



INTERNATIONAL UNIVERSITY
BATUMI

“BAU International University,
Batumi” LLC



Strategic Plan
of Development

2018-2024

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Rector's message



Our university provides unique and invaluable opportunities to educate and train highly qualified global citizens who are equipped with necessary skills and field-related expertise and who have global outlook.

The team of BAU International University Batumi puts great deal of effort to contribute to students' success and facilitate the teaching process for them.

Our priority is to promote creativity and innovativeness among students in order to prepare highly qualified workers easily adapting to volatile environment.

The aim of the university is to provide high quality education and to foster widening horizon, thus creating basis for the world peace, mankind welfare and happiness.

The worked out strategic plan is a main document guiding the university development for upcoming 7 years. The realization of the present strategic plan will enable us to design and develop locally and globally competitive research-led education programs that will ensure preparation of highly qualified workers.

Professor Ismet Dindar
Rector of BAU International University, Batumi

A handwritten signature in blue ink, likely belonging to Professor Ismet Dindar.

Preamble



BAU International University, Batumi is a newly established teaching university in Georgia, where the three fold mission of education and research is successfully carried out by highly trained academic personnel, latest technologies, laboratories and classrooms. American model educational program meets international standards and is carried out by foreign as well as Georgian professors invited from different educational institutions. The university is located in the same building as a new International University Hospital. The hospital itself has been constructed according to JCI standards and is equipped with up-to-date facilities. This enables us to provide the best education for the medical students, as they will receive clinical experience from the first days of their education.

BAU International University, Batumi is a university within the BAU Global Network, which is comprised of 5 Universities, 5 Branch Campuses and 3 language schools spread in 7 countries over 3 continents. This gives an excellent opportunity to our students to enrich their knowledge and experience in leading medical and educational establishments on a global scale



Mission

The mission of a teaching university BAU International University, Batumi, is to realize educational programs corresponding to international standards and to train professionals who are highly qualified and competitive on international labor market and who have a scientific outlook, high moral standards, knowledge of innovative technologies and liberal values.



Vision

BAU International University, Batumi, a teaching university promotes a global vision which transcends political and cultural boundaries and which advocates the utmost respect for human dignity, universal human rights and freedoms for all regardless of gender, race, color, creed or religion.

By developing and implementing joint educational programs and scientific, research projects, the university supports the integration of professors, teaching personnel, and students into the global educational and scientific arena.

The university's goal is to provide students with high quality education and broad world view, which will be the basis for world peace, welfare and the happiness of mankind.



Values

The main values of BAU International University, Batumi LLC are as follows:

- Support for democratic ideals, supremacy of law, human rights and freedom;
- Strict adherence to universally acknowledged ethical guidelines and principles;
- Utmost respect for environment and responsible usage of the world resources;
- Uncompromised dedication towards creation, implementation and dissemination of knowledge;
- Obligations of collaboration with highly qualified academic and administrative staff whose qualification is congruent with the university vision and mission;
- Formation of favorable attitude towards international community of students and respect towards cultural and religious diversity;
- Combining theoretical education with hands-on experience through developing practical skills;
- Close cooperation with private sector, government and non-government organizations.

Strength

1. Favorable geographical location;
2. Stable financial support from partners;
3. Educational program corresponding to market demands;
4. Well-developed infrastructure and facilities, laboratories equipped with modern technologies, anatomy room and lecture theaters, as well as rich library;
5. Administrative and academic staff with foreign language skills;
6. Multinational administrative and academic staff;
7. Multinational students;
8. Stable increase in number of students.

Opportunities

1. Development of clinical skills center and creation of OSCE (objectively structures clinical exam) center on its base;
2. Introducing new vocational and master's programs;
3. Strengthening internationalization;
4. Increase in number of students;
5. Co-creation of educational programs with foreign and local universities;
6. Improving skills and qualification of administrative and academic staff;
7. Participation in international research and educational projects;
8. Infrastructure development;
9. Increasing the level of students' satisfaction;
10. Raising the university awareness;

