

# Caucasus International University Three-Year Strategic Development Action Plan

2021-2023

Caucasus International University

December, 2020

## **Introduction**

A group made up of twelve members was set up at Caucasus International University in August, 2020 in order to monitor the university 2018-2020 strategic plan. As a result of the monitoring, a report was written, after which the heads of the university services and departments, as well as the deans and program supervisors were sent a questionnaire to identify the future needs of the university and its structural or educational units and later include them in the action plan. The three-year (2021-2023) Strategic Development Action Plan of Caucasus International University was developed and approved based on the collected questionnaires. It includes seven main strategic directions:

1. (PD) Program Development – Accreditation and Reaccreditation;
2. (ID) Infrastructure Development;
3. (SD) Science Development;
4. (SSD) Student Service Development;
5. (ITD) Internationalization Development;
6. (LLLD) Life Long Learning Development;
7. (HAD) Human Resources and Administration Development;

## **Definition of Three-Year Action Plan**

The document includes the following information fields:

- A) Strategic goal - directions of strategic development, which are codified with the corresponding abbreviation in English;
- B) Objective - to name the event planned and carried out for the implementation of the strategic goal;
- C) Responsible unit - indicates the structural unit(s) of the University, which is responsible for carrying out the relevant activities;
- D) Target - the benchmark(s) for the performance of the set task, according to which the effectiveness of the activities required for the task is permanently evaluated;
- E) Implementation period - the expected period for starting and completing work on a specific task;
- F) Planned budget - the budget allocated for the task.

### **Three-Year Action Plan**

1. **Strategic goal: Development of Academic Programs Includes Development/Re-accreditation of Existing Programs as Well as Development of New Programs and their Program Accreditation (PD)**

#### **PD1**

**Objective:** Development of Faculty of Medicine Programs offered in Georgian Language

Responsible unit/person: Program Supervisor, Head of Quality Assurance Service

Implementation period: 2021

Planned budget: External expert evaluation costs, translation costs, program accreditation fee, application review fee, total 10 000 GEL

#### **Targets:**

- PD 1.1 Accredited Medicine Program offered in Georgian (July, 2021)

#### **PD2**

**Objective:** Development of Faculty of Business Programs

Responsible unit/person: Program Supervisor, Head of Quality Assurance Service

Implementation period: 2021-2023

Planned budget: External expert evaluation costs, translation costs, program accreditation fee, application review fee, total 10 000 GEL

**Targets:**

- PD 2.1 Accredited Undergraduate Program in Tourism (December, 2023);
- PD 2.2 Accredited Doctoral Program in Business Administration (July, 2023).

**PD3**

**Objective:** Development of Faculty of Social Sciences Programs

Responsible unit/person: Program Supervisor, Head of Quality Assurance Service

Implementation period: 2021-2023

Planned budget: External expert evaluation costs, translation costs, program accreditation fee, application review fee, total 10 000 GEL

**Targets:**

- PD 3.1 Accredited Undergraduate Program in Journalism (December, 2021);
- PD 3.2 Accredited Undergraduate Program in International Relations (December, 2021);
- PD 3.3 Accredited Postgraduate Program in Media Studies and Multimedia Production (July, 2023);

**PD4**

**Objective:** Development of Faculty of Viticulture-Winemaking Programs

Responsible unit/person: Program Supervisor, Head of Quality Assurance Service

Implementation period: 2021-2022

Planned budget: External expert evaluation costs, translation costs, program accreditation fee, application review fee, total 10 000 GEL

**Targets:**

- PD 4.1 Doctoral Program in Georgian Viticulture-Winemaking (March, 2022);
- PD 4.2 Accredited Doctoral Program in Georgian Viticulture-Winemaking (December, 2022);

## **PD5**

**Objective:** Development of Faculty of Law Programs

Responsible unit/person: Program Supervisor, Head of Quality Assurance Service

Implementation period: 2021

Planned budget: External expert evaluation costs, translation costs, program accreditation fee, application review fee, total 10 000 GEL

### **Targets:**

- PD 5.1 Accredited Undergraduate Program in Law (March, 2021);
- PD 5.2 Accredited Postgraduate Program in Law (March, 2021);

## **PD6**

**Objective:** External Collegial Evaluation of the Programs offered by all Faculties of Caucasus International University

Responsible unit/person: Head of Quality Assurance Service

Implementation period: 2021-2023

Planned budget: Each program 300-500 GEL

### **Targets:**

- PD 6.1 Each program offered by all faculties of Caucasus International University to be externally collegially evaluated once every three years.

