



IBSU

INTERNATIONAL BLACK SEA UNIVERSITY LLC

Action Plan 2021-2024

**Tbilisi, Georgia
2021**



INTERNATIONAL BLACK SEA UNIVERSITY LLC
QUALITY MANAGEMENT SYSTEM DOCUMENTS

ACTION PLAN

2021-2024

Approved on 15/11/2021 by Governing Board - Minutes №:3

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.

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IBSU PROPRIETARY INFORMATION

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Amendments

#	Decision taken by	Minutes №	Date
1.			

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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

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					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.1.1.1. Review/evaluation of educational programs	Programs (type: changes made, program, date), research results	1. Office of the vice-rector in the direction of quality development	1. Faculty 2. Head of the program 3. Alumni Office 4. Career Planning	At the beginning of each academic year/semester	University budget
1.1.1.2. Development of new educational programs	A list of potentially new programs that may be opened at IBSU based on relevant needs (programme, year); Analysis of conducted researches	1. Head of the program	1. Vice-Rector for Quality Enhancement 2. Quality Assurance Office	As needed	University budget
Sub-goal 1.1.2. Increasing the effectiveness of the practice component					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.1.2.1 Finding partners to increase the number and diversity of practices	N Partners and signed memorandums N	1. Career Planning	1. Head of the program	Annually,	University budget

1.1.2.2. Effective administration of practice programs in order to achieve outcomes defined by the syllabus	Partner companies (N and type of companies / programs, students N); research results of the potential employer/internship organization (company, satisfaction rate, academic program); Student survey - internship (company, satisfaction rate), memos.	1. Head of the program		during the academic year	University budget
Sub-goal 1.1.3. Evaluation/updating of study materials					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.1.3.1. Revising the syllabus of training courses and enriching the field with modern material	Syllabus revision (information about changes in the program and syllabus, information about program approval)	1. Head of the program	1. Vice-Rector for Quality Enhancement 2. Quality Assurance Office	Annually	University budget
1.1.3.2. Enrichment of digital and printed learning materials in the library	Educational material available in the library (# of books requested and purchased by the faculties, # of material purchased in the library (print/digital), quality research results, proof of access to the electronic library, invoices.	1. Head of the program 2. Library	1. Quality Assurance Office	Before the start of each semester	University budget
Sub-goal 1.1.4. Using alternative methods and tools for measuring and evaluating student achievement					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.1.4.1. Finding best international practices for assessing student academic performance	Experiences reviewed on best practices for assessing student achievement (# of studies, findings)	1. Vice-Rector for Education and Research	1. Head of the program 2. International Relations Office	As needed (At least once during the reporting period)	University budget

Sub-goal 1.1.5. Supporting students to improve their academic performance					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.1.5.1. Organization of student conferences	Student conferences (type, N of participants, date, faculty/program, N of conferences), conference materials/reports	1. Vice-Rector for Education and Research	1.Public Relations Office 2. Conferences and Publications Office	At least once a year	University budget
1.1.5.2. Organization of student projects	Organized certificate and non-certificate projects (type, date, number) Project implementer	1. Vice-Rector for Education and Research	1. Public Relations Office 2. faculty	Annually	University budget
1.1.5.3. Organization of transferable skills development events	Workshops on organized management skills (time management skills, writing, critical thinking, public speaking and presentation skills) (type, N of attendees, satisfaction survey results, N of workshops)	1. Vice-Rector for Education and Research	1. Public Relations Office 2.faculty	As needed (At least once during the reporting period)	University budget
1.1.5.4. Implementation of the practice of providing academic counseling by students to other students	Organized academic consulting (N, type, participants, program, satisfaction outcome), student coaching (coaches N, incentive form, e.g. certificate or letter of appreciation)	1. Vice-Rector for Education and Research	1.faculty	Annually	University budget
Sub-goal 1.1.6. Recruiting highly professional academic and administrative staff					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.1.6.1. Revising the policy of academic incentives to attract highly qualified academic staff	Academic Incentives for Staff (# of updates, maximum Number of incentives offered to employees), # of revised incentive regulations)	1. Vice-Rector for Education and Research	1.Legal Office 2. Conferences and Publications Office	As needed (At least once during the reporting period)	University budget

Goal 1.2. Implementation of educational programs at an optimal level					
Sub-goal 1.2.1. Organizing comprehensive orientation meetings for newly received students					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.2.1.1. Organization of orientation meetings for first-year students	Student orientation sessions (# of participants, date, faculty), website news (press releases), drafting and revising Frequently Asked Questions (FAQ) for annual orientation meetings	1. Public Relations Office	1. Study Process Management Office 2. Legal Office 3. Quality Assurance Office 4. Public Relations Office 5. Career Planning 6. Alumni Office 7. Library 8. Extra-Curricular Services 9. Self-government	At the beginning of the semester	University budget
1.2.1.2. Systematic update of the student guide	Guide, update date, update number	1. Legal Office		Before the start of each academic year	University budget
Sub-goal 1.2.2. Conducting regular in-service trainings for staff members about educational processes / procedures					

Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.2.2.1. Periodically organizing trainings for employees about educational processes and procedures	Trainings for the staff (type, number of participants, date, units, satisfaction rate)	1. Vice-Rector for Education and Research	1. Office of the vice-rector in the direction of quality development 2. Legal Office 3. Chancellery & HRM Office	During the year, Periodically	University budget
1.2.2.2. Conducting employee evaluations in accordance with their functions and responsibilities	Results of staff performance evaluation (type, work time observation, research analysis by units)	1. Quality Assurance Office	1. Chancellery & HRM Office	At the end of each semester	University budget
1.2.2.3 Organization of orientation meetings for newly employed personnel	Orientation meetings/trainings organized for staff (attendance #, meeting #, type)	1. Chancellery & HRM Office 2. faculty	1. Head of the program	As needed (At least once during the reporting period)	University budget
1.2.2.4. Development of orientation procedures and information package	Staff information - packages (type, update date);	1. faculty	1. Chancellery & HRM Office	As needed (At least once during the reporting period)	University budget
Sub-goal 1.2.3. Keeping the educational processes sustainable					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget

1.2.3.1. Submission of activity reports by faculties and structural units involved in the educational process	activity reports	1. Vice-Rector for Education and Research		At the end of each academic year	University budget
1.2.3.2. Eliminating gaps arising from operational risks and human factors, which prevent the increase of efficiency	Improvements made (type of defect: eg student attendance, contracts, academic performance, website, updated forms, new regulations, updated regulations N.	1. Vice-Rector for Education and Research	1. Office of the vice-rector in the direction of quality development 2.faculty 3.Legal Office 4. Study Process Management Office	Before the start of the semester if necessary	University budget
1.2.3.3. Development of regulations based on the best practices of the training process, as well as processes/procedures related to the training process.	Regulations (document N, update date)	1.Vice-Rector for Education and Research		During the academic year	University budget
1.2.3.4. Periodically receiving feedback from students in order to identify	Student survey (survey results and analysis)	1. Quality Assurance Office	1. Quality Assurance Office	Annually 2021-2024 66	University budget

shortcomings related to the educational process					
1.2.3.5. Faculties and other relevant structural units introduce the annual plan to upper management and students.	Action plan presentations, photo materials	1. faculty		At least once a year	University budget
1.2.3.6. Participation in conferences/trainings/projects related to improving the quality of education	Name of an event, date	1. Vice-Rector for Quality Enhancement	1. Office of the vice-rector in the direction of quality development 2. Head of program	As needed, 2021 – 2024.	University budget
1.2.3.7. Receiving feedback from academic and visiting staff in order to identify gaps related to the educational process	Staff survey results and analysis.	1. Quality Assurance Office	1. Quality Assurance Office	At the end of the academic year 2021-2024.	University budget
1.2.3.8. In addition to the assessment received from students and lecturers, detection of gaps and improvement of processes through internal audit monitoring	Internal audit - educational (date, auditor, unit, findings, follow-up, results)	1. Internal Monitoring Office	1. Office of the vice-rector in the direction of quality development	2021 - 2024. every semester, As needed	University budget
Goal 1.3. Development of the content of educational programs					
Sub-goal 1.3.1. Increasing the number of interdisciplinary programs					

Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.3.1.1. Conducting research in the following direction: analysis of the labor market and employers' requirements; Analysis of the student's survey results, graduates and employers; Analysis of program evaluation by academic staff and field specialists; Research and analysis of best practices	Research papers (student/ graduate survey, labor market and employer demand analysis)	1. Head of the program 2. Career Planning	1. Quality Assurance Office	Periodically, At least once before accreditation	University budget
Sub-goal 1.3.2. Improving the content of the curricula and ensuring that they remain up-to-date					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.3.2.1. Creation of working groups in order to refresh the existing curriculum (involvement of	program and syllabi; conclusions of experts;	1. Head of the program	1. Office of the vice-rector in the direction of quality development	At least once during the accreditation period	University budget

international experts is also considered)					
Sub-goal 1.3.3. Ensuring the content of the syllabi reflects the abilities of an average performance student and the assessment is relevant to this standard					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.3.3.1. Implementation of monitoring of students' academic performance in separate training courses	Student achievements (grade distribution) research results	1. Quality Assurance Office		At the end of each semester	University budget
1.3.3.2. Based on the results of academic monitoring of students, making appropriate changes in the syllabuses of the training courses, for example, recalculating credits allocated for the training course, re-determining the amount of reading material intended for the course, analyzing the compliance of the training course content with the learning outcomes	Information about changes in the program and syllabus, information about the program approval	1. Head of the program	1. Office of the vice-rector in the direction of quality development	As needed (At least once during the reporting period)	University budget
Sub-goal 1.3.4. Ensuring the syllabi include diverse activities/components of evaluation that assure development of divergent skills for students					
Actions	Key Performance Indicators	Responsible Structural	Supporting	Timeline	Source of

	(KPIs)	Unit	Structural Unit		Funding/Budget
1.3.4.1. Examining the programs syllabi to ensure that they include a variety of activities and help students develop a variety of skills such as analytical thinking, writing, presentation skills, study skills, teamwork skills, etc.	Revision of syllabi (test results)	1. Internal Monitoring Office	1. Office of the vice-rector in the direction of quality development	At least once during the accreditation period	University budget
1.3.4.2. Adding activities if it is found (in the process of inspection) that the activities in a particular curriculum are not diversified and cannot help students develop a variety of skills.	Revised syllabuses (description of changes and approval documents)	1. Head of the program	1. Office of the vice-rector in the direction of quality development	As needed (At least once during the reporting period)	University budget
Sub-goal 1.3.5. Integrating modern methods into teaching					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.3.5.1 Researching modern teaching methods and integrating them into syllabi and educational programs	Global Education Trends (Analysis, # of Events (Type: Held/Attended, Meeting, Training))	1. Vice-Rector for Education and Research	1. Head of the program	As needed (At least once during the reporting period)	University budget
1.3.5.2. Based on the pandemic	Developed instructions, N of orientation meetings, N of subjects	1. Vice-Rector for	1. faculty 2. Office of the	Until the end of the pandemic	University budget

and expected learning requirements, online delivery of theoretical subjects within an appropriate quality assurance framework	conducted online	Education and Research	vice-rector in the direction of quality development		
1.3.5.3. Improving distance learning skills of academic staff including Google Meet and SMART (Moodle) & Google Docs systems. Also, mastering the security of instructional design, online assessment, and testing process	N of trainings, developed instructions	1. Vice-Rector for Education and Research	1.faculty	Until the end of the pandemic, As needed	University budget
1.3.5.4. Ensuring the inclusion of students with disabilities and appropriate access to the Internet in the process	Type and number of activities carried out and, N of persons with disabilities,	1. Vice-Rector for Education and Research	1.faculty	Annually, At the beginning of the academic year	University budget
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					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.4.1.1. Increasing the number of sports activities offered to students	Sports activities (type, students, staff, date, event)	1.Extra-Curricular Services		Annually	University budget