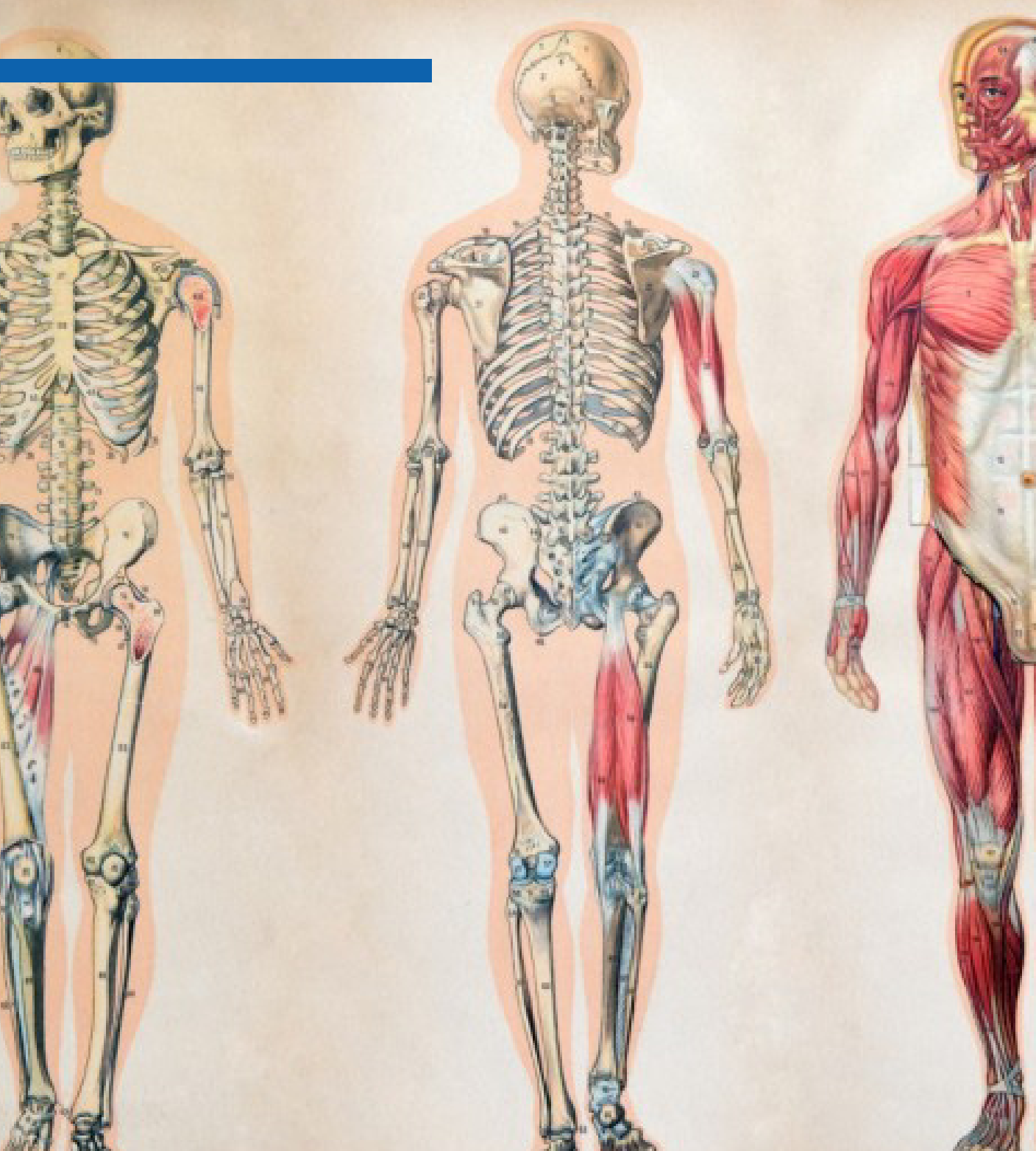
Internal analysis of the university

Weakness

1. Low level of awareness;
2. Lack of range of educational programs;
3. Low intensively of cooperation with donor organizations and international partners;
4. Insufficient amount of scientific-research activities;
5. Low number of Georgian students;
6. Lack of clinical bases;
7. Absence of exam center;
8. Absence of recreational infrastructure;
9. Absence of dormitory;
10. Small area owned by the university.

Threats

1. Failure to give admission to potential candidates planned to accept through national exams;
2. Decrease in number of foreign students;
3. Entrance of competitor University on the market with similar profile;
4. Increasing level of dissatisfaction from students and parents' part.



