



კავკასიის ბიზნესის სკოლა
Caucasus School of Business

Caucasus School of Business Strategic Development Plan 2020/21 – 2026/27

Action Plan
2023/24 – 2025/26



«Caucasus School of Business (CSB) offers a wealth of opportunities, bridging students and the business community through innovative programs and collaborative initiatives ».

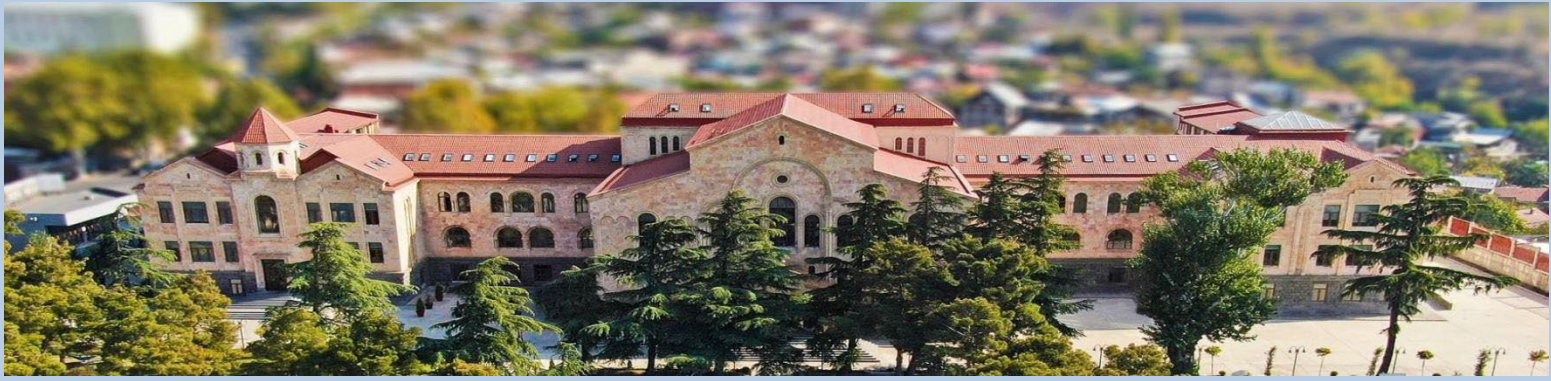
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Dean of Caucasus School of Business

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About the Caucasus University

Caucasus University was founded in 1998 with US government funding and collaboration with Georgia State University (Atlanta, USA), initially as the Caucasus School of Business (CSB). It introduced western-style education to Georgia and quickly expanded its academic offerings to include Bachelor's, Master's, and PhD programs.

Currently, Caucasus University has 11 schools (faculties): School of Business (CSB), School of Law (CSL), School of Media (CSM), School of Technology (CST), School of Governance (CSG), School of Humanities and Social Sciences (CSH), School of Tourism (CTS), School of Medicine (CMS), School of Economics (CES), School of Education (CES) and School of Architecture and Design (CSA).

Caucasus University is committed to providing high-quality education, supported by experienced academic staff, modern infrastructure, and internationalization policies. The university focuses on preparing professionals who adhere to democratic values and ethical norms, contributing to societal progress.

To meet labor market demands, Caucasus University continuously updates its programs and teaching methods. It maintains strong international ties with leading universities, facilitating global exchange for students and staff. Due to the changes in business environment, job market demands and global trends, the university continually revises its strategic plan. The strategic development plan for 2020/21-2026/27 includes updated objectives, activities, and key performance indicators, reflecting new educational initiatives and the university's third mission of supporting Sustainable Development Goals (SDGs). In 2023-2024 the strategic plan was revised based on thorough evaluation of the first three-year action plan. The plan now includes 29 strategic objectives, 189 Key Performance Indicators, and 174 planned activities, incorporating research collaboration with industry, and alignment with Sustainable Development Goals (SDGs). These initiatives ensure the university's and school's ongoing growth and impact.

CSB History

Below is the list of major milestones of Caucasus School of Business

1998 – Caucasus School of Business (CSB) was established based on a consortium of Georgian universities, including Tbilisi State University (TSU), Georgian Technical University (GTU), Tbilisi State Institute of Economic Relations (TSIER), and Georgian State University (Atlanta, USA).