## **2. Strategic Goal – University Infrastructure Development**

### **ID 1**

**Objective:** Development of Material-Technical Base of the Faculty of Viticulture-Winemaking

Responsible unit/person: Chancellor, Dean of the Faculty of Viticulture-Winemaking

Implementation period: 2021-2023

Planned budget: 50 000 GEL

### **Target:**

- ID 1.1 Microvinification Laboratory equipped with equipment needed for wine making and various experiments (December, 2023);

- ID 1.2 Purchased minibus for visiting different companies (December, 2021).

## **ID 2**

**Objective:** Exam Center Infrastructure Development

Responsible unit/person: Chancellor, Head of Exam Center

Implementation period: 2021-2023

Planned budget: 120 000 GEL

### **Targets:**

- ID 2.1 5 Computer classrooms for 20 students (December, 2023);
- ID 2.2 One dressing room for students near computer classrooms (December, 2023).

## **ID 3**

**Objective:** Faculty of Law Infrastructure Development

Responsible unit/person: Chancellor, Dean of the Faculty of Law

Implementation period: 2021

Planned budget: 12 000 GEL

### **Targets:**

- ID 3.1 Renovated rooms of the Dean's Office (two rooms - 609; 611) (July 2021);
- ID 3.2 Updated equipment in rooms 609 and 611. (6 new computers) (July 2021).

## **ID 4**

**Objective:** Faculty of Medicine Infrastructure Development

Responsible unit/person: Head of Operations Department, Dean of the Faculty of Medicine

Implementation period: 2021-2023

Planned budget: 500 000 GEL

### **Targets:**

- ID 4.1 Building construction for University-owned clinic (December 2023).

## **ID 5**

**Objective:** Technical Equipment of Multimedia Center

Responsible unit/person: Head of Operations Department, Head of Multimedia Center

Implementation period: 2021

Planned budget: 10 000 GEL

**Target benchmarks:**

- ID 5.1 Two purchased and five upgraded computers for the Multimedia Center (December 2021).

**ID 6**

**Objective:** Faculty of Social Sciences Infrastructure Development, Arrangement of a Professor's Room – Faculty Common Room

Responsible unit/person: Head of Operations Department, Dean of the Faculty of Social Sciences

Implementation period: 2022

Planned budget: 15 000 GEL

**Targets:**

- ID 6.1 Arrange Professor's Room- Faculty Common Room

**ID 7**

**Objective:** Semester Expansion-Update of the Library Book Fund

Responsible unit/person: Head of Operations Department, Head of the Library

Implementation period: 2021-2023

Planned budget: 3 000 GEL annually

**Targets:** Book fund updated each semester.

**ID 8**

**Objective:** Annual Renewal of Membership in Library Networks

Responsible unit/person: Head of the Library

Implementation period: 2021-2023

Planned budget: 10 500 GEL annually

**Target benchmarks:** Update membership with five library networks annually.

**ID 9**

**Objective:** Electronic Library Development

Responsible unit/person: Head of the Library

Implementation period: 2021-2023

Planned budget: 300 GEL annually

**Targets:** Adding new e-books and textbooks annually.

## **ID 10**

**Objective:** Arrangement of an Open Pitch (European standards)

Responsible unit/person: Head of Operations Department, Head of Youth and Sports Service

Implementation period: 2023

Planned budget: 12 000 GEL annually

**Target benchmarks:** Open sports field, arranged according to European standards.

### **3. Strategic Goal: Science Development**

#### **SD1**

**Objective:** Awarding Small and Fundamental Scientific Grants

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 60 000 GEL annually

#### **Targets:**

- S.D. 1.1 3 fundamental and 3 small grants funded per year (2021-2023).

#### **SD2**

**Objective:** Co-financing Scientific Grants Submitted to Local and International Foundations

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 100 000 GEL annually

#### **Targets:**

- S.D. 2.1 Letter of co-financing of not less than 30-40000 GEL per year.

### **SD3**

**Objective:** Funding the Publication of Scientific Articles and Monographs by Affiliated Academic Staff

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 100 000 GEL annually

**Targets:**

- S.D. 3.1 2 to 4 articles publish per year

### **SD4**

**Objective:** Funding / Co-funding Participation of Academic Staff in International Scientific Conferences

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 20 000 GEL annually

**Targets:**

- S.D. 4.1 3 to 4 activities funded per year

### **SD5**

**Objective:** Conducting Trainings on Attracting Scientific Grants for Academic Staff, Young Scholars and Students, Preparing Project Proposals and other Topical Issues Related to Science.