Strategic Directions:

1. Development of education process;
2. Organizational development;
3. Development of infrastructure.

Strategic Direction 1: Development of Education Process

Development of university education is one of the most important directions of strategic development plan of BAU International University, Batumi that on its own includes development of educational program, scientific research, quality assurance system, employee and student oriented environment.

In regards to educational program development, introduction of new vocational and master's programs should be noted. This will ensure preparation of qualified and competitive professionals able to respond to challenges of labor market.

Scientific- research direction is paid considerable attention in the strategic plan. The university is to promote integration of research and hands-on experience in theoretical teaching process that will equip students with necessary skills required by a modern-day labor market.

Monitoring of quality on constant basis is required for sound and proper development of educational programs and scientific research direction.

However, this cannot be done without an effective quality assurance system. Therefore, strengthening a quality assurance function, streamlining the tools for evaluation and monitoring are main priorities of the university.

Implementing the system for developing and improving skills and qualification of the university academic and administrative staff as well as introducing reward system is a pivotal strategic direction. Similar policies and systems will favor attraction of highly competent academic and administrative staff which on its own is the indicator of sustainable and competitive educational program.

The aim of the strategic direction of education development is to facilitate the realization of students' aspirations beyond educational programs through organizing a wide range of extra curriculum activities that is to help students to develop leadership and other useful skills resulting in their successful employment and future career advancement.

Goals	How to achieve the goal?
1. Development of educational programs	<ul style="list-style-type: none"> - Optimizing existing programs bringing higher education in full compliance with new industry wide characteristics; - Obtaining international accreditation for the existing program; - Preparing new one-cycle, vocational and master's programs for obtaining accreditation; - Setting up summer and winter schools; - Implementing distance learning courses; - Co-creating joint educational programs with other universities functioning in Georgia; - Co-creating joint educational programs with foreign universities;
2. Development of scientific-research direction	<ul style="list-style-type: none"> - Working out scientific-research strategy; - Initiating research projects and finding grants; - Ensuring integration of the research in education process; - Stimulating research activities; - Broadening scientific-research collaboration with affiliated clinics, partner universities and research centers; - Co-organizing joint scientific conferences; - Implementing anti plagiarism system.
3. Development of student oriented environment	<ul style="list-style-type: none"> - Further development and streamlining student services; - Working out and development of the strategy for career advice service; - Working out and development of the strategy for a life-long learning center; - Establishment of pre university preparation center; - Development of a diverse range of academic, social, cultural and sport activities for students; - Financial support for students' union; - Encouraging students' participation in foreign exchange programs; - Signing and implementing the memorandum of cooperation with an employer;
4. Development of employee-oriented corporate culture	<ul style="list-style-type: none"> - Supporting improvement of qualification and skills for academic and administrative staff; - Encouraging participation of the university staff in exchange programs for receiving and sharing experience; - Working out and implementing staff assessment and satisfaction research tools;
5. Development of quality assurance system	<ul style="list-style-type: none"> - Identifying gaps in quality assurance system; - Working out respective recommendations and tools for addressing those gaps; - Creating a comprehensive quality management guidebook; - Working out tools for monitoring students' academic progress; - Designing tools for evaluating educational programs; - Taking measures for strengthening a quality assurance function on regular basis; - Encouraging establishment of quality culture.
6. Encouraging the process of internationalization	<ul style="list-style-type: none"> - Encouraging staff and student participation in international mobility programs; - Encouraging involvement in international research; - Ensuring attraction, retention, assessment and development of foreign academic and science staff; - Encouraging improvement of competences necessary for academic staff internationalization.

Result of the Strategic Direction:

Locally and globally competitive and research oriented educational programs that will prepare highly qualified professionals satisfying educational requirements.

Strategic Direction 2: Organizational Development

Organizational effectiveness requires internal organizational planning that involves structural development planning of the university. After structural development is planned and elaborated documents normalizing internal regulations and activities of different departments will be updated, job descriptions will be worked out etc. observing the updated structure. From the organizational development perspective, the university aims at working out and updating legal acts regulating administrative activities, including the university charter.

BAU International University, Batumi is to contribute to society development and knowledge dissemination in order to enhance the role of the university.

For that purpose, it is important to plan and carry out social and environmental projects, trainings, conferences, workshops and so on. Moreover, it is important to strengthen partnership with different institutions on local as well as international level.

