



## Strategic Development Plan

2020/21-2026/27 Academic Years

## **Action Plan**

2020/21-2022/23 Academic Years



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The history of Caucasus University goes back to 1998 when with US government funding and in cooperation with Georgia State University, Caucasus School of Business (CSB) was established. Thus, the implementation of the first western-style education was launched in Georgia. Before long, Bachelor's, Master's and PhD academic programs were started. It was in 2004 when the first private education institution - Caucasus University - was founded on the basis of Caucasus School of Business.

Currently, Caucasus University has 10 schools (faculties): the School of Business (CSB), the School of Law (CSL), the School of Media (CSM), the School of Technology (CST), the School of Governance (CSG), the School of Humanities and Social Sciences (CSH), the School of Tourism (CTS), the School of Medicine and Healthcare Management (CMS), the School of Economics (CES) and the School of Education (CES). The University awards Bachelor's, Master's and Doctoral academic degrees in accordance with the legislation of Georgia.

Caucasus University offers its students a high-quality education which is provided by professionals with high academic qualifications and practical experience and through efficient educational processes. The aim of Caucasus University is to prepare professionals committed to the values of democracy and ethical norms and in this way contribute to society's progress and knowledge-sharing.

Most of the programs offered by the University are designed by taking into account successful international practices. The University constantly strives to attract and involve qualified academic personnel and has invited professors in the teaching process. With a view to

efficiently running the educational process, the University seeks to enhance the academic-scientific resources and takes care of the staff's professional development.

The University aims at making its programs competitive, so as to allow them to meet modern labor market demands. With this aim, the University implements modern teaching methods, innovates the educational programs and materials, encourages implementation of the innovations in the teaching-learning process and provides it with appropriate material-technical resources.

Caucasus University maintains close contacts with leading European, American and Asian Universities. Consequently, the students, and the academic and administrative staff are allowed to systematically share international experience. The employment rate of Caucasus University graduates exceeds 88%. Some of them work in public and private sectors in Georgia and elsewhere around the globe.

Due to higher education quality enhancement in the country and globally, Caucasus University continuously revises its strategic plan in order to align the University mission and objectives with the increasingly-changing environment and labor market demands.

In the academic year of 2019-2020, a strategic development plan of Caucasus University was elaborated, which the University will adhere to in the next 7 years (2020/21-2026/27). In addition, the principal activities which will be implemented by the structural units of Caucasus University in the following three years (academic years of 2020/21-2022/23) have been identified.

## Strategic Planning Methodology

The Caucasus University strategic planning process, in which all the stakeholders were involved, was under way in 2019-2020. The process was led by the Vice-President of Research and Strategic Development. The process was initiated, carried out and the outcomes were discussed by the Strategic Development Department and inter-functional team.

To elaborate the strategic development and the action plans, Caucasus University opted for a **Strategic Map – Balanced Scorecard** model (the methodology authors: R. Kaplan, D. Norton). The strategic development process is demonstrated on diagram 1.

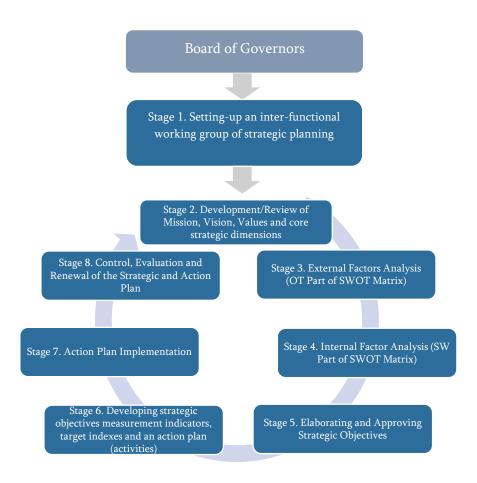


Diagram 1: The strategic development process

The chief aims of setting up the Strategic Development inter-functional team (hereinafter in the document – "working team") were as follows:

- Increase involvement of various organizational departments in the process;
- Generating valuable visions, opinions, recommendations from the members of different functional units in the course of the plan development;
- More support and coordination in the plan implementation stage.

Caucasus University working group includes the following members:

- 1. Vice-President for Research and Strategic Development
- 2. Vice-President for Monitoring and Administrative Affairs
- 3. Vice-President for Educational Affairs
- 4. Vice-President for Material Resources
- 5. Director of the Finance and Budgeting Department
- 6. Director of the Quality Assurance Department
- 7. Director of the Human Resources Department
- 8. Director of the IT Department
- 9. Director of the Marketing Department
- 10. Director of the International Relations and Projects Department
- 11. Head of the Students' and Alumni Office

With a view to considering the 2020/21-2026/27 Strategic Plan, Caucasus University Strategic Development Department (hereinafter the Department), with active participation of the working group, held meetings with all the University stakeholders. The Department organized online surveys, interviews and focus-groups to discuss all the topic-related issues.

New ideas were generated regarding Caucasus University mission, vision and values in consequence of which they were revised and approved by the Board of Governors.

With a view to evaluating the external forces and the University internal processes, the Department conducted SWOT analysis, namely, drew each stakeholder-tailored SWOT questionnaire and carried out a survey. Through the survey findings analysis, the threats and opportunities (OT part) facing Caucasus University were identified and the University strength and weaknesses were revealed (SW part) and mapped on a special matrix. The working team through SWOT analysis identified long-term strategic priorities.

The partners' meeting together with the Board of Governors identified and adopted three major strategic dimensions (priorities) for fulfillment of which Caucasus University will be striving in the next 7 years:

- Intensification of the scientific research and increase its relevance
- Continuous improvement of teaching/learning quality
- Internationalization

The Department in coordination with the working team and involvement of all the Caucasus University stakeholders (the administration, the students, the alumni, the academic staff, and the employers) elaborated the first set of the strategic objectives, which were mapped on the strategic map indicating the cause-effect relation between the objectives and giving a bigger picture of the organization's strategy including such important fields as: financial sustainability, customer-oriented, creating and refining internal processes, employee professional growth and optimization of resources. A draft of the strategic objectives and the map were discussed by the Board of Governors and the final version with relevant modifications was adopted by the Partners' Meeting.

The Partners' Meeting, along with the Department, identified objectives for each structural unit. The structural units identified measurement indicators and targets of the strategic objectives and a draft action plan. The mentioned data were mapped on the Balanced Scorecard. After the draft Balanced Scorecard had been drawn and the Department's feedback received, a modified version of the Scorecard was created. On the basis of the remarks and comments of the Board of Governors, final versions of the strategic development plan (a 7-year) and an action plan (a 3-year) were developed, which were eventually approved by the Partners' Meeting.

The Strategic Development Department developed strategic development and action plans monitoring mechanisms<sup>1</sup>, in accordance of which the Strategic Development Department will periodically revise the strategic and action plans and make changes when and if needed.

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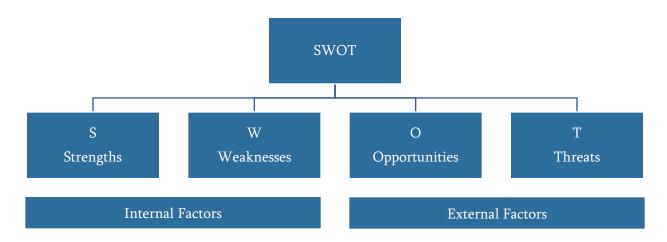
<sup>&</sup>lt;sup>1</sup> For detailed information about strategic development and action plan monitoring mechanisms, see p. 57-59

## **SWOT Analysis**

In order to analyze the internal and external factors of Caucasus University, Caucasus University Strategic Development Department carried out SWOT analysis consisting of the following stages:

- 1. Identifying the research aim
- 2. Identifying the target group
- 3. Creating a questionnaire
- 4. Carrying out a pilot survey
- 5. Modifying the questionnaire
- 6. Carrying out a survey
- 7. Analyzing the findings
- 8. Identifying primary strategic objectives based on the findings

The SWOT analysis revealed the University strengths and weaknesses and threats and opportunities which led to determining certain strategic objectives and activities.