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 5 000 GEL (in three years)

**Targets:**

- S.D. 5.1 at least two trainings conducted per year.

### **SD6**

**Objective:** Making Journal “Politologos” Peer-Reviewed and Its Articles Visible in Google Scholar.



Responsible unit/person: Head of Scientific-Research Department, Supervisor of Doctoral Program in Political Science  
Implementation period: 2022  
Planned budget: 30 000 GEL

**Targets:**

- S.D. 6.1 Published once a year, peer-reviewed journal “Politologist”, its articles are visible in google scholar.

**SD7**

**Objective:** Awarding the Scientific Prize “Tamar”

Responsible unit/person: Head of Scientific-Research Department  
Implementation period: 2022  
Planned budget: 25 000 GEL

**Targets:**

- S.D. 7.1 Three (I, II and III) prizes awarded within the framework of “Tamar”.

**SD8**

**Objective:** Involvement of Young Scientists and Students in Small and Fundamental University Grants

Responsible unit/person: Head of Scientific-Research Department  
Implementation period: 2021-2023  
Planned budget: Budget included in activity SD5

**Targets:**

- S.D. 8.1 At least 1 young scientist or student involved in each project.

**SD9**

**Objective: Co-Financing Scientific Grants Submitted by Masters and Doctoral Students to Local and International Foundations.**

Responsible unit/person: Head of Scientific-Research Department, Head of Doctoral Service.  
Implementation period: 2021-2023  
Planned budget: 15 000 GEL annually

**Targets:**

- S.D. 9.1 A co-financing letter of at least 15,000 GEL issued annually.

**SD10****Objective: Funding/Co-Funding Participation of Young Scientists in International Scientific Conferences, Publication of Scientific Articles and Monographs.**

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 10 000 GEL annually

**Targets:**

- S.D. 10.1 2-3 activities funded per year.

**SD11****Objective: Organizing Annual International Conference for BA, MA and Doctoral Students**

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 20 000 GEL annually

**Targets:**

- S.D. 11.1 One conference held per year.

**SD12****Objective: Involving Successful Doctoral Students in Exchange Programs and Encouraging them with Scholarships**

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 30 000 GEL annually

**Targets:**

- S.D. 12.1 Three doctoral students involved in an exchange program per year;
- S.D 12.2 Three doctoral students awarded with scholarships per year.

**SD13**

**Objective:** Establishing a Center for the Synthesis and Research of Anti-Cancer Chemicals and Funding its Scientific Activities

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 250 000 GEL annually

**Targets:**

- S.D. 13.1 Establishing a Center for the Synthesis and Research of Anticancer Chemicals (January, 2021);
- S.D. 13. 2 Annual funding of the scientific activities of the Center for the Synthesis and Research of Anti-Tumor Chemicals.

**SD14**

**Objective:** Publication of Bilingual Journal, the Articles of which will be Visible in Google Scholar

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2022

Planned budget: 30 000 GEL annually

**Targets:**

- S.D. 14.1 Annual issue of a bilingual multidisciplinary journal the articles of which will be visible in google scholar.

**SD15**

**Objective:** Creating a Program for Self-Assessment of Scientific Productivity

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2022

Planned budget: 5 000 GEL annually

**Targets:**

- S.D. 15.1 Created self-assessment program (December, 2022).

**SD16**

**Objective:** Facilitating the Organization of International Scientific Events initiated by Academic / Administrative Staff (funding / co-funding)

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 20 000 GEL annually

**Targets:**

- S.D. 16.1 The number of events performed depends on the number of requests.

**SD17**

**Objective:** Activating an Incentive System Based on the Results of the Academic Productivity of the Academic Staff

Responsible unit/person: Head of Scientific-Research Department

Implementation period: 2021-2023

Planned budget: 5 000 GEL annually

**Targets:**

- S.D. 17.1 Incentive activities, bonuses issued. (Quantity depends on the results of self-assessment of scientific productivity).

**4. Strategic Goal – Student Service Development (SSD)**

**SSD1**

**Objective:** Creating and Embedding an Electronic Student Registration Form on the Website

Responsible unit/person: Head of Information Technology Service

Implementation period: 2021-2022

Planned budget: 5 000 GEL annually

**Targets:**

- SSD.1.1 Built-in electronic student registration form on the CIU website (September 2021).

