "IBSU Store"	IBSU Store (date, type: opened / closed)
Continuing the new campus construction	IBSU airport campus (completion percentage, year)
Improving dining facilities for students	IBSU dining hall / canteen (completion percentage, year)

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	KPI
Updating/creating floor plans and directions through the campus	signs (completion rate, year)

Sub-goal 6.1.3. Improving facilities for the disabled

Action	KPI
Updating our policy for the disabled	improving regulations (regulation #, update, date, filter: disabled people)
Modifying the facilities to address the needs of the disabled	facilities for the disabled (place, area: examination, dining, classroom, etc.; improvement made, date); disabled people (# of disabled students, needs identified)

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

Action	KPI
Contacting the municipality to improve the lighting system around the campus	lighting around the campus (gov. office, method of contact, date, result)
Continuing talks with the local authorities to improve transportation opportunities	transportation to and from campus (gov. office, method of contact, date, result)

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	KPI
Forming a team for moving more instructional materials to the electronic platform	distance learning - academic team (date, team members)

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	KPI
Refurbishing a room for distance learning and short educational videos; collecting instructional materials to be transferred to the electronic platform observing copyright issues	distance learning facilities (date, type of improvement)
Creating a team to help with technical and instructional design issues	distance learning - academic team (date, team members)
Identifying the priorities of courses to be made online	distance learning - courses (course, date of inclusion, tutor)

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	KPI
Enrichment of library with non-obligatory literature in the fields of university's educational programs	educational materials (name, language, type: online, periodical, book, etc.; date, type: donated, purchased)
Increasing the number of Georgian textbooks and literature	educational materials in Georgian (type: purchased, translated, donated; date)
Meeting resource requests coming from program coordinators	resource requests (date, program, request, result, cost)
Granting access to IBSU people for online libraries from outside	access to databases (database, date opened, address, credentials)
Enrichment of electronic databases of the library	library resources (type: electronic / hardcopy, date of subscription, db name, date of expiry, publisher, cost, usage percentage/year)
Improvement of the library electronic information system	library information system (improvements made, date)

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

Action	KPI
Employing additional staff to keep the library and the labs open for a longer period	usage of common facilities (facility, # of staff)
Making sure the canteen, IT, and photocopying facilities are open for a longer period	usage of common facilities (facility, from, to, date implemented)

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

Goal 6.2.   Enhancing the instructional environment throughout the campus

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

Action	KPI
Subscribing to/renewing subscription of Turnitin for similarity check	Turnitin (subscription date, expiry date, cost)

Goal 6.3.   Maintaining the campus safety and security

Sub-goal 6.3.1.   Updating and upgrading campus safety measures

Action	KPI
Upgrading and maintaining current security cameras	security cameras (place, # of cameras, date)
Revising the campus facilities to prevent damage that can be done during winter time	campus facilities (date, improvement made, filter: measures against winter threats)
Installing fire alarm to all the rooms	campus facilities (date, improvement made, filter: fire alarms)

Sub-goal 6.3.2.   Upgrading and maintaining current security cameras

Action	KPI
Updating the orientation package for security staff	security orientation (date, training, attendees, presenter)
Holding meetings with the head of security to discuss satisfaction issues	campus safety (date, improvements made, place)

Goal 6.4.   Developing the IT infrastructure on campus

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

Action	KPI
Modifying the lighting system in the conference hall to be controlled from a distance	campus facilities (date, improvement made, filter: lighting at the conference hall)
Upgrading/maintaining the UPS	campus facilities (date, improvement made, filter: UPS)
Upgrading the generator	campus facilities (date, improvement made, filter: generator)

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	KPI
Upgrading the wi-fi coverage area	campus facilities (date, improvement made, filter: wi-fi coverage)
Upgrading the equipment in the conference hall	campus facilities (date, improvement made, filter: campus hall)
Installing charging stations at various places on campus	campus facilities (date, improvement made, filter: charging stations)

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

Action	KPI
Increasing the number of computers and projectors	campus facilities (date, improvement made, filter: computers, projectors)
Revising the cabling system and building the necessary infrastructure	campus facilities (date, improvement made, filter: cabling system)

About this document:

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