Thirteen types of questionnaires were drawn, each of which was tailored according to the needs of the target group and envisaged evaluation of those particular factors which directly related to them. The respondents were Caucasus University top management, administrative

staff, academic and invited staff, students, alumni and employers. 566 respondents have been questioned in all.

The questionnaire included 5 questions, the first 3 of which revealed the internal factors of Caucasus University: its strengths and weaknesses.

The first question dealt with Caucasus University internal factors, the respondents had to evaluate the value of each with an appropriate score (the scale 1 through 9). By analyzing the answers to the questions, essential factors for the University competitiveness were revealed. By answering the second question, the respondents determined whether each factor was the University strength or weakness and assigned points at their own discretion (from 1 to 9). The third question allowed the respondents to think of an unlisted additional strength or weakness, they had to evaluate each of them in a similar way.

Based on the findings, the Strategic Development Department drew a diagram which broke the factors into 4 areas:

- 1. Less important factors which are relative weaknesses of Caucasus University,
- 2. Less important factors which are relative strengths of Caucasus University,
- 3. More important factors which are relative strengths of Caucasus University,
- 4. More important factors which are relative weaknesses of Caucasus University,

See the diagram 2: Internal factors distribution matrix

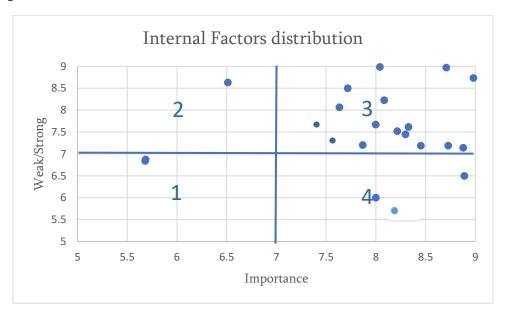


Diagram 2: Internal Factors Distribution Matrix

After analyzing the diagram special attention was paid to the essential factors and strengths and weaknesses of Caucasus University were revealed.

### Strengths of Caucasus University:

- University recognition, reputation / image
- Teaching process
- Academic and practical experience of university academic staff and invited lecturers
- Individual approach with students
- Professionalism of administrative staff
- International recognition and partnerships
- University exchange and dual degree programs
- Financial support (training programs, research projects, etc.)
- Employment of graduates locally and internationally
- Equipment for classroom audiences
- Social spaces
- IT infrastructure
- High involvement of staff and students in social responsibility activities

#### Weaknesses of Caucasus University:

- Insufficient intensity of university research activities (fundamental research, applied research)
- Small number of international research projects
- Lack of library reading space

The fourth and the fifth questions of the questionnaire were open questions regarding external factors. The respondents were to list external factors which would in the next 3 years create favorable conditions (opportunities) for increasing competitiveness of Caucasus University. While the fifth question dealt with external factors which are likely to create obstacles to increasing the University competitiveness and/or are bound to create threats.

After analyzing the results, the opportunities and threats faced by the Caucasus University were identified.

#### Opportunities for Caucasus University:

- Increased number of local and international research projects
- Interested in teaching foreign students in Georgia
- Development of information technologies (through which new, innovative ways of education can be delivered)
- Education Reform reducing credits in Levels

#### Threats facing Caucasus University:

- Socio-economic environment in the country
- Increase competition increase the number of competing universities / academic programs
- Barriers to enrollment of foreign students
- Lack of academic staff in Georgia
- Employment market saturation lack of jobs, decline in employment quality

Through the analysis of the results, the primary strategic objectives of the Caucasus University were developed.

# Mission

The mission of Caucasus University is to prepare for local and international markets, through research-oriented teaching and learning, competitive, highly-qualified, morally-grounded professionals committed to the ideals of democracy and thus satisfy society's educational needs and requirements.

## Vision

The vision of Caucasus University is to become an internationally recognized and ethically grounded university 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.



### **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 where our faculty will 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.



### Caring for development of the country

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

## Strategic Development Plan

Caucasus University identified and adopted three major strategic dimensions (priorities) for fulfillment of which Caucasus University will be striving in the next 7 years (2020/21 - 2026/27 academic years):

- Intensification of the scientific research and increase its relevance
- Continuous improvement of teaching/learning quality
- Internationalization

#### Intensification of the scientific research and increase its relevance

Caucasus University is research-oriented and this is also stated in the mission of the University. The University supports individual research initiatives of schools and research units, as well as academic and research staff. The Research Facilitation Department has been set up, the main function of which is to encourage, promote and coordinate research activities at Caucasus University.

The University plans to strengthen support in this regard and increase the number of fundamental and applied researches. Since the main function of the Caucasus University as a higher education institution is to create new empirical knowledge and spread the already accumulated.

#### Continuous improvement of teaching/learning quality

Various stakeholders are involved in the planning, creation and development of educational programs at Caucasus University, that's why we can offer high-quality, local and international market-oriented and modern educational programs to students. The University constantly strives for the quality of teaching and for this it provides updates as needed and tries to attract and retain the best academic staff.

The continuous improvement of the quality of teaching is one of the characteristics of Caucasus University and university will continue to work with the same approach during the next academic years.

#### Internationalization

Internationalization is an integral part of Caucasus University's strategy. The University is constantly concerned with meeting global requirements, gaining international recognition, and this is reflected in our mission and vision.

The University supports the strengthening of international experience in educational programs, which includes the mobility of students and academic staff, joint educational programs and international cooperation within the framework of research projects. The University has developed an internationalization policy and collaborates with a number of universities around the world. Caucasus University aims to make constant progress in terms of internationalization.

In line with the above-mentioned strategic dimensions, the main part of the strategic objectives of Caucasus University has been determined. They are divided into 4 perspectives of strategic map (see Strategic Map, page 15): Financial Perspective, Customer Perspective, Process Perspective and Resource Perspective. Key Performance Indicators (KPIs) have been identified for each strategic objective. KPIs are the parameters through which the objective is performed. All indicators are measurable and this will help to effectively monitor the implementation of the strategic development plan in the future.

## **STRATEGIC MAP**



### Financial Perspective Objectives

The financial perspective includes strategic objectives related to the company's financial goals. Three main objectives of financial perspective have been defined at Caucasus University.

#### F1: Financial sustainability

#### KPIs:

- EBITDA Margin
- Net Profit Margin
- ROE
- ICR

#### F2: Revenue growth

#### KPI:

Income growth rate

#### F3: Revenue diversification

#### KPIs:

- Income received from foreign (non-resident) students
- Income from new investment projects

### **Customer Perspective Objectives**

The customer perspective includes objectives that focus on student topics. Six key objectives were defined in this perspective.