1.4.1.2. Organization of cultural, social and charity events	Activities, students, staff, name of the event, date, quantity of attendees	1.Extra-Curricular Services		Annually	University budget
Sub-goal 1.4.2. Supporting collaboration of student clubs with similar structures in HEIs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.4.2.1. Participation in universities sports activities	University sports event (date, place, participants)	1.Extra-Curricular Services		Annually	University budget
1.4.2.2. Hosting cultural and sports activities to promote internationalization of the country	Activities (type: international/local students, staff, date, event organizer)	1.International Relations Office	1.Extra-Curricular Services	Annually	University budget
1.4.2.3. Arranging simulation/mock activities at the university, e.g. NATO, United Nations, European Union, etc.	Simulation activities (date, organizer, participants (staff and students))	1.faculty		Annually	University budget
Sub-goal 1.4.3. Increasing the efficiency of academic counseling					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.4.3.1 Organization of meetings with academic staff in terms of improving student	Meetings (N of reports, N of staff involved, conclusions, actions taken)	1. Vice-Rector for Education and Research 1.Dean of facultys	1.faculty	Annually as needed	University budget

counseling services					
Sub-goal 1.4.4. Improving the current regulation to meet the needs of socially vulnerable students					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
1.4.4.1. Carrying out supportive measures for vulnerable and/or socially disadvantaged students	Availability: scholarships/discounts/exemptions/aids (type, number of vulnerable students in each type, year, program)	1.Chancellor's Office	1.Legal Office	Annually	University budget
Objective 2. Enhancing 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 social priorities and strategic objectives as well as current global trends					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.1.1.1. Conducting research taking into account current global trends and country priorities and strategic goals	Conducted studies (date, person/persons involved in the study)	1. Governing Board		As needed	University budget
2.1.1.2. Offer training and incentives to employees for research development	Research projects, trainings, workshops, field schools, conferences carried out at IBSU	1. Vice-Rector for Education and Research	1.Research Projects and Innovations Office		University budget
Sub-goal 2.1.2. Increasing the number of opportunities of interdisciplinary scientific research that addresses the societal needs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget

2.1.2.1. Determining community needs to identify potential research areas	Needs identified	1. Vice-Rector for Education and Research	1.Center for Interdisciplinary Studies 2.Center for International Studies	At least once in the period provided by the action plan	University budget
2.1.2.2. Conducting research according to identified public needs	Research type, N, place of implementation, partner organization, report	1. Vice-Rector for Education and Research	1.Center for Interdisciplinary Studies 2. Center for International Studies	At least once in the period provided by the action plan	University budget
Sub-goal 2.1.3. Preparing and/or partnering in scientific research projects					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.1.3.1. Organization of trainings of knowledge and skills necessary for writing a scientific project	# of trainings, training materials # of participants #	1. Vice-Rector for Education and Research	1.Research Projects and Innovations Office	As needed (At least once during the reporting period)	University budget
2.1.3.2. Creation and constant updating of databases containing information on available local and international scientific projects/contests	Scientific grants database (# of grants)	1. Vice-Rector for Education and Research	1.Research Projects and Innovations Office	Annually	University budget
2.1.3.3. Finding partners for cooperation in scientific	List of partners	1. Vice-Rector for Education and Research	1.Research Projects and Innovations Office	Annually	University budget

projects and increasing their number					
2.1.3.4. Introduction and implementation of an internal grant program to promote project preparation and writing	Internal grant program (staff funding, amount of funding, date, purpose)	1. Vice-Rector for Education and Research	1. Research Projects and Innovations Office	Annually	University budget
Goal 2.2 Blending research with education					
Sub-goal 2.2.1. Integration of research and education					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.2.1.1. Publishing articles that can be used in the teaching process	# of published articles, # of published articles specified in syllabi by the IBSU staff	1. Vice-Rector for Education and Research	1. Head of the program 2. Conferences and Publications Office	Annually, At the end of the academic year	University budget
2.2.1.2. Increasing the number of affiliated staff and research	N of staff and research, events held	1. Vice-Rector for Education and Research		Annually	University budget
2.2.1.3. Development of policies for research centers with the aim of publishing research articles with students of master's and doctoral programs	Publications (filter: articles produced with Masters/PhDs; # of students involved; # of staff involved)	1. Vice-Rector for Education and Research	1. Master's and Doctoral School 2. Conferences and Publications Office 3. Center for Interdisciplinary Studies	Annually	University budget

			4.Center for International Studies		
2.2.1.4. Updating the research section on the website	Website update (address, date)	1. Vice-Rector for Education and Research	1.Public Relations Office	Annually Periodically	University budget
2.2.1.5. Increasing the quality and quantity of publications of affiliated academic staff	# Trainings, meetings and other activities to increase awareness of publication standards and procedures, academic incentives	1. Vice-Rector for Education and Research	1. Conferences and Publications Office	Annually	University budget
Sub-goal 2.2.2. Supporting and motivating students to participate in research activities, enhance their research skills and conduct high-quality research					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.2.2.1. Increasing the number of local and international research partners to give PhD students more opportunities to engage in research	# of partner organizations, # of Memos (if any) and description of research projects	1.Vice-Rector for Education and Research	1.Research Projects and Innovations Office	Annually	University budget
2.2.2.2. Offering exchange projects for doctoral students	Exchange project (type, student, year, program, current agreements)	1. International Relations Office	1. Head of Master's and Doctoral School	Annually, as needed	University budget
2.2.2.3. Providing funding for students to participate in international conferences, projects, workshops	Student academic incentives (N of conferences/project workshops, N of participating students, incentives offered)	1. Vice-Rector for Education and Research	1.Research Projects and Innovations Office	Annually, as needed	University budget

Sub-goal 2.2.3. Ensuring effective management of the processes and procedures related to implementation of research components of educational programs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.2.3.1. Refinement and development of the rules governing the research component in the university. Improvement of existing scientific research, financial, personnel and educational regulations.	Regulations (document N, update date)	1.Vice-Rector for Education and Research	1.Legal Office	annually As needed	University budget
2.2.3.2. Electronic systematization of data to better guide the research process	Category of publications and researches, number, amount of funds issued	1. Vice-Rector for Education and Research		annually	University budget
Sub-goal 2.2.4. Conducting research that will guide and contribute to the educational process					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.2.4.1. Study and analysis of best practices in the field of doctoral education through literature review	Improving doctoral education (type: literature review, scientific event, training, workshop; conclusions)	1.Head of the Master's and Doctoral School		As needed (At least once during the reporting period)	University budget
2.2.4.2. Update according to educational regulations	Regulations (document N, update date)	1. Vice-Rector for Education and Research	1.Legal Office	As needed	University budget

Goal 2.3 Enhancing the quality of research					
Sub-goal 2.3.1. Increasing the quality of theses and dissertations					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.3.1.1. Access to international, refereed scientific publications published in relevant fields of existing doctoral programs	Library resources (type: digital / print, subscription date, expiration date, cost, percentage of use/year), Ph.D. students survey results	1.Library		Annually	University budget
2.3.1.2. Involvement of doctoral students in ongoing research	N of doctoral students involved in research, type of research	1.Head of the Master's and Doctoral School			University budget
2.3.1.3. Refinement and improvement of plagiarism elimination policies and mechanisms	Anti-plagiarism program (subscription date, expiration date, cost), measures taken	1.Head of the Master's and Doctoral School	1.Legal Office	As needed	University budget
2.3.1.4 Financial support for students of doctoral programs (e.g. the opportunity to work as an assistant teachers, assistants in research centers, etc.)	Doctoral program (type of support: , scholarships, research assistant, etc.; N of students; funding provided)	1. Vice-Rector for Education and Research	1. Master's and Doctoral School 2.Chancellor's Office	Annually	University budget