**SSD2**

**Objective:** Career Development Support for Students and Alumni

Responsible unit/person: Heads of Life Long Learning and Career Development Services

Implementation period: 2021-2023

Planned budget: 5 000 GEL annually

**Targets:**

- SSD2.1 Annual Job Fairs (once a year, a total of three forums);
- SSD2.2 Annual student employment memoranda with business organizations, non-governmental organizations and public structures (three memoranda per year);
- SSD2.3 Internship offered to students (up to 20 students per year);
- SSD2.4 Introduction of a special / exclusive package for CIU graduates (December 2021);
- SSD2.5 Compliance with the mandatory practice defined by the program. Analysis of results (once a year);
- SSD2.6 Establishment of regular working formats between employers and the university (conferences, round tables, forums, etc.) (two events per year);
- SSD2.7 Adding student service function in software Goni, developing unified application forms;
- SSD2.8 Ability to recover missed lectures (as needed) using distance learning elements;
- SSD2.9 Expanding electronic testing system;
- SSD2.10 Course offered to students: “Career Management” (September 2022);
- SSD2.11 Professional holidays, professional tours, meetings with employers organized for students (10-12 events per year).

**SSD3**

**Objective:** Preparation of Students in English Language and Communication for Participation in Exchange Programs

Responsible unit/person: Head of Language Center, Head of Life Long Learning and Career Development Services

Implementation period: 2021-2023

Planned budget: 2 000 GEL annually

**Targets:**

- SSD3.1 Three trainings conducted for development of application skills (9 trainings in total).

**SSD4**

**Objective:** Students Intellectual and Physical Development

Responsible unit/person: Head of Youth and Sports Service

Implementation period: 2021-2023

Planned budget: 60 000 GEL annually

**Targets:**

- SSD4.1 30 events organized by Intellect Club (10 per year);
- SSD4.2 WELCOME PARTY for Georgian and foreign students (once a year);
- SSD4.3 Increased number of international students participating in all sporting or cultural events (at least 20% per event).

**5. Strategic Goal – Internationalization Development (ITD)**

**ITD1**

**Objective:** Recognition of Caucasus International University in Different Countries

Responsible unit/person: Deputy Head of International Relations Service

Implementation period: 2021-2023

Planned budget: 20 000 GEL

**Targets:**

- ITD 1.1 Recognition received by Caucasus International University in Israel (February, 2022);
- ITD 1.2 Recognition received by Caucasus International University in Egypt (February, 2022);
- ITD 1.3 Recognition received by Caucasus International University in the United Arab Emirates (December, 2023);
- ITD 1.4 Recognition received by Caucasus International University in Saudi Arabia (December, 2023).

**ITD2**

**Objective:** Development of Cooperation with Foreign Universities and Educational-Scientific Organizations

Responsible unit/person: Specialist of the International Relations Service in the field of development of bilateral relations with universities

Implementation period: 2021-2023

Planned budget: 30 000 GEL annually

### **Targets:**

- ITD 2.1 Cooperation with new universities within the framework of the Erasmus + Program (8 new universities per year);
- ITD2.2. International mobility of students, academic and administrative staff and implemented exchange programs
- (International mobility (incoming students) 5 per year, outgoing - 10.
- International mobility (incoming academic staff) 3 per year, outgoing - 3.
- International mobility (incoming administrative staff) 2 per year, outgoing 2).
- ITD2.3. Business trips of academic staff of all faculties of the University and attendance at trainings held in leading universities to get acquainted with the latest achievements in the field (3 business trips per semester and attending 3 trainings);
- ITD2.4. In-university activities and activities to promote intercultural education (8 events per year);
- ITD2.5. Translation of foreign academic collections and textbooks for the development of the academic staff and students of the University.

### **ITD3**

**Objective:** Promoting the Internationalization of the Doctoral Education Program in Business

Responsible unit/person: Specialist of the International Relations Service in the field of development of bilateral relations with universities, Supervisor of Doctoral Program in Business

Implementation period: 2021-2023

Planned budget: 7 000 GEL

### **Targets:**

- ITD 3.1 Collaborative relationship with one European university (which has an existing Doctoral Program in Business Administration), which includes external collegial evaluation of CIU Business Administration program as well as conducting joint research. (1 joint study per year) (1 external collegial evaluation in three years).

