



თბილისის ჰუმანიტარული სასწავლო უნივერსიტეტი
TBILISI HUMANITARIAN TEACHING UNIVERSITY

Action Plan 2019-2021

	Resolution #:	Date:
Approved:		
The amendment was made:		

* - The description of amendment is presented in #1

Tbilisi - 2019



1. Description of the amendment during 2019-2021

#	Resolution # and Date:	Amendment History:	
		Strategic direction, goal and subgoal	Detailed description of the amendments and attachments

Action Plan of Tbilisi Humanitarian Teaching University – 2019-2021

Used Indications:

√ - The process is current, the target marks are set and subjected to monitoring

O - The process is planned, preparation work is in progress

X - The process is current, the responsible person assesses the existing condition and reflects in annual report

S - Source of funding – Salary budget sums (These funds are about 850 thousand GEL by 2019)

Goals and Subgoals	2019	2020	2021	Key indicators and target marks	Basic structure/person
1. Strategic Goal – Organizational development					
Goal 1.1. Implementing Modern Systems Management					
1.1.1.Modernization of the university structure	√			• Revised structure for February 2019	Rector and Academic council
1.1.2. Review/modernization of the university statute	√			• New statute for the February 2019	Legal Office Academic council
1.1.3. Modernization/development provisions of university services	√			• New regulations of university offices for February 2019	Academic council Legal Office
1.1.4. Modernization of faculty provisions	√			• Revised faculty provisions for February 2019	Academic council Legal Office
Financial Resources ↑	S				
1.1.5. Introduction of electronic system of record management	√	X	X	• In April, 2019 the electronic system of record management is implemented on the eflow bases.	Electronic database administrator and Information Technologies Office
Financial Resources ↑					
1.1.6. Development of electronic system of learning process management	√	√	√	• Satisfaction university community about the study process is growing at least 5% annually	Electronic database administrator Information Technologies Office
Financial Resources ↑	S	S	S		
1.1.7. Monitoring and evaluation of management efficiency	O	X	√	<ul style="list-style-type: none"> By 2021, at least 70% of respondents in management efficiency assessment are satisfied with the university and faculty management By 2021, the evaluation of three-year management efficiency shows at least 'satisfactory' results 	Rector
Financial Resources ↑	-	-	2 000		

Goal 1.2. Implementation, development and improvement of quality assurance service unified policy					
1. Evaluation and improvement mechanisms of educational programs	O	X	√	• Evaluation and improvement of all programs is based on complex assessment (including the survey and engagement of interested sides)	Quality assurance Office
1.2.2. Students and other persons survey mechanisms	O	X	√		Quality assurance Office
Financial Resources ↑	S	S	S		
1.2.3. Improvement of external evaluation procedures of educational programs	O	√	√	• An external evaluation will be applied according to the relevant procedure for new or fundamentally modernized educational programs	Quality assurance Office
Financial Resources ↑	S	3500	3500		
1.2.4. Students' academic performance monitoring mechanism	O	√	√	• The monitoring of students' academic achievement is completed per semester and its results are used for further improvement of the learning process	Faculties and Quality Assurance Office
Financial Resources ↑	S	S	S		
1.2.5. Evaluation mechanisms of provided services and resources	O	√	X	• The evaluation is based on the survey, analysis and annual reporting of students and other persons is done by 2020	Quality Assurance Office
1.2.6. Personnel evaluation system	O	√	X		Quality Assurance Office Human Resource Management Office
Financial Resources ↑	S	S	S		
Goal 1.3. Establishing corporate culture and social responsibility					
1.3.1. The THU community shares and observes rules of ethics, conduct and performance and are aware of the procedures for responding to violating of these rules	√	√	√	• The introductory meetings for the new students and personnel are held on the issues of ethics and behaviour, academic freedom and good faith • At least 80% of targeted groups in annual survey confirm that they are familiar with the relevant rules and adhere them	Quality Assurance Office Human Resource Management Office
1.3.2. THU community shares and observes the principles of academic freedom, honesty and plagiarism.	√	√	√		
1.3.3. Plagiarism detection, prevention mechanisms and procedures of responding on plagiarism cases	O	O	√	• From December 2019, a special program for antiplagiarism is being implemented in pilot mode • A special program against antiplagiarism is introduced and used by 2020	Quality Assurance Office
Financial Resources ↑					
1.3.4. Improve the reduction of paper use and the specialized collecting practice	O	√	X	• The recycled waste (paper and plastic) will be separated by 2020	Head of administration
Financial Resources ↑	500	500	500		
1.3.5. Charity events with the participation of students and university staff	√	√	√	• At least 2 charity events annually	Public Relations Office
Financial Resources ↑	1000	2000	2000		
1.3.6. Material, legal and dental assistance for socially vulnerable and parental careless persons		O	√	• The mechanisms for legal and dental assistance are being implemented in practice by 2020	Public Relations Office Relevant faculties