1998 – Master of Business Administration (MBA) program was launched.

1999 – Bachelor of Business Administration (BBA) program was launched.

2004 – Caucasus University (CU) was founded, integrating Caucasus School of Business into its structure.

2005 – Doctor of Business Administration (PhD) program was launched.

2005 – Dual Master of Business Administration program (Dual GGSB-CSB MBA) was established in cooperation with Grenoble Ecole de Management (GEM, France).

2005 – International Quality Accreditation (IQA) was awarded to CSB by the Central and East European Management Development Association (CEEMAN).

2006 – Georgian Bank Training Center (GBTC) was established in cooperation with the Georgian Bank Association.

2007 – Dual Bachelor of Business Administration program (Dual GSU-CSB BBA) was established in cooperation with Georgia State University (Atlanta, USA) (not active¹).

2008 – Caucasus School of Business became a member of the Network of International Business and Economic Schools (NIBES).

2008 – Master of Science (MSc) in Management program was launched (later renamed to Master in Management)

2009 – Dual Bachelor of Business Administration program (Dual Chester-CSB BBA) was established in cooperation with the University of Chester (Great Britain) (not active).

2011 – Dual Bachelor of Business Administration program (Dual Upper Austria-CSB BBA) was established in cooperation with Upper Austria University of Applied Science (Styer, Austria) (not active).

2011 – Annual Conference of the Central and East European Management Development Association (CEEMAN) was hosted by CSB.

2011 – CSB became a member of the Harvard Business School Institute for Strategy and Competitiveness network.

2012 – Georgian Research Center for Strategy and Competitiveness was established.

2012 – Annual Conference of the Network of International Business and Economic Schools (NIBES) was hosted by CSB.

2014 – CSB Research Team joined the Global Entrepreneurship Monitor (GEM) as a national research team.

2016 – Startup Accelerator C10 was established at CSB with the primary goal of supporting students in developing their business ideas.

2017 – Master of Agribusiness Management program was launched (not active).

¹ The program is not operating any more.

2017 – Double MBA program of Grenoble Ecole de Management (GEM) and CSB was ranked 54th among the world's top Executive MBA programs by the Financial Times, marking a 13-place improvement from the previous year.

2018 - Caucasus University moved to a new, modern campus which is the landmark of the capital of Georgia.

2019 – AACSB accreditation process started.

2019 – European Campus of Caucasus School of Business at Rennes School of Business (RSB) was established.

2022 – Double Bachelor of Business Administration (BBA) program was established in collaboration with Rennes School of Business (RSB).

Dean's Introduction!



Dr. Elene Jgarkava
Dean of Caucasus School of Business

Caucasus School of Business (CSB) has been operating in the Georgian educational space for 26 years, offering Bachelor's, Master's and PHD degree programs tailored to the needs of both the Georgian and international business communities.

Caucasus School of Business (CSB) has navigated numerous challenges, particularly during times when our nation's future seemed uncertain. Through unwavering dedication to innovation and continuous enhancement of our programs, we've established trust and earned recognition within Georgia's educational landscape and Internationally. Today, CSB stands as an example of high-quality education, dependable partnerships, and a team of highly qualified professionals.

Our most cherished accomplishment, however, is our alumni. Their successes have fortified our reputation; many hold prominent positions across various sectors and actively seek to offer opportunities to fellow CSB students and graduates. The key values on which CSB success is based are the inspiration for constant innovation, diversity, academic freedom, proximity to the local and international business community and care for the country's development.

Keep in mind: "Education is the most powerful weapon which you can use to change the world."

It is time for changes and you are offered an excellent opportunity to initiate and participate in these changes!

CSB Mission, Vision and Values

Mission

The mission of the School is to nurture the intersection of academia and practice by fostering regionally relevant research, educating people based on up-to-date theoretical knowledge, developing practical skills and deepening understanding of worldwide accepted democratic values and corporate social responsibility in the Caucasus Region.

Vision

The vision of Caucasus School of Business is to become an internationally recognized and ethically grounded business school in the Caucasus region and beyond by creating the educational space where every stakeholder will achieve his/her maximum potential.

Values

Spirit of Innovation

We strive to be continually innovative in knowledge creation and transfer in the way to be in line with the needs and demands of the society.