### **ITD4**

**Objective:** Increasing the Involvement of Foreign Academic Staff in the Implementation of Doctoral Education Programs at Caucasus International University

Responsible unit/person: Specialist of the International Relations Service in the field of development of bilateral relations with universities, Head of Doctoral Service

Implementation period: 2021-2023

Planned budget: 5 000 GEL annually

**Targets:**

- ITD 4.1 Foreign professors with competent, up-to-date academic capacity for PhD students in Business Administration, Mass Communication, Political Science and Law (3 professors per year per program).

ITD5

**Objective:** Facilitating Integration of International Students

Responsible unit/person: Specialist of the International Relations Service in the field of Development of Bilateral Relations with Universities

Implementation period: 2021-2023

Planned budget: 20 000 GEL

**Targets:**

- ITD 5.1 Integration of international students.

**6. Strategic Goal – Life-Long Learning Development (LLLD)**

**LLLD1**

**Objective:** Caring for the Career Development of Students and Alumni

Responsible unit/person: Head of Life Long Learning and Career Development Service

Implementation period: 2021-2023

Planned budget: 1 000 GEL annually

**Targets:**

- LLLD 6.1 Created database of CVs of students and graduates (September 2021);
- LLLD1.2 Offering/organizing/implementing free short-term courses to promote student career advancement (one course per year);



- LLLD1.3 Increasing the book fund for career development in the library (adding 3 books per year);
- LLLD1.4 Organizing alumni meetings (one meeting per year);
- LLLD1.5 Graduate Employment Rate Survey and Analysis (once a year).

## **LLLD2**

**Objective:** Providing Life Long Learning for University Administration, Faculty and other Members of the Community

Responsible unit/person Head of Life Long Learning and Career Development Service

Implementation period: 2021-2023

Planned budget: 5 000 GEL annually

### **Targets:**

- LLLD2.1 Offer and implement Life Long learning courses and trainings for University administration, professors and other members of the community (2 trainings, 2 courses).

## **LLLD3**

**Objective:** Introduction of Long-Term Certificate Courses on the Basis of Life Long Learning Center

Responsible unit/person Head of Life Long Learning and Career Development Service

Implementation period: 2022

Planned budget: 5 000 GEL annually

### **Targets:**

Long-term certificate courses introduced on the basis of the Center for Life Long Learning.

## **LLLD4**

**Objective:** Introduction of Short-Term Certificate Courses on the Basis of Life Long Learning Center

Responsible unit/person Head of Life Long Learning and Career Development Service

Implementation period: 2022

Planned budget: 5 000 GEL annually

### **Targets:**

Short-term certificate courses introduced on the basis of the Center for Life Long Learning.

## 7. **Strategic Goal** –Human Resources and Administration Development (HAD)

### **HAD1**

**Objective:** Improving / Updating the Existing Electronic Human Resource Management System;

Responsible unit/person Head of Human Resources Service, Head of IT Service

Implementation period: 2021-2023

Planned budget: 10 000 GEL annually

#### **Targets:**

- HAD1.1 A new software package added and a system switched to a more multifunctional model. (December, 2021).

### **HAD2**

**Objective:** Training of Employees, Raising their Awareness and Competence

Responsible unit/person Head of Human Resources Service

Implementation period: 2021-2023

Planned budget: 9 000 GEL annually

#### **Targets:**

- HAD2.1 Trainings conducted for academic staff (4 trainings per semester);
- HAD2.2 Training conducted for the academic staff of the Faculty of Business on the latest achievements in the field and modern teaching methods (every semester);
- HAD2.3 Training for the academic staff of the Faculty of Medicine on the latest achievements in the field and modern teaching methods (every semester);
- HAD2.4 Training for the academic staff of the Faculty of Law on the latest achievements in the field and modern teaching methods (every semester);
- HAD2.5 Training conducted for the academic staff of the Faculty of Viticulture and Winemaking on the latest achievements in the field and modern teaching methods (every semester);
- HAD2.6 Training for the academic staff of the Faculty of Social Sciences on the latest achievements in the field and modern teaching-learning methods (every semester);
- HAD2.7 Training on the latest teaching-learning methods for the academic staff of the Faculty of Social Sciences (semester);

- HAD2.8 Training for administrative staff on effective workflow management (3 trainings per semester);
- HAD2.9 Administration semester training in English (3 five-month courses per semester. Each for 8 people).

### **HAD3**

**Objective:** Development of Organizational Culture -Promoting Teamwork and Employee Relationships

Responsible unit/person Head of Human Resources Service

Implementation period: 2021-2023

Planned budget: 4 000 GEL annually

**Target benchmarks:**

- HAD.3.1 Organizing teambuilding, outdoor activities and university meetings (at least one event per semester).