Financial Resources ↑	-	S	S		
1.3.7. The university will deepen the partnership with professional associations and public organizations working in the field of higher education and will enable them to use university infrastructure for different activities	X	√	X	<ul style="list-style-type: none"> By 2020 close cooperation with at least 2 organizations 	Public Relations Office Relevant faculties
Financial Resources ↑	S	S	S		
1.3.8. The university will cooperate and take care of the public schools near the locality and will implement projects, practices, conferences and other programs	O	O	√	<ul style="list-style-type: none"> By 2021 close cooperation with at least 2 public schools 	Public Relations Office Relevant faculties
Financial Resources ↑	500	1000	1000		
1.3.9. The university will organize meetings with successful people that are distinguished by educational, social and cultural or business activities	√	√	√	<ul style="list-style-type: none"> At least 2 meetings with successful people every year 	Public Relations Office
Financial Resources ↑	1500	1500	1500		
Goal 1.4. Development of Human Resource Management System					
1.4.1. Update personnel management policy	√	X	X	<ul style="list-style-type: none"> In March 2019, a renewed policy of personnel management has been developed 	Human Resource Management Office
Financial Resources ↑	S	S	S		
1.4.2. Consistent improvement of personnel management policy	O	√	√	<ul style="list-style-type: none"> By February 2020 the personnel functions and job descriptions are modernized and updated The results of the survey of personnel shows that no less than 80% positively evaluates the functionality and job descriptions of the personnel with the work done 	Human Resource Management Office
Financial Resources ↑	S	S	S		
1.4.3. Elaboration, introduction and improvement of qualified recruitment plan	O	√	√	<ul style="list-style-type: none"> Ratio of affiliated academic personnel to full academic and invites personnel Ratio of affiliated academic personnel to the number of students 	Human Resource Management Office
Financial Resources ↑	S	S	S		
1.4.4. The university uses clearly established principles of encouragement of personnel based on the assessment of its activities	O	√	√	<ul style="list-style-type: none"> By 2020 the principles of encouragement of personnel is modernized and updated based on the assessment of its activities By 2021 the results of the surveys show that no less than 60% positively assesses the university principles of encouraging personnel 	Human Resource Management Office
Financial Resources ↑	5000	5000	5000		

1.4.5. The university establishes and develops a procedure that provides integration of the new employees with the working environment and their effective involvement in the working process	O	√	X	<ul style="list-style-type: none"> By September 2020 the package of integration has been prepared for new employees At least 70% of new employees are satisfied with the existing service 	Human Resource Management Office
Financial Resources ↑	S	S	S		
1.4.6. The university supports activities planned for professional development of personnel, including: Including:	√	√	√	<ul style="list-style-type: none"> Financing fund will be annually 5% of the budget fund 	Human Resource Management Office
Financial Resources ↑	4000	4000	4000		
1.4.7. Funding of scientific trips and support of young scientists	O	√	√	<ul style="list-style-type: none"> In 2019 the rule of funding of scientific missions has been developed No less than 2 scientific trip/support 	Head of administration
Financial Resources ↑	2500	6500	6500		
1.4.8. Invitation and training of experts for relevant persons about authorization/accreditation standarts	√	√		<ul style="list-style-type: none"> The minimum number of attendants at accreditation standarts training equals to 60 The number of attendants at authorization trainings equals to 80 	Quality Assurance Office
Financial Resources ↑	4000	4000	4000		
1.4.9. The university takes care of the qualification of academic and invited personnel, will support their participation in various trainings and organization of trainings at the university	√	√	√	<ul style="list-style-type: none"> The total number of staff engaged in qualification - raising trainings annually will be increased by at least 3-5 % 	Quality Assurance Office
Financial Resources ↑	5000	5000	5000		
1.4.10. The university takes care of the personnel's foreign language (English) competence through appropriate trainings	√	√	√	<ul style="list-style-type: none"> In 2019 20 persons were involved in English training courses 30 persons annually during 2020-2025 	Rector Faculties Quality Assurance Office
Financial Resources ↑	2500	2500	2500		
Goal 1.5. Improve IT infrastructure and Administration					
1.5.1. Improve IT administration	√	X	X	<ul style="list-style-type: none"> In 2019 information technology management policy and procedures are updated 	Head of Administration Information Technologies Office
Financial Resources ↑	S	S	S		
1.5.2. Permanent and stable access to information technology infrastructure (computer hardware, software, internet) for students and personnel <u>Activities to be implemented:</u>	X	√	X	<ul style="list-style-type: none"> At least 75% respondents confirm that information technology infrastructure is constantly accessible At least 75% respondents confirm that information technology infrastructure is constantly accessible 	