Inclusion and Diversity

We strive to create opportunities for local community to engage, understand and respect others whose perspectives, values, beliefs, traditions, and World views have been shaped by different experiences and backgrounds. Only by exploring issues with people of different backgrounds and viewpoints we will challenge assumptions and broaden understanding of the modern world.

Academic Freedom

We strive to create an environment based on academic integrity, be free in creating and transferring knowledge

Proximity to the local and international community

We want to be partners with local and international communities in order to create and disseminate relevant knowledge in different dimensions of business management.

Caring for the country's development

We strive to provide Georgian society with the knowledge which will enable it to carry out activities facilitating to the development of the competitiveness.

CSB in 2026/27

CSB in 2026/27 will be a powerful school which has a positive impact on the development of society on a national and regional scale. In terms of the three main strategic directions of the 2020/21 – 2026/27 strategic plan of CSB, the situation in the 2026/27 academic year is expected to be as follows:

Intensification of scientific research and increase of relevance

Intensification of Research and Industry Collaboration at Caucasus School of Business (CSB) will remain committed to advancing research that is both academically rigorous and practically relevant. The school will continue to foster an active research culture through its research center enabling faculty to engage in fundamental and applied research across key business disciplines. CSB will actively maintain its collaborations with industry, government, and international organizations, ensuring that research outcomes will continue to address real-world challenges and contribute to the advancement of business practices and policies. Joint projects, consultancy services, and applied studies will further enhance the relevance and impact of research, supporting both business development and broader societal progress. CSB's research will continue to focus on sustainable finance, entrepreneurship, innovation and digital transformation, healthcare management, and cybersecurity in business. By promoting interdisciplinary collaboration with research centers and academic personnel of other schools of CU, and maintaining strong links with industry partners, CSB will strengthen its position as a regional hub for knowledge generation, transfer, and innovation. Collaboration with the Shota Rustaveli National Science Foundation of Georgia and international research funding organizations will also continue actively. Research income will increase by at least 15%.

Continuous improvement of teaching quality

The Caucasus School of Business (CSB) will continue striving to be an AACSB-accredited institution committed to providing high-quality, relevant, and inclusive business education. In line with SDG 4 (Quality Education), CSB will maintain an inclusive learning environment that ensures equal access to education and supports students in developing professional, academic, and personal competencies. CSB will continue enhancing its teaching quality through the adoption of modern pedagogical approaches, the integration of digital learning tools, and the implementation of student-centered and personalized learning methods. The school will place strong emphasis on the development of practical, analytical, and soft skills to prepare graduates for successful careers in a dynamic business environment. CSB will ensure that its academic programs are developed and regularly updated in active

collaboration with industry partners, alumni, and other key stakeholders. These programs will remain aligned with international academic standards and labor market demands, thereby maximizing graduate employability and contributing to the school's societal impact. The rate of teaching effectiveness and course provider satisfaction will be higher than 80%.

Internationalization

The Caucasus School of Business (CSB) will continue to prioritize internationalization across teaching, research, and academic management. CSB will maintain and strengthen its position as a regional leader in business education with strong global linkages. The school will continue offering dual/double degree programs with internationally recognized partner universities, enabling students to gain valuable cross-cultural and international academic experiences. By the 2026-2027 academic year, CSB aims to further expand its international engagement through increased student and faculty mobility, contributing to the university-wide growth of incoming and outgoing exchanges. A growing share of CSB students will be degree-seeking international students, reflecting the school's global visibility and attractiveness. CSB will remain committed to fostering inclusion, diversity, and equality within its academic community. Faculty and students will continue actively participating in international research projects, conferences, and forums, contributing to knowledge creation and dissemination worldwide. Additionally, CSB will support students' integration into the global business community through foreign language education, international study opportunities, and globally oriented curricula. At all levels of study (Bachelor's, Master's, and Doctoral), at least one English-language instructed program will be offered. One double degree program will function at both Bachelor's and Master's levels. The share of international exchange students will exceed 20%, and at least 20% of foreign degree-seeking students will be enrolled in English-language and double degree programs.