2.3.1.5. Internationalization of the research component in master's and doctoral programs and ensuring that international experience is taken into account in the results of doctoral research.	# of international co-supervisors (PhD programs, student, co-supervisor, country), # of opponents, # of reviewers, # of experts in PhD and master's programs	1. Master's and Doctoral School	1. Head of thesis Master's and Doctoral School	Annually	University budget
Sub-goal 2.3.2. Increasing the number and quality of academic publications					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.3.2.1. Expansion of editorial boards	Editors of the IBSU journals (journal, editors, update data, country)	1. Vice-Rector for Education and Research	1. Conferences and Publications Office 2. Legal Office	As needed	University budget
2.3.2.2. Improving incentives for academic staff	Regulation on Incentives for Academic Staff (Document N, Update Date)	1. Vice-Rector for Education and Research	1. Legal Office	As needed	University budget
2.3.2.3. Encouraging editors-in-chief and reviewers of journals published by the university	Funding of chief editors and reviewers of IBSU journals (journal, volume, edition, amount, date)	1. Vice-Rector for Education and Research		Annually, as needed	University budget
2.3.2.4. Increasing the number of joint articles	N of publications, analysis by years	1. Vice-Rector for Education and Research	1. Master's and Doctoral School	Annually	University budget

produced by professors in collaboration with graduate students			2.Conferences and Publications Office		
2.3.2.5. Conducting regular training sessions to develop the skills necessary to prepare a quality academic publication	Staff Training (Type, Offered/Accepted, Topic, N of Attendees, Date)	1. Vice-Rector for Education and Research		Annually	University budget
2.3.2.6. Increasing the number of mandatory quality publications (indexed journals) by academic staff in the process of their promotion to an academic position	Publications (N of publishers of citation indexed publications, year, author); Regulations (document number and update date)	1. Vice-Rector for Education and Research	1. Quality Assurance Office 2. Chancellery & HRM Office	Annually	University budget
Sub-goal 2.3.3. Increasing the efficiency of research centers					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.3.3.1. Revision of a budget allocated for research	Budget (N of studies, amount of money)	1.Chancellor's Office		Annually	University budget
2.3.3.2. Taking necessary measures to develop a research culture at an institutional level through a policy of increasing an interest in research	Meetings (type, date, participant N, meeting title)	1. Vice-Rector for Education and Research		Annually	University budget

2.3.3.3. Reviewing the number of research centers and making changes according to the volume and quality of the research carried out by them	Research centers (N of centers, needs and research assessment analysis)	1. Vice-Rector for Education and Research		As needed (At least once during the reporting period)	University budget
Sub-goal 2.3.4. Increasing the number of national / regional / international scientific events participated / organized by the academic staff					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
2.3.4.1. Academic staff support for participation in scientific conferences	N of academic staff participating in scientific events, event type, date	1. Vice-Rector for Education and Research	1.Chancellor's Office	Annually	University 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					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.1.1.1. Development of the material-technical base of the university in order to promote student-initiated startups	Startup activities (student, startup name, date, amount of startup funding given to the student); Institutional Satisfaction Survey Results.	1. Vice-Rector for Education and Research	1. Faculty of Business and Technologies	As needed (At least once during the reporting period)	University budget
3.1.1.2. Offering training and consulting by the university so that students can better plan	Startup activities (demand of potential employers on the labor market, offered training, date, N of attendees)	1. Vice-Rector for Education and Research	1. Faculty of Business and Technologies	As needed (At least once during the reporting period)	University budget

business ventures considering market demand researches					
3.1.1.3. Funding or assisting in fundraising for certain business ventures	Startup activities (funding amount, source, date)	1. Faculty of Business and Technologies	1.Chancellor's Office	At least once during the reporting period	University budget
3.1.1.4. Updating the curriculum in order to develop and refine students' employability skills	Curriculum update (date, type of curriculum update)	1. Head of the program	1. Faculty of Business and Technologies	2021-2024	University budget
Sub-goal 3.1.2. Maintaining the mechanism for sustainable IBSU-industry/business collaboration					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.1.2.1. Identifying best practices in business-university collaboration	Research on university-industry cooperation (type: literature review, scientific event, meeting, training, conclusions); University and industry cooperation (number of businesses served, employee (satisfaction) survey results)	1. Vice-Rector for Education and Research	1. Faculty of Business and Technologies	2021-2024 ☞☞	University budget
3.1.2.2. Capacity building of students and university staff to strengthen cooperation and connection between business and university	Capacity Building for Students (Date, Event Type: Training, Meeting, Workshop, Attendee type: Student/Staff, # of Attendees)	1. Vice-Rector for Education and Research	1. Faculty of Business and Technologies	2021-2024 ☞☞	University budget
3.1.2.3. Offering market	Market research and consulting services (service designed, service	1. Vice-Rector for Education and Research	1. Faculty of Business and	2021-2024 ☞☞ Periodically	University budget

research and consulting services to the public and private sector	used, student and staff attended)		Technologies		
3.1.2.4. Updating the website to improve communication	Website update (address, date)	1. Vice-Rector for Education and Research		2021-2024 ^{ᄡᄡ} As needed	University budget
Sub-goal 3.1.3 Holding regular meetings with relevant organizations in order to organize internships, projects, and curriculum building activities					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.1.3.1. Ensuring constant communication with private and public sectors for curriculum development	Communication with public and private sectors (type of company, N of meetings, # of attendees); Surveys with potential employers	1. Career Planning	1. Head of the program	As needed (At least once during the reporting period)	University budget
3.1.3.2. increasing involvement of companies in the process of forming the demand for students in the labor market; Identification of market requirements.	employer survey data, employee culture/climate (satisfaction) survey, N of students/graduates employed in companies, contract)	1. Career Planning	1. Head of the program	As needed (At least once during the reporting period)	University budget
Sub-goal 3.1.4. Increasing the number of social responsibility projects					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.1.4.1. Identifying community needs in cooperation with governmental	A list of community needs	1. Public Relations Office		Annually	University budget

institutions					
3.1.4.2. conducting various campaigns and activities in the university in order to provide financial or emotional support to the socially disadvantaged	# of socially disadvantaged who received incentives, scholarships. Activity with vulnerable persons, date, number of staff and students involved, amount spent, units involved (club, office, etc.)	1.Public Relations Office	1.Extra-Curricular Services	Annually	University budget
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 relevant social groups regularly					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.2.1.1. Determination of necessary trainings for people working in different fields and living different lifestyles	Type and N of trainings, N of participants, N of certificates	1.Lifelong Learning Center		Annually	University budget
3.2.1.2. Introducing new initiatives and results of "Continuing Education" programs to a wider audience through social and other media means	Training type and link	1.Lifelong Learning Center		Annually	University budget
Sub-goal 3.2.2. Increasing the number and efficiency of lifelong learning programs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.2.2.1.	Activities (report, date, people	1.Lifelong Learning		Annually	University budget