C1: Maximize (optimize) the number of students in relation to the increase in total income

#### KPIs:

- Choices (n+1) / Choices (n,n-1)\*100 According to undergraduate programs
- Applications (n+1) / Applications (n+n-1)\*100 According to postgraduate programs

#### C2: Increase involvement of students in research components

#### KPIs:

- Number of students participating in school conferences (school level)
- Number of Master's /Doctoral theses (school level)
- Number of (university) research projects by young researchers (masters, doctorates)

#### C3: Strengthen internationalization at the student level

#### KPIs:

- Number of exchange places divided by number of students in each school
- International projects offer rate (summer programs, short courses, international competitions) (university level)
- Percentage of Degree Seekers on foreign language programs (school level)
- Number of foreign students attending Caucasus University short-term international programs (university level)
- Number of international partners (school level)

#### C4: Ensure students satisfaction and constant care-control over students satisfaction

#### KPIs:

- Student satisfaction rate on services and resources provided at the university level
- Net Promoters Score NPS (school level)
- Program satisfaction rate (school level)
- Semester assessments of Educational Courses and Lecturers (school level)

# C5: Maintain a high employment rate among current students and alumni and constant support and control over the employment of current students and alumni

#### KPIs:

- Current student employment rate (study program level)
- Alumni employment rate (study program level)
- Rate of graduates employed according to their major (study program level)

C6: Care-support to attract student contingent with high academic potential and motivation

#### KPIs:

- Number of students who merit scholarship (school level)
- Average score of National Exams/Master's Exams (According to study programs)

#### Process Perspective Objectives

The process perspective outlines strategic objectives for the proper functioning of the university - to improve the educational and research processes, student services, administrative and academic staff working processes.

P1: Ensure compliance of university resources and educational programs with local authorization and accreditation standards and international accreditation standards

#### **KPIs**

- Authorization status (university level)
- Accreditation status of new programs (study program level)
- Accreditation status of existing programs (study program level)
- Self-assessment status (study program level)
- International accreditation status

#### P2: Support the strengthening of research activities

#### KPIs:

- Academic staff participation rate in internal funding (school level)
- Academic staff involvement rate in conferences (school level)
- Number of research activities (school level)
- Electronic databases usage rate (university level)

#### P3: Strengthen internationalization at the level of educational programs

#### KPIs:

- Number of accredited foreign language programs (school level)
- Percentage of foreign language courses in Georgian accredited program (study program level)
- Number of Dual Degree and / or Double Degree and/or Joint Programs (school level)

P4: Strengthen internationalization at the research level

#### KPIs:

- International research projects offer rate (university level)
- Number of international research projects (university level)
- Rate of publication in international (citation and abstract database indexed) journals (school level)
- Academic staff participation rate in international conferences (university level)
- Number of international partners (university level)

# P5: Elaborate - implement new educational programs and projects (among them innovating programs and projects) according to the market demands

#### KPIs:

- Number of new academic programs (school level)
- Number of new innovative projects (university level)
- Number of trainings on local and international market level (university level)

# P6: Constant care-control on educational programs quality improvement by the means of quality assurance internal mechanisms

#### KPIc.

- Indicator of amendments made in programs, according to the feedback received from stakeholders (study program level)
- Students GPA (study program level)
- Lecturers assessment rate (study program level)
- Study courses assessment rate (study program level)
- Graduation rate (study program level)
- Percentage of students who were annulled during exams (university level)
- Indicator of incomplete exam test (school level)
- Syllabus upload rate before the beginning of academic process (school level)
- Indicator of uploading marks/scores of the ongoing semester (school level)

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

#### KPI:

• Number of student events (social, sports, cultural, cognitive, professional) (University)

#### P8: Strengthen electronic management systems

#### KPIs.

- Percentage of update status of learning process managing electronic programs
- Percentage of update status of HR electronic programs
- Creation status of eDocument an electronic case management system
- Usage of CU Websites

#### P9: Develop and enhance student services and student rights protection mechanisms

#### KPIs:

- Response rate to students' topics (university level)
- Number of group and individual meetings held with students by the Ombudsman Service (university level)
- Number of cases, on which the Ombudsman issued recommendations to students (university level)

#### P10: Increase university's international awareness

#### KPIs:

- Number of international partners
- Participation rate in international education fairs
- Membership rate in international organizations
- Rank of university and / or schools and / or programs in educational authoritative ranking systems

### P11: Constant care about the brand awareness, image, and reputation of the Caucasus University

#### KPIs:

- Brand awareness rate
- Number of subscribers
- Number of large-scale university events

#### P12: Strengthen the role of organizational and quality culture in organizational management

#### KPIs:

- Number of stakeholder (students, academic and administrative staff) meetings with the president of the Caucasus University
- Organizational culture index

#### P13: Implement projects with a positive impact on the society

#### **KPIs**

- Number of CSR activities (university level)
- Number of charity events (university level)

### Resources Perspective Objectives

The resource perspective outlines strategic objectives that address the core resources needed for the smooth running of educational and research activities. Eight key strategic objectives were defined in this perspective

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

#### KPIs:

- The ratio of the number of affiliated academic personnel to the number of academic personnel and visiting lecturers (study program and university level)
- The ratio of the number of affiliated academic personnel to the number of academic personnel (study program and university level)
- The ratio of the number of academic personnel to the number of the visiting lecturers (study program and university level)
- The ratio of the number of affiliated academic personnel to the number of students (study program level)
- The ratio of the number of academic personnel and visiting lecturers to the number of students (study program level)
- The ratio of the number of academic personnel to the number of the administrative personnel (university level)
- The ratio of the number of academic personnel and visiting lecturers to the number of the administrative personnel (university level)
- The ratio of the number of academic personnel and visiting lecturers to the number of academic programs of the University (university level)
- The ratio of the number of master/doctorate thesis supervisors to the number of master/doctorate students (study program level)
- Number of trainers in the training center

#### R2: Develop the resources needed for educational and / or research activities

#### KPIs:

- Number of books
- Number of e-library databases
- The rate of electronic registration of hard copy books

#### R3: Strengthen internationalization for academic and administrative staff

#### KPIs:

- Ratio of foreign faculty to Georgian faculty (school level)
- Number of exchange programs for academic staff
- Number of exchange programs for administrative staff

# R4: Take care about the work environment of academic personnel and visiting lecturers and constantly facilitate their professional development

#### KPIs:

- Retention rate of Academic Personnel (school level)
- Retention rate of Visiting Lecturers (school level)
- Number of skill development activities (workshops, trainings) for academic personnel and visiting lecturers
- Number of academic personnel and visiting lecturers who are involved in skill development activities.
- Indicator of the fulfillment of activities which are stated in "new generation academic contracts"

# R5: Take care for the work environment of administrative staff and constantly facilitate their professional development

#### KPIs:

- Number of development activities for administrative staff (workshops, trainings)
- Number of administrative staff involved in the development activities (university level)
- Retention rate of administrative staff (university level)
- Performance appraisal rating (360° rating)

# R6: Ensure the satisfaction of academic and administrative staff and constant care and control over staff satisfaction

#### KPIs:

- Satisfaction rate of academic and administrative staff
- Encouragement rate of administrative and academic staff according to the evaluation of the work performed

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

#### KPIs:

- Number of research centers
- Number of replaced hard drives (SSD) and rate of increase in RAM
- Number of architectural COM classes

# R8: Implement large-scale projects aimed at improving and expanding the infrastructure of the university

#### KPIs:

- Status of construction of a new campus in Batumi
- Approval of the project for the construction of the University Hospital

## Action Plan

Caucasus University's 3-year action plan (2020 / 21-2022 / 23 academic years) is based on a strategic planning methodology. The Action Plan outlines the activities to be carried out to implement the Strategic Development Plan, the deadlines for implementation, and the structural units of the University responsible for specific activities.

The Action Plan (the activities to be carried out, the implementation deadlines and the structural units of HEI responsible for the activities) includes all aspects necessary for the operation of HEI, which are methodologically connected to strategic map objectives.