Strategic Development Plan

Caucasus University has defined and adopted its three main strategic priorities (directions), towards which the university will continue to strive during the next seven years (2020/21 – 2026/27 academic years):

- Intensification of scientific research and increase of relevance
- Continuous improvement of teaching quality
- Internationalization

In alignment with the strategic directions outlined above, strategic objectives have been defined and categorized into four distinct perspectives: financial, customer, process, and resource perspectives. Each strategic objective is accompanied by specific Key Performance Indicators (KPIs) designed to assess performance in achieving these objectives. All indicators are measurable, facilitating effective monitoring of the strategic development plan's implementation.



CU Strategic Map

Priority Directions		
Scientific research intensification and increasing relevance	Continuous improvement of teaching quality	Internationalization

Financial Perspective	F1: Financial Sustainability		F2: Revenue Growth			F3: Revenue Diversification		
Customer Perspective	C1: Maximization (optimization) of the number of students/professional students across all CU locations in relation to overall revenue growth.	C2: Increasing involvement of students in research components	C3: Strengthening internationalization at the student level	C4: Ensuring student satisfaction and continuous care-control of student satisfaction		C5: Maintaining a high rate of employment of students and graduates and constant care-control of employment		C6: Facilitating the recruitment of students with high academic potential and motivation
Process Perspective	P1: Ensuring compliance of market and societal needs based academic programs to national and international accreditation standards	P2: Supporting the strengthening of research activities	P3: Strengthening internationalization at the research level	P4: internationalization and strengthening of research activities		P5: Elaboration and implementation of market and society needs-oriented innovative programs in compliance with third mission of the University		P6: Enhancing the quality of educational programs through continuous monitoring and control
	P7: Support for student life and various projects (social, sports, cultural, cognitive, professional)	P8: Strengthen electronic management systems	P9: Develop and enhance student services and student rights protection mechanisms	P10: Continuous enhancement of CU brand awareness, image and reputation locally and internationally		P11: Strengthening the role of organizational and quality culture in organizational management		P12: Providing and developing lifelong connections with alumni
Resource Perspective	R1: Continuously attract and retain highly qualified academic personnel with proven expertise in teaching and/or research	R2: Development of library resources necessary for educational and/or research activities	R3: Strengthening internationalization for academic and administrative personnel	R4: Ensuring a supportive work environment for academic and invited staff and continuously promoting their professional development.	R5: Fostering a supportive work environment for administrative staff and consistently promoting their professional development.	R6: Ensuring the satisfaction of academic and administrative staff and maintaining continuous monitoring and support for staff satisfaction	R7: Development of the material and technical infrastructure necessary for educational and/or research activities.	R8: Implementation of large-scale projects aimed at improving and expanding the university's infrastructure.

In alignment with the overarching goals of the university, the Caucasus School of Business (CSB) undertakes its activities following the university's three primary strategic directions: Scientific Research Intensification and Increasing Relevance, Continuous Improvement of Teaching Quality, and Internationalization. These strategic directions not only guide day-to-day operations but also ensure the school's contribution to the university's long-term vision and its ability to adapt to both local and global challenges.

CSB Strategic Objectives

C1: Maximization (optimization) of the number of students/professional students across all CU locations in relation to overall revenue growth.

Key Performance indicators (KPIs):

- Total number of students (with active² and passive status³) as of April 10 of the current year
- Number of active students as of April 10 of the current year
- Number of degree-seeking international students enrolled in the spring semester
- Number of degree-seeking international students enrolled in the fall semester
- Number of active students as of November 10 of the current year
- Total number of students (with active and passive status) as of November 10 of the current year
- Competition rate⁴ for the undergraduate program
- The number of applicants for the master's/doctoral program
- Number of enrolled students
- Competition rate for master's/doctoral program
- Number of the first choices⁵ on the bachelor's program

C2: Increasing involvement of students in research components

Key Performance indicators (KPIs):

- Number of students involved in research projects
- Number of students participating in scientific school conferences
- Number of established plagiarism cases

² A student who is officially enrolled in a higher education program, attends academic activities (such as lectures, seminars, or practice), and fulfills the requirements set by the university. An active status student is eligible to earn credits, receive academic support, participate in university life, and is subject to continuous assessment and administrative obligations (such as tuition payment, registration, and academic progress monitoring).