Strengthening the role of the university can be achieved through sustaining financial stability that on its own requires rigorous financial planning. Therefore the university has to develop financial strategy that will streamline financial management of the university and will enable to make short and long term financial forecasts that will eventually lead to financial stability

Goals	How to achieve the goal?
1. Procedural development of the university	<ul style="list-style-type: none"> - Establishing new departments; - Development of departments' activities, updating regulating documents; - Updating/working out job descriptions, monitoring effectiveness; - Updating other legal documents regulating administrative activities at the university.
2. Increasing the university brand awareness and strengthening its social role	<ul style="list-style-type: none"> - Developing partnerships on local and international level; - Getting the recognition for the university in foreign target countries; - Involvement in social projects (charity); - Organizing conferences, trainings and workshops.
3. Streamlining financial planning	<ul style="list-style-type: none"> - Working out financial strategy; - Continual assessment of financial stability; - Working out short and long term financial forecasts;

Result of the
Strategic Direction:

Reputation of the university with
high standards on regional,
national and international level.

Strategic Direction 3: Development of Infrastructure

The infrastructure of BAU International University, Batumi fully meets international standards creating comfortable environment for receiving quality education. However, the university aims at completely satisfying modern-day requirements that creates the necessity to further develop the university infrastructure, facilities and campus. From that perspective, development of scientific- research laboratories should be noted that will enable students and academic staff to conduct outstanding research activities.

Development of the university library is also an important strategic direction that aims at enriching the library resources with digital as well as print publications, enlarging the library reading rooms and introducing new international standards (RDA and MARC21) for cataloging books.

From the campus development perspective, construction of the university dormitory should be noted. In addition, setting up recreational zones as well as cultural spaces is necessary for diversifying student life.

Goals	How to achieve the goal?
1. Development of the university infrastructure and facilities	<ul style="list-style-type: none">- Development of scientific/research laboratories;- Developing skills and exam center;- Enriching the library resources with digital as well as print publications on regular basis;- Introducing new international standards (RDA and MARC21) for cataloging books.- Enlarging the library reading rooms- Joining local and international network of libraries;- Gaining access to online scientific database.
2. Development of the campus	<ul style="list-style-type: none">- Building a student dormitory;- Setting up recreational zones and cultural spaces;- Making the university infrastructure more accessible for people with disabilities.

Result of the
Strategic Direction:

the infrastructure responding to the
needs of learning and teaching process,
research and student life.



Strategic Plan Implementers and Monitoring of the Implementation

In order to successfully implement the strategic plan it is necessary to use wide range of resources, such as: the infrastructure and facilities of the university (lecture theaters, laboratories, and library), human resource (administrative, academic and support staff) and financial resources (tuition fee, income received through renting university spaces).

Each department of the university is involved in the process of development and implementation of the strategic plan. In addition each department will work out action plan for their respective departments observing the directions of the strategic plan. Furthermore, the departments will report before the academic council about fulfilment of the action plan by the end of each year.

Implementation Timeframe

Goals	2018	2019	2020	2021	2022	2023	2024
Strategic direction 1. Development of educational process							
1. Development of educational program							
Optimizing existing programs bringing higher education in full compliance with new industry wide characteristics							
Obtaining international accreditation for the existing program							
Preparing new one-cycle, vocational and master's programs for obtaining accreditation							
Setting up summer and winter schools							
Implementing distance learning courses							
Co-creating joint educational programs with other universities functioning in Georgia							
Co-creating joint educational programs with foreign universities							
2. Development of scientific-research direction							
Working out of scientific-research strategy							
Initiating research projects and finding grants							
Ensuring integration of the research in education process							
Stimulating research activities							

Goals	2018	2019	2020	2021	2022	2023	2024
Broadening of scientific-research collaboration with affiliated clinics, partner universities and research centers							
Co-organizing joint scientific conferences							
Implementing anti plagiarism system							
3. Development of student oriented environment							
Further development and streamlining student services							
Working out and development of the strategy for career advice service							
Establishment of pre university preparation center							
Development of a diverse range of academic, social, cultural and sport activities for students							
Financial support for student's self-government							
Encouraging students' participation in foreign exchange programs							
Signing and implementing the memorandum of cooperation with an employer							
Working out and development of the strategy for a life-long learning center							
4. Development of employee-oriented corporate culture							
Supporting improvement of qualification and skills for academic and							