After the approval of the strategic objectives by the meeting of partners, the tasks for all the main structural units were defined, on which they initiated and planned specific activities for three years (2020/21-2022/23).

The process of approval of the action plan was carried out with a bottom-up approach – the actions were initiated from bellow (structural units) and then the adoption, discussion, modification and reconciliation-approval of the initiatives were carried out by top-management. Finally, the action plan was reviewed and approved by the Partnership Assembly.

The action plan is for three years and we are able to make changes every year based on the results of the plan.





### C1: Maximize (optimize) the number of students in relation to the increase in total income

Activity	Period of activity			Responsible Units
nctivity	2020/21	2021/22	2022/23	responsible ontis
Analyzing intakes on BA programs	•			Marketing and PR Department
Determining pricing, offers and communication messages for undergraduate programs for the coming academic year				Marketing and PR Department, Finance and Budgeting Department
Preparing bachelor's degree programs in print and electronic advertising	•			Marketing and PR Department
Presenting undergraduate degree programs in public and private schools in Tbilisi and the regions	•			Marketing and PR Department, Schools
Organizing information meetings in campus for applicants (BA)	•			Marketing and PR Department
Analyzing and responding to ongoing undergraduate programs choices by applicants (BA)		•		Schools, Marketing and PR Department
Signing memorandums of cooperation with schools in Tbilisi and the regions		•		Marketing and PR Department
Analyzing enrollments on master and doctoral programs		•		Marketing and PR Department
Determining pricing, offers, and communication messages for master's and doctoral programs for the upcoming academic year		•		Marketing and PR Department, Finance and Budgeting Department
Preparing advertising and electronic materials for master's and doctoral programs	•			Marketing and PR Department
Implementing advertising activities in online, social and print media on undergraduate, graduate and doctoral programs	•	•	•	Marketing and PR Department





Presenting master's degree programs in companies	•		•	Marketing and PR Department
Holding information meetings to introduce masters programs on campus			•	Marketing and PR Department
Organizing competitions, trainings, workshops, lectures for entrants		•	•	Marketing and PR Department, Schools
Conducting promotional activities on social media about the Batumi campus				Marketing and PR Department
Determining the enrollment in the Batumi campus programs, identifying offers and communication messages			•	Marketing and PR Department

## C2: Increase involvement of students in research components

Activity	Period of activity			Posnonsible Units
	2020/21	2021/22	2022/23	Responsible Units
Informing students about scientific research activities (conferences, research projects, research fellowships)				Schools, Research Facilitation Department
Operating a system for supporting student research initiatives		•		Research Facilitation Department
Creating-updating-refining the master / doctoral thesis supervisors', reviewers' base				Schools
Ensuring compliance of master's and doctoral student research papers (process management)		•		Schools





## C3: Strengthen internationalization at the student level

Activity	Pe	riod of activ	ity	Dagwangihla Hwita
Activity	2020/21	2021/22	2022/23	Responsible Units
Informing students about exchange programs				International Relations and Projects Department
Finding new partners (Erasmus +, Bilateral) and signing exchange agreements		•		International Relations and Projects Department, Schools
Collaborating with existing partners (Erasmus +, Bilateral) to maintain and enhance exchanges		•		International Relations and Projects Department
Assisting Caucasus University students at all stages to participate in exchange programs (before the mobility, during the mobility, after the mobility)		•		International Relations and Projects Department
Providing support services to foreign students at all stages (visa procedures, course catalogs, events, etc.)		•		International Relations and Projects Department
Implementing activities related to integration of foreign students (1. in the academic process 2. in social activities)		•		1. Students Service Department, 2. Students and Alumni Office
Finding and disseminating information on international projects (summer programs, short courses, international competitions) to target groups		•		International Relations and Projects Department
Participating in international education exhibitions		•		International Relations and Projects Department
Collaborating with recruitment agencies to attract foreign students	•	•	•	International Relations and Projects Department





### C4: Ensure student satisfaction and constant care-control over student satisfaction

Activity		riod of activ	⁄ity	Responsible Units
Activity	2020/21	2021/22	2022/23	
1. Creating a satisfaction questionnaire on services and resources provided at the university level 2. Conducting survey 3. Analyzing results 4. Respoding to results				Quality Assurance Department
1. Creating a satisfaction questionnaire with programs 2. Conducting survey 3. Analyzing results 4. Responding to results	•		•	1. Quality Assurance Department, 2. Schools, 3 & 4 Quality Assurance Department and Schools
1. Creating/ modifying term evaluation surveys for courses and lecturers 2. Conducting survey 3. Analyzing of outcomes 4. Responding to results	•			1&2. Quality Assurance Department, 3&4. Quality Assurance Department and Schools
Holding individual meetings with future internal and external transffering students to investigate and identify the causes of transffering and reacting	•			Schools
Doing individual research of causes of status suspended students and 2. Responding	•		•	1. Schools, 1&2. Quality Assurance Department and Schools
Conducting term meetings among students and school representatives, hearing and reacting towards their problems and needs	•	•	•	Schools





# C5: Maintain a high employment rate among current students and alumni and constant sopport and control over the employment of current students and alumni

Activity	Period of activity			Responsible Units
Activity	2020/21	2021/22	2022/23	Kesponsible Onits
Constant information sharing regarding internship and employment opportunities				Career Development Department
Conducting job fairs in accordance to different fields				Career Development Department
Organizing events in order to develop skills necessary for career development (Public Meeting, Master Class, Guest Speakers Series)				Career Development Department
Searching for the new partnership opportunities amongst organizations providing internships and job opportunities and signing memorandums of understanding	•	•	•	Career Development Department, Schools
Collaborating with current partner organizations and monitoring performance in accordance to Memorandum	•	•		Career Development Department, Schools
Updating Alumni Data				Students and Alumni Office
1. Conducting student employment research and analyzing of results 2. Responding to results	•	•	•	1. Career Development Department, 2. Career Development Department, Schools
1.Conducting research about alumni employment rate 2. Analyzing of the Outcome 3. Responding to results	•		•	1. Career Development Department, Students and Alumni Office 2. Career Development Department 3. Career Development Department, Schools





## C6: Care-support to attract student contingent with high academic potential and motivation

Activity	Period of activity			D
Activity	2020/21	2021/22	2022/23	Responsible Units
Maintaining and popularizing of current scholarship mechanisms (Top-501, CU Scholarship)				Marketing and PR Department
Creating interesting content and spreading it in communication channels for top- scoring applicants	•	•	•	Marketing and PR Department
Creating and sharing interesting content about success stories		•	•	Marketing and PR Department
Analyzing existing grant students and communicating with relevant target		•	•	Marketing and PR Department
Distributing vouchers for entrants winning the competition	•	•	•	Marketing and PR Department, Finance and Budgeting Department
Preparing and publishing university ratings according to average competition score			•	Marketing and PR Department





### P1: Ensure compliance of university resources and educational programs with local authorization and accreditation and international accreditation standards