³ A student whose academic status is temporarily stopped due to various reasons such as personal circumstances, academic leave, health issues, financial difficulties, or other approved grounds. While holding passive status, the student maintains their right to return and continue studies, but is not actively involved in academic processes and does not earn credits. The period of passive status does not count towards the standard duration of the study program unless otherwise regulated.

⁴ Competition rate for a bachelor's program refers to the ratio between the number of applicants who selected the program (usually as their first choice) and the number of available places in that program. It indicates how competitive admission is.

⁵ In Georgia's higher education admissions system, applicants list their preferred programs in order of priority, with the first choice being their most desired. The National Assessment and Examinations Center (NAEC) data indicates that a significant portion of applicants' secure admission to their top-choice programs.

C3: Strengthening internationalization at the student level

Key Performance indicators (KPIs):

- The number of international degree-seeking students
- The number of outgoing students in the dual exchange program
- The number of outgoing student mobility in the Erasmus+ exchange program

C4: Ensuring student satisfaction and continuous monitoring of student satisfaction

Key Performance indicators (KPIs):

- Recommendation rate (Net Promoters Score - NPS)
- Satisfaction level with the educational process conducted by the instructors
- Student overall satisfaction level with the Caucasus University
- Satisfaction level with the educational program

C5: Maintaining a high rate of employment of students and graduates and constant support of employment

Key Performance indicators (KPIs):

- Career advancement rate of graduates three years after graduation
- Rate of salary increase of graduates three years after graduation
- Graduate employment rate
- Rate of graduates employed by profession
- Student employment rate

C6: Facilitating the recruitment of students with high academic potential and motivation

Key Performance indicators (KPIs):

- The number of the top 501 students⁶ enrolled through the Unified National Exams
- The number of students who gained Caucasus University scholarships
- The average Unified Master's Exams⁷ score of students enrolled in the master's programs
- The average Unified National Exams⁸ score of students enrolled in the bachelor's programs
- The number of students with a state grant for the master's program

⁶ TOP 501 – Study for Free – If an applicant ranks among the top 501 based on their unified national entrance exam scores and selects Caucasus University as their first choice for any program, they will receive full funding for their studies.

⁷ The Unified Master's Exams are required for admission to most Master's degree programs in Georgia.

⁸ The Unified National Exams are mandatory for Georgian citizens seeking admission to Bachelor's degree programs.

- The number of students with 100% state grant on the bachelor's program
- The number of students with a 70% state grant on the bachelor's program
- The number of students with a 50% state grant on the bachelor's program

P1: Ensuring compliance of academic programs to national and international accreditation standards

Key Performance Indicators (KPIs):

- The rate of evaluations received during (re)accreditation in the current academic year in relation to the standards⁹
- The rate of evaluations received during international (re)accreditation in the current academic year in relation to the standards¹⁰
- Number of nationally (re)accredited programs in the current academic year

P2: Supporting the strengthening of research activities

Key Performance Indicators (KPIs):

- Number of projects financed by Shota Rustaveli National Science Foundation of Georgia
- Number of academic staff participating in scientific conferences
- The number of projects funded through the Internal Research Grant Financing system
- The number of projects submitted to Shota Rustaveli National Science Foundation of Georgia
- Number of developed case studies
- Number of prepared research project applications
- Number of published books (monographs, professional, textbooks)
- Number of articles published in scientific and professional journals
- The number of research proposals submitted to the Internal Research Grant Financing competition

⁹ In Georgia, (re)accreditation of higher education programs is carried out by the National Center for Educational Quality Enhancement (NCEQE) based on a set of clearly defined standards. During the process, programs are assessed according to their compliance with each standard, and the overall evaluation leads to one of the following accreditation outcomes: 1. Fully Accredited – The program meets all accreditation standards without significant deficiencies. No additional reporting is required until the next scheduled accreditation cycle. 2. Accredited with the Obligation to Submit a Report – The program receives accreditation but must address specific recommendations or minor deficiencies. A progress report must be submitted within a defined timeframe (typically one year) demonstrating how the recommendations have been followed up. 3. Accredited with Monitoring – Accreditation is granted, but the program is subject to close monitoring due to identified concerns that require ongoing oversight. This may include site visits or the submission of periodic updates. 4. Provisionally Accredited – This status is typically granted to new programs or programs undergoing significant change. The accreditation is valid for a shorter period and contingent upon the program demonstrating improvement or full compliance in a follow-up evaluation. These outcomes ensure that institutions maintain a continuous focus on quality enhancement and alignment with national and European standards for higher education.