Goals	2018	2019	2020	2021	2022	2023	2024
administrative staff							
Encouraging participation of the university staff in exchange programs for receiving and sharing experience							
Working out and implementing staff assessment and satisfaction research tools							
5. Development of quality assurance system							
Identifying gaps in quality assurance system							
Working out respective recommendations and tools for addressing those gaps							
Creating a comprehensive quality management guidebook							
Working out tools for monitoring students' academic progress							
Designing tools for evaluating educational programs							
Taking measures for strengthening a quality assurance function on regular basis							
Encouraging establishment of quality culture							
6. Encouraging the process of internationalization							
Encouraging staff and student participation in international mobility programs							

Goals	2018	2019	2020	2021	2022	2023	2024
Encouraging involvement in international research							
Ensuring attraction, retention, assessment and development of foreign academic and science staff							
Encouraging improvement of competences necessary for academic staff internationalization							
Strategic direction: 2 Organizational development							
1. Procedural development of the university							
Establishing new departments							
Development of departments' activities, updating regulating documents							
Updating/working out job descriptions, monitoring effectiveness							
Updating other legal documents regulating administrative activities at the university							
2. Increasing the university brand awareness and strengthening its social role							
Developing partnerships on local and international level							
Getting the recognition for the university in foreign target countries							
Involvement in social projects (charity)							
Organizing conferences, trainings and workshops							

Goals	2018	2019	2020	2021	2022	2023	2024
3. Streamlining financial planning							
Working out of financial strategy							
Continual assessment of financial stability							
Working out short and long term financial forecasts							
Strategic direction: 3. Development of infrastructure							
1. Development of the university infrastructure and facilities							
Development of scientific/research laboratories							
Developing skills and exam center							
Enriching the library resources with digital as well as print publications on regular basis							
Introducing new international standards (RDA and MARC21) for cataloging books							
Enlarging the library reading rooms							
Joining local and international network of libraries							
Gaining access to online scientific database							
2. Development of campus							
Building a student dormitory							
Making the university infrastructure more accessible for people with							

Goals	2018	2019	2020	2021	2022	2023	2024
disabilities							
Setting up recreational zones and cultural spaces							

Plan of monitoring and evaluation

Aim	Indicator	Measure of indicator	Source of information	Period of monitoring	Responsible unit
Strategic direction 1: Development of educational process 1.Development of educational programs					
Optimizing existing programs bringing higher education in full compliance with new industry wide characteristics;	Educational program of medicine is corresponding to new field characteristics	Qualitative yes/no	Quality Assurance Service	During process of the project and its finish, 2019 year, January	Faculty of Medicine, Quality Assurance Service, Administration of university
Obtaining international accreditation for the existing program	International accreditation is received	Qualitative yes/no	National Center for Educational Quality Enhancement	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration of university
Preparing new one-cycle, vocational and master's programs for obtaining accreditation	Right of fulfillment of professional program is received and accreditation is received	Qualitative yes/no	National Center for Educational Quality Enhancement	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration of university
Setting up summer and winter schools	Summer and winter schools are activated	Qualitative yes/no	Collaborators of university, persons participated in school process	Upon completion of the project	Faculty of Medicine, Quality Assurance Service
Co-creating joint educational programs with other universities functioning in Georgia	Accreditation of united educational programs and activation of programs	Qualitative yes/no	National Center for Educational Quality Enhancement	Upon completion of the project	Faculty of Medicine, Quality Assurance Service
Co-creating joint educational programs with foreign universities	International accreditation and fulfillment of united educational programs	Qualitative yes/no	National Center for Educational Quality Enhancement, foreign university is involved in the project	Upon completion of the project	Quality Assurance Service