A seissies	Period of activity			n '11 II'.
Activity	2020/21	2021/22	2022/23	Responsible Units
Preparing accreditation packages for new educational programs, submitting to the National Center for Educational Quality Enhancement and obtaining accreditation (for details, see Appendix 1, p. 49)	•	•	•	Schools, Quality Assurance Department
Preparing packages for the re-accreditation of existing educational programs, submitting to the National Center for Educational Quality Enhancement and obtaining re-Accreditation (for details, see Appendix 2, p. 52)	•	•	•	Schools, Quality Assurance Department
Preparing and submitting self-assessments report required by authorization and accreditation			•	Quality Assurance Department
Submitting Initial Self Evaluation Report (ISER) to the International Accreditation Association (AACSB) and getting an assessment	•			International Accreditation Office
Preparing current AACSB Self Evaluation Report (SER)	•			International Accreditation Office
Submitting current AACSB Self Evaluation Report (SER) and getting an assessment		•		International Accreditation Office
Preparing final AACSB Self Evaluation Report (SER)		•		International Accreditation Office
Submitting final AACSB Self Evaluation Report (SER) and getting an assessment			•	International Accreditation Office
Organizing visit of AACSB Accreditation Commission and obtaining accreditation			•	International Accreditation Office





## P2: Support the strengthening of research activities

A	Pei	iod of activ	vity	D 111 W.
Activity	2020/21	2021/22	2022/23	Responsible Units
Transferring academic staff and invited lecturers to new agreement system				Schools
Monitoring realized research activities listed in the appendices to the new agreements		•	•	Schools, Research Facilitation Department
Informing academic and invited lecturers about research activities (conferences, research projects, research fellowships)	•	•	•	Research Facilitation Department
Functioning of internal university funding system	•	•	•	Research Facilitation Department
Organizing and holding a conference on the initiative of schools	•	•	•	Schools
Conducting research skills development activities	•	•	•	Research Facilitation Department
Organizing trainings and orientation meetings on the use of scientific electronic databases	•	•	•	Library, Research Facilitation Department
Developing and implementing a uniform academic writing system	•			Research Facilitation Department





## P3: Strengthen internationalization at the level of educational programs

Activity	Period of activity			Responsible Units
Creating foreign language education programs (for details, see Appendix 3, p. 53)	•	•	•	Schools
Creating foreign language courses in existing accredited Georgian language programs	•	•	•	Schools
Finding new partners for collaborative programs	•	•	•	International Relations and Projects Department, Schools
Determining program compliance for joint programs (credit recognition, etc.), establishing a model of cooperation and contracting	•	•	•	Schools
Initiating, creating, short-term programs (summer school, study abroad) and disseminating information	•	•	•	International Relations and Projects Department, Schools
Developing a modular teaching (two-week intensive teaching) system for international lecturers	•	•	•	Schools
Working on recognizing programs by foreign countries and international organizations	•			International Relations and Projects Department, Quality Assurance Department





## P4: Strengthen internationalization at the research level

Activity		riod of activ	vity	р 21 п.
Activity	2020/21	2021/22	2022/23	Responsible Units
Finding and disseminating information about research grant opportunities announced by various foundations			•	International Relations and Projects Department, Research Facilitation Department
Finding new partners in research and signing contracts	•	•	•	International Relations and Projects Department, Schools, Research Facilitation Department
Assisting academic staff in preparing an international grant application	•	•	•	International Relations and Projects Department, Schools, Research Facilitation Department
Conducting an annual international conference at Caucasus University	•	•	•	Research Facilitation Department
Conducting information meetings on the use of the EURAXESS platform	•		•	Research Facilitation Department, International Relations and Projects Department





### P5: Elaborate - Implement new educational programs and projects (among them innovating programs and projects) according to the market demands

Activity	Period of activity			D
	2020/21	2021/22	2022/23	Responsible Units
Elaborating new educational programs (for details, see appendix 1, p. 49)				Schools
Launching an acceleration programs				Entrepreneurship Development Center
Organizing startup events (hackathons, makeathons)		•		Entrepreneurship Development Center
Participating in start-up events suggested by relevant institutions				Entrepreneurship Development Center
Participating in innovative grant calls (GITA, Enterprise Georgia, Rustaveli Foundation) supporting participating students				Entrepreneurship Development Center
Determining feasibility of university new projects				Entrepreneurship Development Center
Organizing and delivering trainings (certification courses, corporate trainings) at local level				Training Centre
Signing MoU with partner countries (Kazakhstan, Ukraine) and planning and delivering certificate courses	•	•	•	Training Centre
Disseminating information and supporting of international grant calls participants, administered/funded by donor organizations (European Commission, UNDP, UN, USAID, GIZ, Visegrad Fund, WINNET SWEDEN, Nuffic, etc.)	•	•	•	International Relations and Projects Department
Drafting project proposal for international grant calls, administered/funded by donor organizations (European Commission, UNDP, UN, USAID, GIZ, Visegrad Fund, WINNET SWEDEN, Nuffic, etc)	•	•		International Relations and Projects Department, Schools, Entrepreneurship Development Center
Conducting market analysis and understanding views of university stakeholders to improve programs		•	•	Quality Assurance Department, Schools





Introducing synchronous distance learning component into existing programs			Schools
Ensuring employers participation in program elaboration and development		•	Career Development Department, Schools
Financing students participation in local and international projects			Schools

## P6. Constant care-control on educational programs quality improvement by the means of quality assurance internal mechanisms

Activity	Period of activity			Demonsible Units
	2020/21	2021/22	2022/23	Responsible Units
Reviewing and updating syllabuses				Schools, Quality Assurance Department
Holding meetings/interviews stakeholders (students, alumni, academic and invited staff, administrative staff, employers) for assessment-improvement of the programs		•		Schools, Quality Assurance Department
Reviewing academic programs and making changes	•			Schools, Quality Assurance Department
Assessing external and internal risks and developing appropriate plans		•		Strategic Development Department
Monitoring academic process by the program supervisor and quality assurance department		•		Schools, Quality Assurance Department
Monitoring academic process (monitoring uploading of syllabuses, monitoring the timely upload of scores/marks, monitoring the restoration of missed lectures)	•	•		Students Service Department
Monitoring examination process		•	•	Students Service Department





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

Activity	Per	riod of activ	vity	Responsible Units
Activity	2020/21	2021/22	2022/23	Responsible Office
Planning and holding sports events	•	•	•	Students and Alumni Office
Planning and conducting cultural events	•	•		Students and Alumni Office
Planning and conducting cognitive activities	•	•		Students and Alumni Office
Planning and conducting social activities	•	•	•	Students and Alumni Office
Planning and holding events for international students				Students and Alumni Office





## P8: Strengthen electronic management systems

A seinien	Pei	riod of activ	ity	Damanaikla II-ia
Activity	2020/21	2021/22	2022/23	Responsible Units
Modifying-Improving students registration, grades, payments, contracts e- programs on the student's personal profile page in accordance to modern technologies (updating database structure, modifying Back-End existing System with usage of modern, protected Framework (laravel), new library javascriptis react exploring for Front-End improvement, modified system testing and eliminating errors identified during testing)				Software Maintenance and Development Office
Adding functional to program for creating CV on student's personal profile page		•		Software Maintenance and Development Office
Improving academic programs of electronic database monitoring, student mobility and credit recognition, improving student academic performance monitoring e-programs, students and lecturers electronic communication program (usage, upload and download of teaching materials) in accordance to modern technologies	•			Software Maintenance and Development Office
Creating students and administration staff's electronic communication program				Software Maintenance and Development Office
Modifying-imrpoving students and lecturers profile page in accordance to modern technologies		•		Software Maintenance and Development Office
Enhancing electronic database of management				Software Maintenance and Development Office
Modifying-improving administration personal electronic programs in accordance to modern technologies		•		Software Maintenance and Development Office
Creating-enhancing strategic and action plans performance monitoring e-program		•		Software Maintenance and Development Office
Enhancing international accreditation reporting system e-program				Software Maintenance and Development Office
Improving electronic database of academic programs, student mobility, credit recognition, student academic performance monitoring programs				Software Maintenance and Development Office