¹⁰ Ibid.

P3: Strengthening internationalization at the level of educational programs

Key Performance Indicators (KPIs):

- Number of (re)accredited Dual/Double degree programs in the current academic year
- Number of (re)accredited academic programs delivered in foreign language in the current academic year

P4: Strengthening internationalization at the research level

Key Performance Indicators (KPIs):

- Number of international research (joint research) collaboration
- Number of foreign academic/scientific/guest personnel involved in the research
- Number of academic personnel participating in international academic conferences
- Number of peer reviewed journal publications indexed in internationally recognized scientific databases

P5: Elaboration and implementation of market and society needs-oriented innovative programs in compliance with third mission of the University

Key Performance Indicators (KPIs):

- Number of events held to support continuous education
- Number of events with a view to transferring knowledge and technology
- Number of events implemented in the direction of community involvement

P6: Enhancing the quality of educational programs through continuous monitoring and control

Key Performance Indicators (KPIs):

- Cumulative GPA of students in undergraduate, graduate and doctoral programs
- Annual GPA of undergraduate III-stage students
- Annual GPA of undergraduate II-stage students
- Annual GPA of undergraduate I-stage students
- Annual GPA of undergraduate IV-stage students
- The number of outgoing transfer (external mobility) students from the Business School in the spring semester
- The number of incoming transfer (Incoming mobility) students to the Business School during the spring semester
- The number of incoming transfer (incoming mobility) students to the Business School during the fall semester
- The courses where the failure (F) rate of students is more than 20%

- The quality of the evaluation obtained during doctoral defenses¹¹
- The number of outgoing transfer (external mobility) students from the Business School in the fall semester
- Effectiveness of the lecturers in clearly explaining course material
- Demonstrated expertise and deep understanding of the subject by the lecturers
- Graduate Grade Point Average (GPA) rate
- Grade Point Average (GPA) of Georgian National Educational Grant recipients
- Grade Point Average (GPA) of Caucasus University Scholarship recipients
- Quantitative indicator of completion of the program in standard time¹²

R1: Continuously attracting and retaining highly qualified academic personnel with proven expertise in teaching and/or research

Key Performance Indicators (KPIs):

- Number of staff at the school level
- The number of academic staff hired under the C-type contract the school level
- The number of academic staff hired under B-type contracts at the school level
- The number of academic staff hired under the type A contract (full time affiliated faculty) at the school level
- Number of academic staff recruited (affiliated) in the current academic year
- Number of advisors/supervisors of doctoral theses
- Number of advisors/supervisors of master's theses
- The number of academic staff with type C contract working on the academic program
- The number of academic staff with type B contract serving on the academic program
- The number of academic staff with type A contract serving the academic program
- The number of Participating Faculty
- The Number of Supporting Faculty
- The number of SA
- The number of PA

¹¹ The dissertation commission assesses the dissertation once (with a final assessment). The dissertation is evaluated according to the following system:

- summa cum laude – excellent work (91-100 points);
- Very good (magna cum laude) – result that exceeds the requirements in every way (81-90 points);
- Good (cum laude) – result that exceeds the requirements (71-80 points);
- average (bene) – an average-level paper that meets the basic requirements (61-70 points);
- Satisfactory (rite) - the result, which, despite the shortcomings, still meets the requirements (51-60 points);
- Unsatisfactory (insufficient) – a paper of an unsatisfactory level, which cannot meet the requirements due to significant gaps in it (41-50 points);
- Totally unsatisfactory (sub omni canone) – a result that does not fully meet the requirements (40 points and less).

In case of receiving an insufficient evaluation in the dissertation, the doctoral student is allowed to submit a revised dissertation within one year, and in case of receiving a completely unsatisfactory (sub omni canone) evaluation, the doctoral student loses the right to submit the same dissertation.

¹² Standard Duration of Study in Georgia - Bachelor's Program (BA) - Duration: 4 years (240 ECTS credits), Master's Program (MA) - Duration: 2 years (120 ECTS credits), Doctoral Program (PhD) - Duration: 3 years– minimum, though many programs may extend to 4 years

- The number of SP
- The number of IP
- The number of Other

R3: Strengthening internationalization for academic and administrative personnel

Key Performance Indicators (KPIs):

- Number of foreign academic and/or invited personnel involved in teaching at CSB

R7: Development of the material and technical infrastructure necessary for educational and/or research activities.