• Update existing network devices	√	√		<ul style="list-style-type: none"> In April 2019 a network device is updated (switch – 3 pieces) By 2020 the new additional teaching space of the university is enabled on network 	
Financial Resources ↑	5000	5000			
• Computer park update	√	√		<ul style="list-style-type: none"> In May 2019 computer park is updated By 2020 a new computer center 	
Financial Resources ↑	10 700	5 000	1500		
• Technical improvement of internet wireless delivery	√	√		<ul style="list-style-type: none"> By May 2019 WIFI new devices have been purchased and installed. The system is improved By 2020 the new additional teaching space of the university is provided with WIFI devices 	
Financial Resources ↑	5000	5000			
1.5.3. The official website of the university performs the information and communication function and operates in a constantly updating mode	√	√	√	<ul style="list-style-type: none"> At least 75 % of respondents that are interviewed annually confirm that the official website of the university serves informational and communication functions. 	Information Technologies Office
Financial Resources ↑	S; 2000	S; 2000	S; 2000		
1.5.4. The official website of the university serves as a communication and information function in the social network and operates in constantly updating mode	√	√	√	<ul style="list-style-type: none"> At least 60 % of respondents that are interviewed annually confirm that the official website in the social network serves informational and communication functions 	Information Technologies Office
Financial Resources ↑	S	S	S		
Goal 1.6. Material and Library resources development					
1.6.1. Increase the teaching and additional space of the university	O	√	√	<ul style="list-style-type: none"> By 2020 the total area of the university will increase by 300 m2 	Head of Administration Infrastructure Management Office
Financial Resources ↑	100 000	50 000	10 000		
1.6.2 Developing material-technical base with the purchasing the modern equipment, materials and inventory	√	√	√	<ul style="list-style-type: none"> Financing fund will be annually 5% of the budget fund By December 2019 a space is arranged for an objectively structured clinical exam (OSC) for the faculty of medicine 	Head of Administration
Financial Resources ↑	120 000	80 000	30 000		
1.6.3. Modernization of library by improving working spaces	√	X	X	<ul style="list-style-type: none"> By April 2019 the hall of university library is renewed with the improvement of working spaces Not less than 80 % of students and personnel is satisfied with this service 	Head of Administration
Financial Resources ↑	15 000				

1.6.4. Update and enrich the library fund with foreign language literature	√	√	√	• Annually collecting information about the latest literature in the field and the library fund is updating	Library Head of Administration
Financial Resources ↑	5800	5000	5000		
1.6.5. Improve adapted environmental quality for the people with special needs	√			• In September 2019 the elevator is installed	Head of Administration
Financial Resources ↑	35 000				
Goals and Subgoals	2019	2020	2021	Key Indicators and Target Marks	Basic Structure/Person
2. Strategic Goal – Development of Educational Activities					
Goal 2.1. Development of educational programs compliance with constantly changing environment					
2.1.1. The university is focused on renewing and developing educational programs and ensures their compliance with the requirements of the modern labor market	X	X	X	• Please see 1.2.2-1.2.4 subgoals • Annual update-modernization of programs will be based on analysis of labor market and employer demands.	Faculties and Quality Assurance Office
Financial Resources ↑	S	S	S		
2.1.2. Foreign educational programs will be implemented and developed	√	X	X	• In 2019 at least one foreign educational programs will be prepared and presented for accreditation	Faculties and Quality Assurance Office
Financial Resources ↑	8 000				
2.1.3. The number of elective courses in English will be gradually increased	√	√	√	• At least 1 English language training course annually	Faculties
Financial Resources ↑	S	S	S		
Goal 2.2. Learning/Teaching Quality Improvement					
2.2.1. Sharing experience and creation of mechanisms to facilitate cooperation, which will enhance the quality of teaching and learning	O	√	X	• By 2020 the mechanisms for sharing experiences and co-operation are introduced in practice	Quality Assurance Office
Financial Resources ↑	S	S	S		
2.2.2. Development of dental clinic services aimed at strengthening students' practice and internships	√	√	√	• At least 2 successful students in 1 month of internship	Faculty of Medicine Public Relations Office
Financial Resources ↑	S	S	S		
2.2.3. Development of the legal clinic which will implement students' practices, internships and services for citizens	√	√	√	• At least 2 successful students in 1 month of internship • Days dedicated to citizens' consultation – at least 3 days per month	Faculty of Law Public Relations Office
Financial Resources ↑	S	S	S		
2.2.4. Development of the learning environment for practical skills	√	√	√	• Please see 1.6.2	Faculties
Financial Resources ↑	Please see 1.6.2				