Modifying-improving IT Technical Support Request Platform (ithelpdesk.cu.edu.ge)	•	•	•	Information Technology Department
Implementing eDocument - an electronic case management system	•		•	Information Technology Department
Creating CU electronic platform for employers and students / graduates	•		•	Software Maintenance and Development Office, Academic Process Management and Student Registration Office
Incorporating administrative, academic and invited personnel contracts into the electronic system fully	•			Human Resources Department

## P9: Develop and enhance student services and student rights protection mechanisms

Activity		iod of activ	ity	Pospopojblo Unita
Activity	2020/21	2021/22	2022/23	Responsible Units
Responding to student requests, assisting and advising students within the competence, timely provision of information to students				Students Service Department
Organizing-holding meetings with students to learn about students' rights				Legal Department
Organizing-holding group information meetings with students about the functions of the ombudsman service and organizing-holding individual meetings as required	•			Ombudsman Office
Preparing recommendations by the ombudsman to the interested parties as a result of consideration of a specific problem			•	Ombudsman Office
Organizing and conducting exams	•	•	•	Students Service Department





# P10: Increase university's international awareness

Activity	Per	iod of activ	ity	Responsible Units
Activity	2020/21	2021/22	2022/23	Responsible Offics
Finding new international partners and signing contracts				International Relations and Projects Department, Schools
Collecting information about international education fairs and participating in them	•			International Relations and Projects Department, Schools
Maintaining membership in international educational associations and joining new associations	•			International Relations and Projects Department, Schools
Preparing marketing materials for the international market				Marketing and PR Department
Creating and presenting interesting content about the results achieved in the international market (CU success stories) to the public/stakeholders	•	•		International Relations and Projects Department, Marketing and PR Department
Providing information - CU success stories - to foreign partners		•	•	International Relations and Projects Department, Marketing and PR Department





## P11: Constant care about the brand awareness, image, and reputation of the Caucasus University

A	Perio	d of activity	•	n '11 II '
Activity	2020/21	2021/22	2022/23	Responsible Units
Creating and distributing interesting content about the University activities for a large audience	•	•		Marketing and PR Department
Constant monitoring of communication channels (webpage, social media) and distributing of quality content	•	•		Marketing and PR Department
Increasing partnerships on the market through event-based cooperation				Marketing and PR Department
Organizing University events (A Welcome Party for Freshmen, Halloween, New Year activities, February 14th activities, May 26th event, June 1st event, A Graduation ceremony)	•	•		Marketing and PR Department
Creating guidelines on a crisis management (concerning communication) and operating in line with them	•			Marketing and PR Department
Measuring and monitoring public opinion	•		•	Marketing and PR Department





## P12: Increase the importance of organizational and quality culture in management

Activity		riod of activ	rity	Responsible Units
Activity	2020/21	2021/22	2022/23	Responsible Offics
Creating and distributing newsletters				Marketing and PR Department
Holding meetings with the university personnel to inform them about news related to the organization				Human Resources Department
Arranging informal stakeholder (students, administrative staff, lecturers) meetings with the President	•			President's Office, Marketing and PR Department
Organizing corporate trips and teambuilding activities				Marketing and PR Department, Human Resources Department
Raising awareness about mission, vision, and values				Human Resources Department
Sharing/implementing personnel initiatives in the management process and encouraging autonomous and decentralized management/decision making (System creation)	•	•	•	Human Resources Department

#### P13: Implement projects with positive impact on the society

Activity	Period of activity			Responsible Units
Activity	2020/21	2021/22	2022/23	Responsible Offics
Organizing and engaging in events related to socially vulnerable groups				Marketing and PR Department
Organizing and engaging in CSR activities	•			Marketing and PR Department
Organizing and engaging in charity events		•		Marketing and PR Department





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

Activity	Period of activity			Responsible Units
	2020/21	2021/22	2022/23	Responsible Units
Determining the needs for academic personnel and visiting lecturers				Schools, Human Resources Department
Searching for and hiring affiliated academic personnel (A type contract)				Schools
Searching for and hiring non-affiliated academic personnel (B type contract)			•	Schools, Human Resources Department
Searching for and attracting visiting lecturers (C type contract)		•	•	Schools, Human Resources Department
Searching for and attracting highly qualified trainers	•	•	•	Schools, Human Resources Department





#### R2: Develop resources which are necessary for educational or/and research purposes

A -etit	Period of activity			Pognopojblo Unita
Activity	2020/21	2021/22	2022/23	Responsible Units
Initiating, searching and purchasing new books based on the demands of different courses				Schools, Library
Initiating, searching and purchasing e-library databases				1.Schools, 2. Library
Maintaining subscription on existing e-library databases (EBSCO HOST, ScienceDirect, Scopus, Sci-val, Funding(Funding Institutional), HeinOnline, Taylor and Francis, Math Scientific Publishing (MSP)-Journals)	•	•	•	Library
Initiating, searching and purchasing special softwares necessary in teaching process based on the demands of different courses				Schools, Information Technology Department
Registering books in electronic library catalog "Koha"				Library
Developing partnerships with local and international publishing houses	•	•		Library
Increasing the frequency of use of study process management platforms (Moodle, Turnitin)	•	•	•	Research Facilitation Department





## R3: Strengthen internationalization for academic and administrative personnel

Activity	Period of activity			Responsible Units
	2020/21	2021/22	2022/23	ixesponsible Offits
Informing academic and administrative personnel about the international exchange programs				International Relations and Projects Department
Searching for new partners and sign contracts with them	•			Schools, International Relations and Projects Department
Helping academic and administrative personnel in the international mobility process	•			International Relations and Projects Department
Searching for and signing contracts with foreign academic personnel	•			Schools, International Relations and Projects Department, Human Resources Department
Conducting trainings by foreign trainers	•	•	•	Human Resources Department





#### R4: Take care about the work environment of academic personnel and visitng lecturers and constantly facilitate their professional development

Activity	Period of activity			Degranaible Units
	2020/21	2021/22	2022/23	Responsible Units
Gathering and disseminating information regarding skill development activities (trainings, workshops, projects) offered by partner organizations	•	•	•	Human Resources Department
Offering participation in the planned trainings and expert organized by the National Center for Education Quality Enhancement	•	•	•	Human Resources Department, Quality Assurance Department
Conducting skill development events	•	•	•	Human Resources Department, Training Centre
Developing-enhancing-implementing the motivation system for Academic personnel and visiting lecturers	•			Human Resources Department
Consulting and helping academic personnel and visiting lecturers with technical matters of teaching process, helping to organize the make-up of missed classes	•	•	•	Students Service Department





#### R5: Take care for the work environment of administrative staff and constantly promote their professional development

Antinitu		riod of acti	vity	Responsible Units
Activity	2020/21	2021/22	2022/23	Responsible Offics
Identifying the necessary needs of the staff (based on the evaluation of the activity, based on the requirements of the market) and taking appropriate measures				Human Resources Department
Improving the technical characteristics of computer staff of administrative staff and / or planning replacement	•	•	•	Information Technology Department
Offering to participate in trainings and expert activities planned by the National Center for Education Quality Enhancement	•	•		Human Resources Department, Quality Assurance Department

#### R6: Ensure the satisfaction of academic and administrative staff and constant care and control over staff satisfaction

Activity		riod of activ	vity	Responsible Units
Activity	2020/21	2021/22	2022/23	Responsible Offits
Creating a satisfaction questionnaire for the academic and invited staff, conducting a				Human Resources Department
survey, analyzing the results, responding to the results				
Organizing group and individual information meetings with academic and				Ombudsman Office
administrative staff on the functions of the ombudsman office				
Preparing recommendations by the ombudsman in specific problematic cases for the stakeholders				Ombudsman Office