Key Performance Indicators (KPIs):

- Number of research centers



2023/24 – 2025/26 Action Plan

After the completion of the 3-year action plan (2020/21-2022/23) of Caucasus University, a complex analysis of the implementation of the plan was carried out and a new three-year (2023/24-2025/26) action plan was drawn up. Based on the annual reports submitted by the schools and departments, the activities performed during the reporting period were analyzed and the indicators for measuring the strategic objectives achievement were revised.

The subsequent three-year action plan was developed with revised strategic objectives, updated activities, and corresponding KPIs. Responsible individuals were assigned for each target milestone, duplication among structural units was eliminated, and an online platform was updated which supports the implementation and monitoring of the strategy. This platform ensures accurate tracking and analysis of the multi-functional activities carried out by schools and departments.

It should be noted that the implementation of the three-year plan was significantly affected by the Covid pandemic. During the first year of the three-year plan (2020-2021), the university operated in a remote (online) mode, which was reflected in a number of activities and KPIs. The ongoing changes in the Georgian educational space and the university's ambitions in relation to local and global challenges have given birth to new goals and activities in the action plan.

The updated action plan remains flexible and open to ongoing changes.



CSB Action Plan¹³

C1: Maximize (Optimize) Student/Vocational Student Number at All CU Locations in Relation to Total Revenue Growth

Activity	Period			Responsible
	2023/24	2024/25	2025/26	
Presentation of undergraduate programs in public and private schools in Tbilisi and regions	●	●	●	CSB
Organizing informational meetings on campus for applicants	●	●	●	CSB
Conducting informational meetings on campus to introduce master's programs	●	●	●	CSB

C2: Increase involvement of students in research components

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Organizing and holding an internal school student conference	●	●	●	CSB

¹³ Below is a list of key recurring activities carried out annually.

C3: Strengthen internationalization at the student level

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Finding new partners (Erasmus+ and bilateral) and maintaining existing ones	●	●	●	CSB

C4: Ensuring student/vocational student satisfaction and continuous care-control of student satisfaction

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Responding to academic and visiting staff semester evaluation results	●	●	●	CSB
Responding to the results of an overall satisfaction survey	●	●	●	CSB
Responding to the results of a survey of satisfaction with educational programs	●	●	●	CSB
Holding individual meetings with internal and external mobility students, determining and responding to the reasons for the transfer	●	●	●	CSB
Investigating and responding to the causes of status-suspended students	●	●	●	CSB
Holding semester meetings with students, listening and responding to their problems and interests	●	●	●	CSB

C5: Maintaining a high rate of employment of students/vocational students and graduates and constant care-control of employment

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Responding to Student Employment Survey Results	●	●	●	CSB

P1: Ensuring compliance of market and societal needs based academic programs to national and international accreditation standards

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Accreditation of PhD program in Marketing		●	●	CSB
Accreditation of 3-year BA program		●	●	CSB
Market analysis and engagement of university stakeholders to improve programs	●	●	●	CSB
Preparing for AACSB accreditation	●	●	●	CSB
Preparing programs for (re)accreditation and obtaining accreditation	●	●	●	CSB

P2: Support the strengthening of research activities

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Monitoring the implementation of research activities listed in the appendices of new generation contracts	●	●	●	CSB
Helping researchers connect with industry	●	●	●	CSB

P3: Strengthen internationalization at the level of educational programs

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Support for students to join international networks and organizations	●	●	●	CSB
Initiating, creating, disseminating information on short-term programs (summer school, study abroad, etc.)	●	●	●	CSB
Finding new partners for joint programs	●	●	●	CSB
Creation of foreign language courses in existing accredited Georgian language programs	●	●	●	CSB

P4: Strengthen internationalization at the research level

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Finding new partners in international research and signing contracts	●	●	●	CSB

P5: Elaboration and implementation of market and society needs-oriented innovative programs in compliance with third mission of the University