Finding and sharing the best practices of "Continuing Education" programs with the general public	involved, interviews)	Center			
3.2.2.2. Revision of the policy of discounts and benefits for those wishing to participate in "continuing education" programs.	Discounts/aids for LLCs (type, N of participants, year, rate, amount)	1.Lifelong Learning Center	1.Legal Office	As needed	University budget
3.2.2.3. Identifying market demands for continuing education needs.	Survey, Needs Analysis Report, Market Analysis Report	1.Lifelong Learning Center		Periodically	University budget
Sub-goal 3.2.3. Involving more staff in the programs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.2.3.1. Offering incentives to IBSU employees to engage in "continuing education" programs both in terms of teaching and learning.	Incentives (course, date, staff involved)	1. Chancellery & HRM Office	1.Trening center	Periodically	University budget
3.2.3.2. In case of interest, offering trainings to the employees of the IBSU in the teaching methodology necessary for the "Continuous	N of trainings, N of participants, N of certificates	1.Lifelong Learning Center		Periodically	University budget

Education" program.					
Sub-goal 3.2.4. Increasing the interaction with the alumni					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.2.4.1. Organization of projects through which graduates can visit IBSU and share their experience.	Type of event, N of attendees, date	1. Alumni Office		Annually, as needed	University budget
3.2.4.2. Organization of alumni gatherings, such as curriculum development, alumni engagement events, etc.	Alumni Activities (Type: Curriculum Enhancement / Alumni Loyalty Enhancement, Type: Distinguished Alumni, Date, Attendees, Venue)	1. Alumni Office		Annually, as needed	University budget
Goal 3.3 Increasing collaboration with Non-Governmental Organizations (NGOs)					
Sub-goal 3.3.1. Developing joint projects with NGOs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.3.1.1. Determining possible cooperation with companies and non-governmental organizations and signing memorandums with them.	Cooperation with companies and non-governmental organizations (list of potential partners, country, name, date, duration)	1. Career Planning		annually	University budget
3.3.1.2. Involvement of more companies and non-governmental	Cooperation with companies and NGOs (type: international / local, title, type: career planning / job fair / social activity, actual # of	1. Career Planning		annually	University budget

organizations in the employment forums and social activities organized by the IBSU, as well as participation of the IBSU in the activities organized by them.	attendees, date, place)				
Sub-goal 3.3.2. Maintaining and updating a database of relevant NGOs in the country					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
3.3.2.1. Development of an electronic information data base to reflect companies, non-governmental organizations and activities	Partnership Database (Type: Local / International, Organization, Date, Country, Expiry Date)	1.Public Relations Office		As needed (At least once during the reporting period)	University budget
Objective 4. Improving management					
Goal 4.1. Improving HR activities					
Sub-goal 4.1.1. Providing and/or funding staff members to capacity building activities					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.1.1.1. Identifying staff needs	analysis of staff needs (survey date, conclusions);	1. Chancellery & HRM Office		Annually, At least once	University budget
4.1.1.2 Organizing regular trainings as needed	Trainings for staff (type: training/meeting/seminar, number of participants, date, units, satisfaction indicator); Training	1. Chancellery & HRM Office		As needed (At least once during the reporting	University budget

	requirements (date, requirement)			period)	
4.1.1.3. Evaluating and analyzing training results in order to share best practices	Training database (training, date, findings, offered, satisfaction outcome)	1. Chancellery & HRM Office		As needed (At least once during the reporting period)	University budget
Sub-goal 4.1.2. Organizing comprehensible orientation sessions for staff members					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.1.2.1. Evaluating and updating the results of orientation sessions	Staff orientation (date, attendees, conclusions, satisfaction rate)	1. Chancellery & HRM Office		As needed (At least once during the reporting period)	University budget
Sub-goal 4.1.3. Evaluation of activity results					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.1.3.1. Implementation and development of evaluation system	Fulfilment Management System (date, update)	1. Governing Board		At least once a year	University budget
4.1.3.2. Transferring all questionnaires to online format	Surveys (title, survey date)	1. Chancellery & HRM Office		As needed (At least once during the reporting period)	University budget
4.1.3.3. Analysis of survey	Report (title, survey date, quantity)	1. Governing Board		As needed (At least once)	University budget

results and identification of additional needs				during the reporting period)	
4.1.3.4. Ensuring the use of survey results	Report (title and date)	1. Governing Board		As needed (At least once during the reporting period)	University budget
Sub-goal 4.1.4. Maintaining the full cycle of PDPA (Personal Data Protection System) throughout the institution					
4.1.4.1. Development of mechanisms to strengthen personal data protection	N and date of the document	1. Legal Office		Periodically	University budget
4.1.4.2. Informing staff about data protection principles	Type of notification, date	1. Legal Office		Periodically	University budget
4.1.4.3. Periodic review of the mechanisms developed to protect personal data	Date and quantity of inspection	1. Legal Office		As needed (At least once during the reporting period)	University budget
Goal 4.2. Increasing the efficiency of leadership and quality assurance (QA) mechanisms					
Sub-goal 4.2.1. Aligning of the university's mission and strategic goals with EHEA and Georgia's educational goals and increasing its awareness among stakeholders.					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.2.1.1. Studying the common European space of	Mission statement (date of application, mission statement)	1. Office of the vice-rector in the direction of quality development	1. Strategic Development Office	As needed (At least once during the	University budget

higher education and the educational goals of Georgia and revising the mission of the university accordantly			2. Quality Assurance Office	reporting period)	
4.2.1.2. Implementation of appropriate changes in accordance with the educational policy of the state	Changes made	1.Office of the vice-rector in the direction of quality development 2.Vice-Rector for Education and Research	1. Quality Assurance Office 2. Head of program 3. deans of faculty	As needed (At least once during the reporting period)	University budget
Sub-goal 4.2.2. Developing regulations for scientific research, finance, personnel and education					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.2.2.1. Funding of scientific research	Amount and period of funding	1. Vice-Rector for Education and Research	1.Legal Office	As needed (At least once during the reporting period)	University budget
4.2.2.2. Promoting scientific development of academic and visiting staff	Promotion type and amount (renewal date and N)	1. Vice-Rector for Education and Research	1.Legal Office	As needed (At least once during the reporting period)	University budget
Sub-goal 4.2.3. Documenting all the internal processes					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget

4.2.3.1. Identifying the main, subordinate and auxiliary processes and responsible persons in the university, sorting them according to importance and priority	Process title, document N, responsible staff	1. Chancellery & HRM Office	1. Strategic Development Office 2. Legal Office 3. Vice-Rector for Education and Research	Annually As needed	University budget
4.2.3.2 Determining the relationship between processes and documenting them	List of documents	1. Vice-Rector for Education and Research	1. Legal Office	As needed	University budget
4.2.3.3. Identification of persons responsible for separate processes	List of processes with reference to responsible persons	1. Vice-Rector for Education and Research	1. Legal Office		University budget
4.2.3.4. Preparation of short-term (one-year) plan of structural units	Annual action plan	1. Chancellery & HRM Office 1. Strategic Development Office	1. Governing Board	Annually	University budget
4.2.3.5. Preparing the short-term (three-year) action plan of the university and revising the strategic plan if necessary	Action Plan, Strategic Plan Updates (# of Updates, Date)	1. Strategic Development Office	1. Office of the vice-rector in the direction of quality development		University budget
4.2.3.6. Monitoring the	Monitoring report	1. Strategic Development Office	1. Office of the vice-rector in the	At least once a year,	University budget

implementation of strategic and action plans			direction of quality development	at the end of the academic year	
Sub-goal 4.2.4. Maintaining a sound PDCA cycle throughout the institution					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.2.4.1. Updating the current rules and regulations in accordance with the processes related to all structural units	Updated regulations (date of regulation update and changes made)	1. Legal Office	1. Office of the vice-rector in the direction of quality development 2. Chancellery & HRM Office	As needed (At least once during the reporting period)	University budget
4.2.4.2. In order to improve the processes, receiving feedback from the participants involved.	Conducted surveys and results	1. Office of the vice-rector in the direction of quality development	1. Quality Assurance Office 2. Vice-Rector for Education and Research	As needed (At least once during the reporting period)	University budget
Sub-goal 4.2.5. Developing and maintaining an internal audit system					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.2.5.1. Implementation of internal audit for the purpose of analysis and improvement of university management	Internal audit (inspection area, inspection date, conclusions)	1. Rector	1. Audit Service	annually	University budget

Sub-goal 4.2.6. Receiving regular feedback from students and staff members with the purpose of identifying shortcomings related to the process in order to develop them					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.2.6.1. Collecting relevant information from the university's social media	Social media (issue identified, date, staff involved, action taken)	1. Public Relations Office		annually	University budget
4.2.6.2. Continuous revision of survey questions and development of new questions for semi-structured or informal questionnaires	survey samples	1. Office of the vice-rector in the direction of quality development	1. Head of Quality Assurance Office	As needed (At least once during the reporting period)	University budget
4.2.6.3. Developing a questionnaire form to receive thanks, offers, complaints from students or employees	Consideration of complaints/thanks/suggestions (date of changes, address); Consideration of complaints / thanks / suggestions (type: complaint / suggestion / thanks, action taken)	1. Chancellery & HRM Office		As needed	University budget
Sub-goal 4.2.7. Internationalization of quality assurance procedures					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.2.7.1. Internationalization of quality assurance procedure	Involvement of international experts in quality assurance processes (date, activity, persons involved, program evaluation)	1. Office of the vice-rector in the direction of quality development	1. Head of the program	As needed	University budget
4.2.7.2. Inviting international professors for courses	N of visiting professors (year, program, study course, duration)	1. Head of the program	1. faculty 2. International	As needed	University budget

offered in English			Relations Office		
Goal 4.3. Strengthening public relations					
Sub-goal 4.3.1. Informing the public about university activities through all the communication channels					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.3.1.1. Effective use of social media	Social media (platform, posting period and amount)	1.Public Relations Office		In every month	University budget
4.3.1.2. Signing agreements with agencies and other print media	Agreements (institution, country, date, duration, type: media)	1.Public Relations Office	1.Legal Office	As needed	University budget
4.3.1.3. Coverage of IBSU events and news through communication channels	Number of news (invited persons, place, date, topic, communication platform)	1. Public Relations Office		Annually	University budget
Sub-goal 4.3.2. Measuring the university's perception level in the society					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.3.2.1. Conducting a survey with the interested parties with the involvement of students, analyzing the results and writing recommendations	type and number of surveys conducted; Stakeholder survey (type, focus group, date, results, conclusions)	1.Public Relations Office	1.Business and technology faculty	As needed (At least once during the reporting period)	University budget
Sub-goal 4.3.3. Devoting cultural, artistic, sports, scientific, etc. activities					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget

4.3.3.1. Organizing relevant events	Vulnerable persons (activity carried out, date, number of staff and students involved, amount spent, units involved (club, office, etc.))	1. Extra-Curricular Services		As needed (At least once during the reporting period)	University budget
Sub-goal 4.3.4. Ensuring that students and staff members do more community-based activities					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.3.4.1. Determining the needs of the community and implementing relevant activities	Contact with the public (event type, date, attendees)	1.Public Relations Office	1.Student Self-government 2.Extra-Curricular Services	Annually	University budget
4.3.4.2. Ensuring student involvement through student clubs or self-government	Students involved in Community Works (type of event, date, activity, attendees)	1.Extra-Curricular Services		Annually	University budget
Sub-goal 4.3.5. Contributing to the promotion of Georgia					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.3.5.1. Promotion of Georgia through various activities	Promotion of Georgia (date, type of promotion)	1.Public Relations Office	1. International Relations Office	As needed	University budget
4.3.5.2. Encouraging international students to promote Georgia in their home countries	Promotion of Georgia (country, students involved, type of event, date)	1. International Relations Office	1.Public Relations Office	As needed (At least once during the reporting period)	University budget
Sub-goal 4.3.6. Collaborating with public and private schools in Georgia to introduce IBSU to a wider audience					

Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.3.6.1. Participation in education fairs held in Georgia	Public awareness of IBSU in the country (participants, date)	1.Public Relations Office	1.Student Self-government 2.Extra-Curricular Services	As needed (At least once during the reporting period)	University budget
4.3.6.2. Trainings offered to school pupils	School pupils (training title, date, # of students, location)	1.Public Relations Office	1.Faculty	Annually	University budget
4.3.6.3. Organizing a meeting with school principals	School Principal (meeting date, place, school #)	1.Public Relations Office		Annually	University budget
4.3.6.4. Storing information about schools and their activities in databases	School database (activity type and date, school N)	1.Public Relations Office		Annually	University budget
4.3.6.5. Organization of sports, educational and intellectual contests for school pupils	Educational, intellectual and sports events (event, school N, participants)	1.Extra-Curricular Services	1.Public Relations Office	Annually	University budget
Goal 4.4. Producing and developing electronic information systems (EIS)					
Sub-goal 4.4.1. Development of electronic information systems and technical equipment					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.4.1.1 Analyzing the best electronic information system practices in Georgia and considering the results	Best EIS Practices (Research Report, Actions Implemented)	1 EIS Office		As needed (At least once during the reporting period)	University budget
4.4.1.2.	Server (upgrade, date, money	1. IT Office		As needed (At	University budget

Updating servers and increasing their volume	spent/invoice)			least once during the reporting period)	
4.4.1.3. Completion of modules of electronic information system required for the implementation of my.ibsu platform	my.ibsu platform (features, launch date)	1. EIS Office		In the reporting period	University budget
Goal 4.5. Improving the financial management					
Sub-goal 4.5.1. Regular updating of accounting computer programs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.5.1.1. Development of new modules for official updates accounting	Accounting module (improvement, date, completion rate)	1.Chancellor's Office	1.Accountancy 2.EIS Office	As needed	University budget
4.5.1.2. Completion of the financial module in our electronic information system	Financial module (improvement, date, completion rate)	1.EIS Office	3.Accountancy	In the reporting period	University budget
Sub-goal 4.5.2. More effective planning and distribution of the university budget					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
4.5.2.1. Updating the website so that it contains basic financial information	Web statistics (update, date, address)	1. Accountancy		Annually	University budget

about the university activities					
Objective 5. Improving internationalization					
Goal 5.1. Raising the awareness about the university at the local and international levels					
Sub-goal 5.1.1. To ensure the awareness of the university in local and international media					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.1.1.1. Finding new platforms to join organizations	Type of cooperation, N of membership	1.International Relations Office		2021-2024	University budget
5.1.1.2. Placing the electronic address of the IBSU website on the partners' websites	Visibility of IBSU abroad (institution, address, date of placement)	1.International Relations Office		As needed, In the reporting period	University budget
5.1.1.3. Posting information about the university on the IBSU YouTube channel	Video published on Youtube	1.Public Relations Office		2021-2024	University budget
Sub-goal 5.1.2. Alignment with the requirements of international rating systems					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.1.2.1. Determination of relevant rating systems for IBSU	Ratings (rating system, country, website, priority)	1.International Relations Office		Annually	University budget
Sub-goal 5.1.3. Increasing the rate of recruitment in international organizations					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.1.3.1.	International organizations	1.International Relations		Annually	University budget

Searching for suitable international organizations for IBSU	(institution, fees, benefits)	Office			
5.1.3.2. Determining the priorities of joining international organizations considering the impact factor and the university budget	Membership (facility, fees, benefits)	1. International Relations Office		As needed (At least once during the reporting period)	University budget
5.1.3.3. Membership in the Doctoral Education Council of the European Universities Association (EUA).	Date of joining EUA-CDE	1. International Relations Office			University budget
Goal 5.2. Raising the level of internationalization of educational programs					
Sub-goal 5.2.1. Use of international experience in the development of educational programs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.2.1.1. Studying best practices to identify current trends in curriculum development	Research Results	1. Office of the vice-rector in the direction of quality development	1. Head of Quality Assurance Office	As needed (At least once during the reporting period)	University budget
Sub-goal 5.2.2. Use of student / staff / international experience					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.2.2.1. Increasing the number of international partners	Memoranda (institution, country, date, duration, content)	1. International Relations Office		Annually	University budget
5.2.2.2.	Memoranda (institution, country,	1. International Relations		Annually	University budget

Facilitating participation in exchange programs for students and staff	date, duration, content, type: international)	Office 2.faculty			
Sub-goal 5.2.3. Implementation of joint programs with international universities					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.2.3.1. Visiting or hosting representatives of foreign universities at IBSU	N of guests, country, university, year, program	1.International Relations Office	1.faculty	Annually	University budget
5.2.3.2. Identifying universities that want to develop joint programs	Names of universities, country, description	1.International Relations Office	1.faculty	Annually As needed	University budget
5.2.3.3. Obtaining information from students and employees involved in exchange programs in order to specify a potential partner	Exchange (Type: Student/Staff, Year, Program, Current Agreements, Feedback)	1.International Relations Office	1.faculty	Annually As needed	University budget
5.2.3.4. Intensive communication with the Erasmus+ office, embassies and active partners in order to develop joint programs	Network expansion (affiliated institution, date, relevant academic program for collaboration, analysis)	1.International Relations Office	1.faculty	As needed	University budget
Sub-goal 5.2.4. Increasing the effectiveness and volume of foreign language teaching					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget

5.2.4.1. Determining the needs of students so that the curriculum can be refreshed in terms of foreign language courses offered	Student survey (study year, program); Offered foreign languages (language, type: introduced / withdrawn, date)	1. Head of the program	1. language school	annually	University budget
Sub-goal 5.2.5. International accreditation					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.2.5.1. Involvement of foreign universities, research centers and relevant educational institutions in order to evaluate educational programs	Name of the foreign university involved in the assessment, country, expert, date of assessment	1. Head of the program		As needed (At least once during the reporting period)	University budget
Sub-goal 5.2.6. Increasing the share of internationalization of the research component of master's and doctoral programs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
5.2.6.1. Joint projects with international experts (publishing articles, projects, exchange projects)	International collaboration (type: article writing, project, scientific event, opponent, co-supervisor, etc.; # of international experts, activity, institution, country, date)	1. Master's and Doctoral School		2021-2024	University budget
5.2.6.2. Increasing the number of international opponents	International opponents (year, program, title, country, institution, student)	1. Master's and Doctoral School		2021-2024	
Objective 6. Campus development (material, information and financial resources)					
Goal 6.1. Developing Existing Maternal Resources					
Sub-goal 6.1.1. Planning the student body in accordance with campus facilities using a database					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget

6.1.1.1. Modifying the current campus structure to maintain a balance between the social life of students and the number of classrooms	Modification of campus structure (date, improvement)	1.Chancellor's Office	1.Accountancy	As needed	University budget
Sub-goal 6.1.2. Maintaining and improving campus facilities for student life, staff members and guests					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.1.2.1. Increasing the number of space and facilities necessary for social activities	Type and N of objecs	1. Chancellor's Office	1.Accountancy	As needed	University budget
6.1.2.2. Opening of "IBSU Store"	IBSU store (completion percentage, year)	1.Chancellor's Office	1.Accountancy	As needed	University budget
Sub-goal 6.1.3. Improving facilities for the disabled					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.1.3.1. Improving policies related to persons with disabilities	Improvement of regulations (regulation N, update, date)	1.Chancellor's Office	1.Legal Office 2.Accountancy	As needed (At least once during the reporting period)	University budget
6.1.3.2. Modifying the entire university space to accommodate the needs of persons with disabilities	Facilities for disabled people, modification time.	1.Chancellor's Office	1.Accountancy	As needed (At least once during the reporting period)	University budget
Sub-goal 6.1.4. Looking for new opportunities to increase the efficiency of commuting to the campus					

Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.1.4.1. Constant communication with the city hall to improve the lighting around the university campus	N of letters, date	1. Chancellery & HRM Office		As needed	University budget
6.1.4.2. Constant communication with the City Hall to improve transportation facilities	N of letters, date	1. Chancellery & HRM Office		As needed	University budget
Goal 6.2. Improvement of electronic resources of the university					
Sub-goal 6.2.1. Regularly adding and updating more informative materials on the electronic platform					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.2.1.1. Creation of a group that ensures the transfer of educational material to an electronic platform	Distance learning - academic team (date, team members)	1. Vice-Rector for Education and Research	1.Library	2021-2022	University budget
6.2.1.2. Updating the educational material to be transferred to the electronic platform in compliance with copyright issues	updated materials	1. Vice-Rector for Education and Research	1.Library	Annually	University budget
Sub-goal 6.2.3. Updating of library resources, electronic scientific databases and other literature necessary for individual teaching in order to facilitate the implementation of educational programs.					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget

6.2.3.1. Enrichment of the library with non-compulsory literature intended for the relevant branches of educational programs offered by the university	Learning/teaching materials (title, language, date of purchase, invoice, type: donated/purchased)	1. Vice-Rector for Education and Research	1.Library	Annually as needed	University budget
6.2.3.2. Increasing the number of textbooks and literature in Georgian	Educational material in Georgian (title, date of purchase, invoice, type: donated/purchased)	1. Vice-Rector for Education and Research	1.Library	Annually as needed	University budget
6.2.3.3. Finding and purchasing resources according to the requests of the program managers	Resource requests (date, program, title, invoice)	1. Head of the program	1.Library	Annually as needed	University budget
6.2.3.4. Enrichment of electronic databases of the library	Library resources (type: electronic / print, subscription date, db name, expiration date, publisher, cost, percentage of usage/year)	1. Vice-Rector for Education and Research	1.Library	As needed	University budget
Sub-goal 6.2.4. Maintaining and developing the environment necessary for the successful implementation of educational programs					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.2.4.1. Hiring additional staff to increase access time to the library and laboratories	Number of hired personnel, date, contract	1.Library		As needed (At least once during the reporting period)	University budget
Sub-goal 6.2.5. Maintaining and developing the environment necessary for the successful implementation of educational programs					

Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.2.5.1. Plagiarism Checker Subscription/Renewal	Plagiarism Checker (subscription date, expiration date, cost)	1.Chancellor's Office	1.Accountancy	Annually	University budget
6.2.5.2. Conducting a number of activities to raise awareness among the university community about academic integrity and plagiarism prevention.	N of trainings, N of meetings, information about events published on the website	1. Vice-Rector for Education and Research	1.Lifelong Learning Center	Annually	University budget
Goal 6.3 Ensuring campus security					
Sub-goal 6.3.1. Ensuring campus security					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.3.1.1. Upgrading and continuous operation of existing cameras	Security cameras (location, N of cameras, date)	1.Chancellor's Office	1. IT office	Periodically As needed	University budget
6.3.1.2. Examining/checking the facilities on campus to avoid possible injuries during the winter	Campus facilities (date, improvements)	1.Chancellor's Office	1. Service department	Periodically As needed	University budget
Sub-goal 6.3.2. Organizing regular orientation meetings for security staff					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.3.2.1. Update of orientation program for security	Safety orientation (date, training, attendees, facilitator)	1.Chancellor's Office	1. Occupational Health & Safety Office	Periodically As needed	University budget

guards					
6.3.2.2. Organizing regular meetings with the head of security to discuss the issue of satisfaction with the security service	N of meetings, date	1.Chancellor's Office		Periodically As needed	University budget
6.3.2.3. Evaluating complaints from students, staff and visitors	Number of received complaints, measures taken	1.Chancellor's Office	1 Chancellery & HRM Office	Periodically As needed	University budget
Goal 6.4. IT infrastructure development in the campus					
Sub-goal 6.4.1. Upgrading and improving IT infrastructure on campus					
Actions	Key Performance Indicators (KPIs)	Responsible Structural Unit	Supporting Structural Unit	Timeline	Source of Funding/Budget
6.4.1.1. Provision of continuous power source (UPS, generator).	Campus facilities, date of renewal	1.Chancellor's Office		As needed	University budget
6.4.1.2. Increasing the wi-fi coverage area	Campus facilities (date, improvements, wi-fi coverage)	1.Chancellor's Office		As needed	University budget
6.4.1.3. Periodic updating of equipment throughout the university	Campus facilities (date, improvements)	1.Chancellor's Office		As needed	University budget
6.4.1.4. Updating servers and increasing their capacity	Update type and date	1.Chancellor's Office		As needed	University budget

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 Top Management for their review.

The key performance indicators (KPIs) were compiled through best practices found in literature review. 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.

The Strategic Development Office is responsible for the monitoring of the performance of the plan. Top management (Rector, Vice-rectors, Chancellor, Head of the Quality Assurance Office) 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.

About the given document:

This document was prepared on the basis of cooperation with the university community and approved by the Governing Board in November 2021.

The action plan will be updated annually.

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