Aim	Indicator	Measure of indicator	Source of information	Period of monitoring	Responsible unit
2. Development of scientific-research direction					
Working out of scientific-research strategy	Scientific-research strategy is acting	Qualitative yes/no	Results of survey of academic personnel of university	Upon completion of the project	Faculty of Medicine, Quality Assurance Service
Initiating research projects and finding grants	Prepared and presented for financing research projects	Quantitative /number	Financing organization	In permanent regime	Faculty of Medicine, Quality Assurance Service
Ensuring of integration of research educational process	Current research and results of research are used in the fulfillment of educational process, students are involved in research	Qualitative yes/no	Results of students survey, interview with the head of the program	During the process of the project	Faculty of Medicine, Quality Assurance Service
Stimulating research activities	Separated and gained internal university grants, for financing of research projects	Qualitative yes/no	Financial-Economic Service, personnel is involved in research	Upon completion of competition for gaining financing	Faculty of Medicine, Quality Assurance Service
Broadening scientific-research collaboration with affiliated clinics, partner universities and research centers	United research projects are fulfilled	Qualitative yes/no	Administration of affiliated clinics, administration of research centers, academic personnel	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration
Co-organizing joint scientific conferences	Conference/training is organized and carried out	Qualitative yes/no	Organizer of the conference, administration of university	Upon completion of the project	Administration, Faculty of Medicine,
Implementing anti plagiarism system	Program of anti-plagiarism is activated	Qualitative yes/no	Academic personnel of university	During the process of the project	Faculty of Medicine, Quality Assurance Service, Administration
3. Development of student oriented environment					
Further development and	New charter of student's	Qualitative	Results of student's survey	Upon completion of	Quality Assurance Service,

Aim	Indicator	Measure of indicator	Source of information	Period of monitoring	Responsible unit
streamlining student services	service is worked out	yes/no		the project	Administration
Working out and development of the strategy for career advice service	Strategy is worked out and career development service is activated	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Quality Assurance Service, Administration
Establishment of pre university preparation center	Training center of school leavers is activated	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Quality Assurance Service, Administration
Development of a diverse range of academic, social, cultural and sport activities for students	Different types of activities are carried out for students	Qualitative yes/no	Results of university's collaborator's and student's survey	In permanent regime	Administration
Financial support of student's self-government	Financial resources are assigned for student's self-government	Qualitative yes/no	Results of university's collaborator's and student's survey, Order of director about assigning of financial resources	annually	Administration
Encouraging students' participation in foreign exchange programs	Students are involved in international mobility projects	Quantitative /number	Results of student's survey	In permanent regime	Faculty of Medicine, Quality Assurance Service, Administration
Signing and implementing the memorandum of cooperation with an employer	Memorandum of mutual cooperation is formed	Qualitative yes/no	Results of university's collaborator's survey	In permanent regime	Faculty of Medicine, Quality Assurance Service, Administration
Working out and development of the strategy for a life-long learning center	Constant education center is functioning and strategy of constant education center is worked out	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration
4. Development of employee-oriented corporate culture					
Supporting improvement of qualification and skills for academic and administrative staff	For upgrading qualification personnel has passed trainings in different directions	Qualitative yes/no	Results of university's collaborator's survey	In permanent regime	Faculty of Medicine, Quality Assurance Service, Administration
Encouraging participation of the university staff in exchange	Personnel is involved in international exchange	Quantitative /number	Results of university's collaborator's survey	In permanent regime	Faculty of Medicine, Quality Assurance Service,

Aim	Indicator	Measure of indicator	Source of information	Period of monitoring	Responsible unit
programs for receiving and sharing experience	projects				Administration
Working out and implementing staff assessment and satisfaction research tools	Survey of personnel's evaluation and their satisfaction is worked out	Qualitative yes/no	Results of university's collaborator's survey	Annually	Quality Assurance Service
5.Development of quality assurance system					
Identifying gaps in quality assurance system	Identification of lacuna existed in quality ensuring system	Qualitative yes/no	Results of university's collaborator's survey	In permanent regime	Quality Assurance Service
Working out respective recommendations and tools for addressing those gaps	Mechanisms for eradication of lacuna in quality ensuring system is carried out (as document)	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Quality Assurance Service
Creating a comprehensive quality management guidebook	Guideline of quality ensuring is worked out and approved	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Quality Assurance Service
Working out tools for monitoring students' academic progress	Mechanism of monitoring of student's academic activity is carried out	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Quality Assurance Service
Designing tools for evaluating educational programs	Politics of educational programs quality ensuring is carried out	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Quality Assurance Service
Taking measures for strengthening a quality assurance function on regular basis	Evaluation of effectiveness of quality ensuring mechanisms	Qualitative yes/no	Results of university's collaborator's survey	In permanent regime	Quality Assurance Service
Encouraging establishment of quality culture	Inner indicators of quality ensuring is worked out	Qualitative yes/no	Results of university's collaborator's survey	In permanent regime	Quality Assurance Service
6. Encouraging the process of internationalization					