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Initiation of projects consistent with the strategy of the third mission	●	●	●	CSB
Participation in innovative grant competitions (GITA, Produce in Georgia, Rustaveli Foundation) and support of participating students	●	●	●	CSB
Ensuring students' involvement in international and local projects	●	●	●	CSB
Preparation of online and hybrid training courses based on market requirements	●	●	●	CSB

P6: Improving the quality of educational programs and constant care-control over quality improvement

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Conducting meetings/surveys with interested parties (students, graduates, academic and visiting staff, administrative employees, employers) in order to evaluate and improve programs	●	●	●	CSB
Development of academic programs and implementation of program changes (literature, academic and visiting staff, training courses, practices, assessment, teaching methods, etc.)	●	●	●	CSB
Monitoring the progress of the educational process	●	●	●	CSB
Creating-updating-improving the database of supervisors and reviewers of master's/doctoral theses	●	●	●	CSB

P7: Support for student life and various projects (social, sports, cultural, cognitive, professional)

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Planning and conducting of professional events	●		●	CSB

R1: Constantly engage in attracting and retaining academic personnel who is highly qualified and experienced in teaching and/or research

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Recruitment and retention of highly qualified affiliated academic staff (Contract A)	●	●	●	CSB
Recruitment of highly qualified guest personnel (C contract)	●	●	●	CSB

R3: Strengthen internationalization for academic and administrative personnel

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Recruitment and retention of highly qualified foreign academic staff	●	●	●	CSB

R7: Develop the material and technical base necessary for educational and / or research activities

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Operation of existing research centers and opening of new ones	●	●	●	CSB

Implementation of strategic development and action plan monitoring mechanisms

The Strategic Development Department of Caucasus University oversees the process of developing the university's strategic development and action plans for its structural units, monitoring their implementation, evaluating completed work, and making necessary adjustments.

The monitoring process for the implementation of strategic and action plans consists of four stages.

Stage 1: Information Organization Stage

The information outlined in the approved strategic and action plans of Caucasus University is transferred to an internally developed online platform - the Strategic Development and Action Plan Implementation Monitoring Program, which facilitates effective monitoring and execution of strategic initiatives.

The Strategic Development Department inputs the following data into the program:

- The university's strategic objectives
- Key Performance Indicators (KPIs) and target benchmarks for measuring strategic objectives
- Planned activities for achieving the objectives along with their implementation timelines.

Responsible personnel from the University's structural units and schools involved in the implementation of the Strategic Development Plan are granted access to the program. They are responsible for periodically updating the status of each objective and its corresponding actions.

Stage 2: Evaluation of Completed Work

At this stage of the monitoring process, the Strategic Development Department reviews the collected data and evaluates the progress made. The department conducts an annual assessment of the action plan at the end of the spring semester of each academic year. During this evaluation, the actual implementation of planned activities is compared against the initial benchmarks outlined in the action plan. The outcomes of each activity are measured using the Key Performance Indicators (KPIs) established for the corresponding strategic objectives..

Stage 3: Feedback and Report Preparation

Upon completion of the evaluation process, the Strategic Development Department, in collaboration with individual schools and relevant structural units, compiles and submits a comprehensive report to the University Board, reflecting outcomes, insights, and recommendations derived from the implemented activities.

Stage 4: Adjustment of Strategic and Action Plans

After completing the previous stages, the decision is made whether modifications are necessary in the strategic and action plans and appropriate actions are taken accordingly.

Responses to monitoring results can take the following forms:

- If a strategic objective and its related activities are progressing as planned, and the target indicators have been achieved, the implementation of the action plan continues as originally designed.
- If the target indicators for a strategic objective and its activities have not been met, the reasons are analyzed, and necessary adjustments are made to improve outcomes.
- If the target indicators are not achieved due to insufficient planned activities, additional activities are generated, planned, and incorporated into the action plan. The Strategic Development Department then finalizes the revised action plan and submits it to the Governing Board for approval. Once approved, implementation continues according to the updated plan.
- If target indicators cannot be met due to changes in internal or external factors that make the original objectives unattainable, the Strategic Development Department adjusts the Strategic Development Plan accordingly. (This may involve revising target indicators, modifying strategic objectives, or making other necessary changes).

Based on the updated strategic plan, the department also revises the action plan. The proposed changes are then submitted to the Governing Board and, if needed, approved by the Partners' Assembly. Implementation continues according to the modified plan.



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