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

Activity		riod of activ	vity	Responsible Units
Activity	2020/21	2021/22	2022/23	Responsible Onits
Growing savings memory and standardizing-reconstructing server infrastructure	•	•	•	Information Technology Department
Improving the performance of 114 PCs in computer class C floors (SSD hard drive replacement 500GB, RAM 8GB increase to 16GB)		•		Information Technology Department
Creating an architectural computer class				Information Technology Department
Maintaining of the protection system or infrastructure of the server room (installation of a special fire extinguishing system, artificially raising the floor in the server room)		•		Information Technology Department
Monitoring and planning updates of existing classroom computer equipment (projector, computers)	•	•	•	Information Technology Department
Creating a copy center	•			Information Technology Department
Continuous monitoring and updating of WI-FI coverage	•	•	•	Information Technology Department
Maximizing all Internet points (OUTLET)				Information Technology Department
Opening of the publishing house	•			Logistics and Security Department Finance and Budgeting Department
Purchasing land for the library space	•			Logistics and Security Department Finance and Budgeting Department
Building a library				Logistics and Security Department Finance and Budgeting Department





Opening a bookstore		Logistics and Security Department Finance and Budgeting Department
Opening research centers, studios (for details see Appendix 4, p. 55)		Schools

## R8: Implement large-scale projects aimed at improving and expanding the infrastructure of the university

Activity		riod of activ	rity	Responsible Units
		2021/22	2022/23	responsible Offics
Constructing a new campus of Caucasus University in Batumi				Finances and Budgeting Department, Logistics and Security Department
Opening the new campus of Caucasus University in Batumi (for information on the programs implemented in the campus, see Appendix 5, p. 56)			•	Finances and Budgeting Department, Logistics and Security Department
Developing and approving the construction project of the university hospital			•	Finances and Budgeting Department, Logistics and Security Department





## New Academic Programs

		Per	iod of activ	ity	
Program	Activity	2020/21	2021/22	2022/23	Responsible Units School
Double Degree Bachelor's Program with Rennes Business	Program preparation-accreditation	•			C-11 F D
School	Start Students Admission		•		School of Business
Business Administration English-language Master's Program	Program preparation-accreditation	•			Cl lCD :
	Start Students Admission		•		School of Business
Zicklin Master's Program	Program preparation-accreditation		•		0.1 1 CD :
	Start Students Admission			•	School of Business
PhD in Business Administration (DBA)	Program preparation-accreditation		•		Cl lCD :
	Start Students Admission			•	School of Business
Interdisciplinary (Business Law) English-language Master's	Program preparation-accreditation				C-11
Program	Start Students Admission			•	School of law
Digital Media Master's Program	Program preparation-accreditation	•			C. L. L. C.M. J.
	Start Students Admission		•		School of Media
Digital Media English-language Master's Program	Program preparation-accreditation	•			School of Media
	Start Students Admission			•	School of Media
Media Arts Bachelor's Program	Program preparation-accreditation			•	School of Media
Digital Media Double Degree Master's Program	Program preparation-accreditation			•	School of Media
Information Technology English-language Bachelors's	Program preparation-accreditation	•			Cohool of Tooknology
Program	Start Students Admission		•		School of Technology
Information Technology English-language Master's Program	Program preparation-accreditation	•			C-l1-fTl1
	Start Students Admission		•		School of Technology





Architecture English-language Master's Program	Program preparation-accreditation	•			
	Start Students Admission				School of Technology
Electronics and Computer Engineering English-language	Program preparation-accreditation			•	
Bachelor's Program	0 1 1	•			School of Technology
	Start Students Admission			•	0,
Architecture English-language Master's Program	Program preparation-accreditation		•		School of Technology
	Start Students Admission			•	School of Technology
Logistics English-language Master's Program	Program preparation-accreditation	•			School of Technology
	Start Students Admission			•	School of Technology
Graphic Design Bachelor's Program	Program preparation-accreditation			•	School of Technology
International Relations English-Language Bachelor's Program	Program preparation-accreditation	•			
	Start Students Admission		•		School of Governance
International Relations English-Language Master's Program	Program preparation-accreditation		•		
	Start Students Admission			•	School of Governance
Psychology English-Language Bahelor's Peogra,	Program preparation-accreditation	•			School of Humanities and Social Sciences
	Start Students Admission		•		School of Humanities and Social Sciences
Tourism English-language Bachelor's Program	Program preparation-accreditation	•			C. L. CT.
	Start Students Admission		•		School of Tourism
Tourism English-language Master's Program	Start Students Admission	•			School of Tourism
English-language One-step MD (Medical Doctor) Program	Program preparation-accreditation	•			C. L. C. C. L.
	Start Students Admission		•		School of Medicine and Healthcare
One-step MD (Medical Doctor) Program	Program preparation-accreditation			•	School of Medicine and Healthcare
Public Health English-language Master's Program	Program preparation-accreditation	•			C 1 1 CM 1: 111 L1
	Start Students Admission			•	School of Medicine and Healthcare
Economics Double Degree Bachelor's Program	Program preparation-accreditation	•			C. L. L. CE.
	Start Students Admission			•	School of Economics
Economics English-language Bachelor's Program	Program preparation-accreditation	•			61 1 65
	Start Students Admission			•	School of Economics
	1				I .





Education Policy Master's Prigram	Start Students Admission	•			School of Education
Education Management Master's Program	Program preparation-accreditation				C-11 -CE14:
	Start Students Admission		•		School of Education
Pedagogics (60-credit) Program	Program preparation-accreditation	•			School of Education
	Start Students Admission				School of Education
Education Policy English-language Master's Program	Program preparation-accreditation			•	School of Education
Preschool Teacher Training Program	Program preparation-accreditation		•		School of Education
	Start Students Admission			•	School of Education





## Program Reaccreditation

D.	Pe	eriod of activity		0.1 1
Program	2020/21	2021/22	2022/23	School
Strategic Communications Master's Program	•			School of Media
History Bachelor's Program	•			School of Humanities and Social Sciences
Psychology Bachelor's Program	•			School of Humanities and Social Sciences
Sociology Bachelor's Program	•			School of Humanities and Social Sciences
Management English-language Doctorate Program		•		School of Business
Georgian Philology Bachelor's Program		•		School of Humanities and Social Sciences
MD (Medical Doctor) English-language Program		•		School of Medicine and Healthcare Management
Economics English-language Doctorate Program		•		School of Economics
Integrated Bachelor's and Master's Degree Program for Primary Education Teachers (Grades I-VI)			•	School of Education
Architecture Bachelor's Program			•	School of Technology
International Relations Doctorate Program			•	School of Governance
Clinical Psychology Master's Degree			•	School of Humanities and Social Sciences
Clinical Art Therapy Master's Program			•	School of Humanities and Social Sciences
Economics Master's Program			•	School of Economics