2.2.5. Expansion and effective use of practices bases	√	√	√	<ul style="list-style-type: none"> The number of practice bases increases by 3% annually The usage of practice bases is at least 70% 	Faculties Public Relations Office
Financial Resources ↑	13 000	1 2000	1 2000		
2.2.6. Training for academic and invited personnel on modern approaches to assessing learning outcomes	√	√	X	<ul style="list-style-type: none"> At least 2 trainings annually in 2019 and 2020 	Quality Assurance Office
Financial Resources ↑	5 000	4 000	4 000		
Goal 2.3. Lifelong learning certificate courses and programs					
2.3.1. The university will introduce and develop certification courses and programs	√	√	√	<ul style="list-style-type: none"> At least 2 certificate courses/programs are implemented and developed annually in 2019-2021 	Faculties
Financial Resources ↑	S	S	S		
2.3.2. The university will introduce and implement training courses	√	√	√	<ul style="list-style-type: none"> At least 2 training courses annually 	Faculties Quality Assurance Office
Financial Resources ↑	S; 2000	S; 1500	S; 1500		
Goal 2.4. Support and development of research					
2.4.1. Identify the priority directions of the research and evaluate their development	√	√	X	<ul style="list-style-type: none"> By November 2019, the evaluation of research activities is carried out and priorities are set The research priority directions is funded by internal grants in 2020 The priority directions of the research is evaluated annually in 2021-2025 	Research and development centre
Financial Resources ↑	S	S	S		
2.4.2. Introduction and development of internal grant funding system	O	√	X	<ul style="list-style-type: none"> An internal grant funding system has been developed by 2019 The competition for internal scientific grant of university is announced in 2020 The internal scientific grants of university are funded in 2020 The internal scientific grants of university is funded annually in 2021-2025 by university 	Rector Head of administration Research and development centre
Financial Resources ↑	3 500	12 000	12 000		
2.4.3. Organizing university and regional student conferences	√	√	√	<ul style="list-style-type: none"> At least 2 conferences annually 	Faculties Research and development centre
Financial Resources ↑	1800	1500	1500		
2.4.4. The university will support local and international scientific conferences, symposiums, congresses, workshops The university will support local and international scientific conferences, symposiums, congresses, workshops	√	√	√	<ul style="list-style-type: none"> At least 2 relevant events annually 	Faculties Research and development centre

Financial Resources ↑	5000	5000	5000		
2.4.5. The university will invite famous scientists for public lectures on topical issues and for scientific discussions	√	√	√	• At least 2 public lectures annually	Research and development centre
Financial Resources ↑	1000	1000	1000		
2.4.6. The university will provide the academic/invited personnel and the students with updated information related to grant competitions organized by scientific foundations	√	√	√	• The satisfaction of the target audience on the quality of the information provided by the university increases annually to at least 8%	Research and development centre
Financial Resources ↑	S	S	S	Funded at least 5 persons annually	Research and development centre
2.4.7. The university will support the participation of academic and invited personnel in local and international scientific conferences	√	√	√	• The satisfaction of the target audience on the quality of the information provided by the university increases annually to at least 8%	Research and development centre
Financial Resources ↑	2500	2500	2500		
2.4.8. The university cares about improving the competences of personnel research competences by conducting trainings, master classes, workshops Including:	√	√	√	• The number of attendees in 2019 = 120 • At least 3 events in 2020 • At least 3 events annually during 2021-2025	Research and development centre Quality Assurance Office
Financial Resources ↑	S, 3000	S, 3000	S, 3000		
2.4.9. Trainings on the work of scientific electronic bases	√	√	√	• At least 3 trainings in 2019 • The use of electronic databases increased at least 10 % by 2020 • The use of electronic databases is increasing at least 8% during 2021-2025	Research and development centre
Financial Resources ↑	S	S	S		
2.4.10. Trainings about publication of scientific articles in International High Impact Facilities	√	√		• At least 2 trainings in 2019 and 2020	Research and development centre
Financial Resources ↑	S	S	S		