Aim	Indicator	Measure of indicator	Source of information	Period of monitoring	Responsible unit
Encouraging staff and student participation in international mobility programs	Students and personnel are involved in international exchange programs	Qualitative yes/no	Results of university's collaborator's and student's survey	In permanent regime	Faculty of Medicine, Quality Assurance Service, Administration
Encouraging involvement in international research	Personnel and students are involved in international researches	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration
Ensuring attraction, retention, assessment and development of foreign academic and science staff	Foreign academic and scientific personnel are involved in the fulfillment of educational program	Qualitative yes/no	Results of university's collaborator's and student's survey	In permanent regime	Faculty of Medicine, Quality Assurance Service, Administration
Encouraging improvement of competences necessary for academic staff internationalization	Academic personnel has passed training in foreign language for deepening of knowledge	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration
Strategic direction: 2 Organizational development 1.Procedural development of the university					
Establishing new departments	New structural units are created	Qualitative yes/no	Regulating documentation	Upon completion of the project	Quality Assurance Service, Administration
Development of departments' activities, updating regulating documents	New charter of structural units are affirmed	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Quality Assurance Service, Administration
Updating/working out job descriptions, monitoring effectiveness	Work descriptions are affirmed	Qualitative yes/no	Regulating documentation	Upon completion of the project	Quality Assurance Service, Administration
Updating other legal documents regulating administrative activities at the university	Documentation regulating activity of administration is worked out and affirmed	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Quality Assurance Service, Administration
2. Increasing the university brand awareness and					

Aim	Indicator	Measure of indicator	Source of information	Period of monitoring	Responsible unit
strengthening its social role					
Developing partnership on local and international level	Memorandums of collaboration are formed	Quantitative /number	Results of university's collaborator's and student's survey	In permanent regime	Faculty of Medicine, Quality Assurance Service, Administration
Getting the recognition for the university in foreign target countries	University is enrolled in the list of universities admitted by target countries	Quantitative /number	List of universities admitted by target countries	Upon completion of the project	Administration
Involvement in social projects (charity)	Charity and social projects are organized by university	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Faculty of Medicine, Administration
Organizing conferences, trainings and workshops	Conferences, trainings and working meetings are organized	Qualitative yes/no	Different source of information, Results of university's collaborator's survey	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration
3. Streamlining financial planning					
Working out of financial strategy	University has worked out financial strategy	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Administration
Continual assessment of financial stability	Financial audit is carried out	Qualitative yes/no	Results of university's collaborator's survey	In permanent regime	Administration
Working out short and long term financial forecasts	Short terms and long term financial prognosis are worked out	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Administration
Strategic direction: 3. Development of infrastructure					
1. Development of the university infrastructure and facilities					
Development of scientific/research laboratories	Laboratories of university are equipped with new material-technical base	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Faculty of Medicine, Administration

Aim	Indicator	Measure of indicator	Source of information	Period of monitoring	Responsible unit
Developing skills and exam center	Professional skills and exams center is functioning in university	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Faculty of Medicine, Quality Assurance Service, Administration
Enriching the library resources with digital as well as print publications on regular basis	Library has new printed and electron books	Quantitative /number	Results of university's collaborator's and student's survey	In permanent regime	Administration
Introducing new international standards (RDA and MARC21) for cataloging books	Library uses electron system of description of book fund	Qualitative yes/no	Results of university's collaborator's survey	Upon completion of the project	Administration
Enlarging the library reading rooms	Reader's hall is broadened	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Administration
Joining local and international network of libraries	University is member of local and international library chains	Quantitative /number	Results of university's collaborator's and student's survey	Upon completion of the project	Administration
Gaining access to online scientific database	Library has new scientific electron database	Quantitative /number	Results of university's collaborator's and student's survey	Upon completion of the project	Administration
2. Development of campus					
Building a student dormitory	Student's campus is functioning	Qualitative yes/no	Results of student's survey	Upon completion of the project	Administration
Making the university infrastructure more accessible for people with disabilities	Areas adapted to the demands of incapacitated person are created	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Administration
Setting up recreational zones and cultural spaces	New cultural and recreation spaces are functioning	Qualitative yes/no	Results of university's collaborator's and student's survey	Upon completion of the project	Administration

Team working on strategic plan:

Ismet Dindar
Rector

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