## Foreign-language Programs

		Per	iod of activ	rity	
Program Activity		2020/21	2021/22	2022/23	School
Double Degree Bachelor's Program with Rennes Business	Program preparation-accreditation	•			School of Business
School	Start Students Admission		•		School of Business
Business Administration English-language Master's Program	Program preparation-accreditation	•			C.I. I. CD.
	Start Students Admission		•		School of Business
Zicklin Master's Program	Program preparation-accreditation		•		Cl lop :
	Start Students Admission			•	School of Business
PhD in Business Administration (DBA)	Program preparation-accreditation		•		0.1 1 CD :
	Start Students Admission			•	School of Business
Interdisciplinary (Business Law) English-language Master's	Program preparation-accreditation		•		0 1 1 01
Program	Start Students Admission			•	School of law
Digital Media English-language Master's Program	Program preparation-accreditation	•			C 1 1 CM 1
	Start Students Admission			•	School of Media
Digital Media Double Degree Master's Program	Program preparation-accreditation			•	School of Media
Information Technology English-language Bachelors's	Program preparation-accreditation	•			C 1 1 CT 1 1
Program	Start Students Admission		•		School of Technology
Information Technology English-language Master's Program	Program preparation-accreditation	•			C-11-fT11
	Start Students Admission		•		School of Technology
Architecture English-language Master's Program	Program preparation-accreditation	•			School of Technology
	Start Students Admission			•	ochool of Technology





Electronics and Computer Engineering English-language	Program preparation-accreditation					
Bachelor's Program	Start Students Admission			•	School of Technology	
Architecture English-language Master's Program	Program preparation-accreditation		•			
	Start Students Admission			•	School of Technology	
Logistics English-language Master's Program	Program preparation-accreditation	•				
	Start Students Admission			•	School of Technology	
International Relations English-Language Bachelor's Program	Program preparation-accreditation	•			0.1.1.00	
	Start Students Admission		•		School of Governance	
International Relations English-Language Master's Program	Program preparation-accreditation		•			
	Start Students Admission			•	School of Governance	
Psychology English-Language Bahelor's Peogra,	Program preparation-accreditation	•			0.1 1 611 10	
	Start Students Admission		•		School of Humanities and Social Sciences	
Tourism English-language Bachelor's Program	Program preparation-accreditation	•			0.1.1.6	
	Start Students Admission		•		School of Tourism	
Tourism English-language Master's Program	Start Students Admission	•			School of Tourism	
English-language One-step MD (Medical Doctor) Program	Program preparation-accreditation	•			C 1 1 CM 1: 1 11 1.1	
	Start Students Admission		•		School of Medicine and Healthcare	
Public Health English-language Master's Program	Program preparation-accreditation				C 1 1 CM 1: 1 11 1.1	
	Start Students Admission			•	School of Medicine and Healthcare	
Economics Double Degree Bachelor's Program	Program preparation-accreditation				C.I. I. C.D.	
	Start Students Admission			•	School of Economics	
Economics English-language Bachelor's Program	Program preparation-accreditation				C. L. L. C. E.	
	Start Students Admission			•	School of Economics	
Education Policy English-language Master's Program	Program preparation-accreditation			•	School of Education	





## Centers

Center		Date of creation	School	
Center	2020/21	2021/22	2022/23	SC11001
Business-Case Regional Center	•			School of Business
Research Center ( Entrepreneurship )		•		School of Business
Doctoral Research and Seminar Room				School of Business
Law Clinic			•	School of Law
Architecture Studio	•			School of Technology
Robotics Lab		•		School of Technology
Architecture Workshop Studio			•	School of Technology
Laboratory for Electronic and Computer Engineering			•	School of Technology
Graphic Design Studio			•	School of Technology
NATO Study Center			•	School of Governance
Caucasus Study Center			•	School of Humanities and Social Sciences
Research Center		•		School of Tourism
OSCE Laboratory (Examination Rooms )	•			School of Medicine and Healthcare
Research Center	•			School of Education





# Batumi Campus Programs

Program	Activity	Period of activity			Calcal
		2020/21	2021/22	2022/23	School
Business Administration Bachelor's Program	Start Students Admission			•	School of Business
Law Bachelor's Program	Start Students Admission			•	School of law
Law Master's Program	Start Students Admission			•	School of law
PR and Communication Bachelor's Program	Start Students Admission			•	School of Media
IT Bachelor's Program	Start Students Admission			•	School of Technology
Psychology Bachelor's Program	Start Students Admission			•	School of Humanities and Social Sciences
English Pilology English Philology Bachelor's Program	Start Students Admission			•	School of Humanities and Social Sciences
Tourism Bachelor's Program	Start Students Admission			•	School of Tourism
MD (Medical Doctor) One-step Program	Start Students Admission			•	School of Medicine and Healthcare
Economics Bachelor's Program	Start Students Admission			•	School of Economics
Pedagogics Bachelor's Program	Start Students Admission			•	School of Education





## Mechanisms of Monitoring Implementation of the Caucasus University Strategic Development and Action Plans

Caucasus University Strategic Development Department carries out the process of creating a Strategic Development Plan of Caucasus University and its structural units, monitors its implementation, evaluates the work performed and corrects the achieved results when and if needed.

Monitoring of the process of the implementation of the Strategic and Action plans is broken into four stages (diagram 3):



Diagram 3: Monitoring stages of the process of the implementation of the Strategic and Action plans

#### Stage 1: Information Organization Stage

The information contained in Caucasus University Strategic Development and Action plans is entered into a tailored software – *Monitoring Program of the Strategic Development and* 

Action Plans Implementation created for effective monitoring of implementation of the Strategic Development and Action Plans.

The Strategic Development Department shall enter the following information:

- the University strategic objectives,
- Key Performance Indicators and targets to measure the objectives,
- the activities planned for reaching the objectives along with appropriate deadlines,

The program is accessible to the persons responsible for the University structural units involved in the implementation and execution of the Strategic Development plan. They shall, on a regular basis, indicate the current status in respect of each goal and action.

#### Stage 2: The stage of the evaluation of the job performed

On this stage of monitoring, the Strategic Development Department ensures proper consideration of the obtained information and evaluation of the work performed.

The Department evaluates the action plan once a year: at the end of the Spring semester. On the monitoring stage, the milestone results achieved through the activities envisaged in the action plan are compared with the planned benchmarks.

Each milestone reached through implementation of each activity envisaged in the action plan is checked (measured) against the relevant key performance indicator (KPI).

#### Stage 3: Stage of Feedback and Report Drawing

After evaluation of the job performed, the Strategic Development Department shall issue appropriate advice and recommendations and consider them with the relevant structural units.

#### Stage 4: Stage of Amending the Strategic and Action plans

After the preceding stages are completed, the Strategic Development Department shall decide if any changes to the Strategic and Action plans are needed and shall operate accordingly.

The findings obtained as a result of the monitoring can be responded in the following ways:

- If in the case of any given strategic objective and activity, everything goes as planned and the target benchmarks are reached, the implementation of the action plan shall continue as planned.
- If in the case of any given strategic objective and activity, the target benchmarks are not reached the causes shall be identified.
  - If the reason of failing to reach the target benchmark is inadequacy of the activities planned, additional activities shall be generated, planned and the action plan shall be changed accordingly. The final version of the Action Plan shall be drawn by the Department and presented to the Board of Governors, the actions shall be taken in accordance with the revised plan after an approval is received.
  - If the reason of the failure of reaching the set benchmark is alteration of any internal or external factors, which makes reaching the set objective impossible, the Strategic Development Department shall amend the Strategic Development Plan (e.g., the target benchmark shall be reviewed and changed, the strategic objectives modified, etc.). On the basis of the revised strategic plan, the Department shall make changes to the action plan. Later, the Department shall present the project of changes to the Cross Functional Group, a final version shall be drawn up, which shall be considered by the Board of Governors, the revised plan shall be approved by the Partners' Meeting (General Meeting of the Shareholders), if needed. The actions shall be carried out in accordance with the modified plan.



(+ 995 32 ) 2 37 77 | info@cu.edu.ge | Paata Saakadze St. 1 , Tbilisi 010, Georgia