3. Strategic Goal - Development of Student Services

Goal 3.1. Support student initiatives and creative activities					
3.1.1 The university will finance student self-government activities to develop student life and self-creation	√	√	√	• Financing Fund will be budgeted at 0.3% annually	Head of Administration Student self-government
Financial Resources ↑	5500	5000	5000		

3.1.2. The university will gradually develop sport clubs and creative sections(theater, song and dance ensembles) according to students' needs and capabilities	O	√	√	<ul style="list-style-type: none"> Priority sections will be identified according to students' interests in 2019 The university will gradually develop at least one club/section from 2020 	Head of Administration Student Support and Career Development Office
Financial Resources ↑		2000	2000		Rector Student Support and Career Development Office
3.1.3. The university will announce a competition for students: "THU Creative "	O	√	√	<ul style="list-style-type: none"> Development of competition conditions in 2019 Conduction and implementation of the winner project in 2020 At least 1 project funding annually 	Head of Administration Student Support and Career Development Office
Financial Resources ↑		3000	3000		
Goal 3.2. Student services and career support					
3.2.1. The university will continue to grant students benefits (social projects) and implement a scholarship program	√	√	√	<ul style="list-style-type: none"> At least 2 scholarships annually At least 1 social project in every semester 	Head of Administration Student Support and Career Development Office
Financial Resources ↑	7500	7500	7500		
3.2.2. The university will offer students a job-oriented training course	√	√	√	<ul style="list-style-type: none"> At least 2 trainings per year minimum number of participants = 40 	Student Support and Career Development Office
Financial Resources ↑	3000	2500	2500		
3.2.3. The university will invite successful people to share their experience with students	√	√	√	<ul style="list-style-type: none"> At least 2 meetings annually 	
Financial Resources ↑	800	800	800		
3.2.4. The university will create a permanently updated employer base for employment opportunities/vacancies	O	√	√	<ul style="list-style-type: none"> The employer's base will be created by September 2019 The number of organizations will be increased at least 2% annually 	
Financial Resources ↑	S	S	S		
3.2.5. The university will create a base of graduates and monitor the career development of graduates	O	√	X	<ul style="list-style-type: none"> A base of graduates will be created by September 2020 	
Financial Resources ↑	S	S	S		
3.2.6. The university will implement internship programs for students	√	√	√	<ul style="list-style-type: none"> Please see 2.2.2 and 2.2.3 subgoals At least 4 students' internship annually 	Faculties and Student Support and Career Development Office
Financial Resources ↑	S	S	S		
4. Strategic Goal - Public relations, Internationalization and attraction of foreign students					
Goal 4.1. Public relations and development of mutually beneficial relationships					

4.1.1. The university will create a network of partner organizations, with which they will have special mutually beneficial relationships	O	√	X	• The network of partner organizations will be created by September 2020	Public Relations Service
Financial Resources ↑	S	S	S		
4.1.2. The university will actively cooperate with the association of Private Universities	X	X	X	• The university participates in the events of the association	Rector International Relations Office
Financial Resources ↑	3000	3000	3000		
Goal 4.2. Strengthen internationalization and attract foreign students					
4.2.1. The university will support and finance the international mobility and business trips of academic personnel at partner universities	√	√	√	• At least 2 academic personnel annually	International Relations Office
Financial Resources ↑	3500	3500	3500		
4.2.1. The university will invite foreign lecturers within bilateral agreement	√	√	√	• At least 1 foreign lecturer annually	Rector International Relations Office
Financial Resources ↑	2000	2000	2000		
4.2.2. The university will support students mobility in partner universities, Invites/receives foreign students within the bilateral agreement	√	√	√	• At least 2 students annually	
Financial Resources ↑	3000	3000	3000		
4.2.3. A business trips will be implemented for administration personnel for the purpose of receiving and sharing experience		√	√	• At least 1 visit during 2020-2021	
Financial Resources ↑	3500	3500	3500		
4.2.4. The university will activate cooperation with foreign higher education institutions and will sign new agreements	√	√	√	• At least 2 new memorandums will be signed annually	
Financial Resources ↑	1000	1000	1000		
4.2.5. The university will organize international summer schools and will attract foreign students	O	√	√	• At least 1 summer school will be held annually	Faculties International Relations Office
Financial Resources ↑	4000	4000	4000		
4.2.6. International advertising on the target market	√	√	√	• At least 2 promotional events involving social networks, foreign booklets, foreign students and graduates annually	International Relations Office Public Relations Office
Financial Resources ↑	5000	5000	5000		

4.2.7 The university will activate co-operation with the intermediary agencies and sign new contracts to attract foreign students	√	√	√	At least 1 new agreement will be signed annually	International Relations Office
Financial Resources ↑	S	S	S		