



Tbilisi Humanitarian Teaching University

TBILISI HUMANITARIAN TEACHING UNIVERSITY

Approved by Resolution N8 of Academic Council of May 20, 2025
Modified Resolution N9 of Academic Council of June 09, 2025

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2026-2028

Tbilisi - 2025

LLC Tbilisi Humanitarian Training University Action Plan - 2026-2028

Indications used:

√ - the process is current, targets are set and subject to monitoring; O - the process is planned, thorough preparatory work is underway; X - The process is current, the relevant responsible person evaluates the existing capacity and reflects in the annual report.

S - source of funding - payroll budget funds.

Strategic Missions, Tasks and Activities	2026	2027	2028	Key indicators and target benchmark	Verifier	Performer structure/mouth
STRATEGIC GOAL 1: STRENGTHENING THE QUALITY OF EDUCATION, INCREASING AND MODERNIZING THE DIVERSITY OF PROGRAMS						
Objective 1.1: Ensuring the continuous development and modernization of existing educational programs						
1.1.1. Periodic modification of modules and syllabi of existing educational programs on the basis of the use of methods for evaluating learning outcomes	√	√	√	o Programs are updated based on the needs identified by evaluating learning outcomes	1. Learning Outcomes Assessment Reports 2. Survey results 3. Information confirming the changes in programs	Vice Rector; Program leaders; Quality Assurance Service; Faculty Administration
1.1.2. Regular analysis of the labor market and consideration of analysis results in the process of updating programs (modules and syllabus)	√	√	√	o Programs updated based on labor market assessment results	1. Market Research Report 2. Changes made to the program	Vice Rector; Program leaders; Quality Assurance Service; Faculty Administration
1.1.3. Periodic renewal of existing educational programs based on the assessment of programs by stakeholders	√	√	√	o Programs are updated taking into account the recommendations provided by stakeholders	1. Meeting reports 3. Programs, updated based on assessment results.	Vice Rector; Program leaders; Quality Assurance Service; Faculty Administration
1.1.4. Updating of unaccredited programs implemented by the University for accreditation (Georgian, Russian-language and English-language programs of dentistry) and prepare them to be submitted for accreditation	√	X	X	o The programs are updated in compliance with university procedures and accreditation standards; o Self-assessment reports with appropriate attachments are prepared.	1. Updated programs to be submitted for accreditation 2. Self-assessment report with attachments.	Vice Rector; Program leaders; Quality Assurance Service; Faculty Administration
1.1.5 Submitting an application for accreditation of programs to the National Center for Educational Quality Enhancement	√	X		o Programs are submitted for accreditation with the observance of the term	1. Updated programs submitted for accreditation 2. Self-assessment report with attachments.	Program leaders; Quality Assurance service
Objective 1.2. Development and accreditation of new educational programs in on-demand areas						
1.2.1. Conduct market research to justify the demand on the Georgian Bachelor's Program in Health Administration.	√			o The demand is justified and documented	1. Market Research Report	Program Leader, Quality Assurance Service, Administration
1.2.2. Conduct market research to justify the demand on the English-language bachelor's program in Health Administration.	√			o The demand is justified and documented	1. Market Research Report	Program Leader, Quality Assurance Service, Administration
1.2.3. Conducting market research to	√			o The demand is justified and documented	1. Market Research Report	Program Leader, Quality

determine the feasibility of implementing the English-language bachelor's program in Business Administration.						Assurance Service, Administration
1.2.4. Conducting market research to determine the feasibility of implementing the Georgian Master's Program in Business Administration.	√			○ The demand is justified and documented	1. Market Research Report	Program Leader, Quality Assurance Service, Administration
1.2.5. Elaborate and submit for accreditation the English-language bachelor's program in Business Administration	√	√		○ Educational program developed and submitted for accreditation	1. Developed program; 2. Self-assessment report with attachments; 3. Accreditation Application	Program Leader, Quality Assurance Service, Administration
1.2.5. Elaborate and submit for accreditation the Georgian Master's Program in Psychology	√	√		○ Educational program developed and submitted for accreditation	1. Developed program; 2. Self-assessment report with attachments; 3. Accreditation Application	Program Leader, Quality Assurance Service, Administration
1.2.6. Elaborate and submit the Georgian Bachelor's Program in Health Administration for accreditation	√	√		○ Educational program developed and submitted for accreditation	1. Developed program; 2. Self-assessment report with attachments; 3. Accreditation Application	Program Leader, Quality Assurance Service, Administration
1.2.7. Elaborate and submit the English-language Bachelor's Program in Health Administration for accreditation.	√	√		○ Educational program developed and submitted for accreditation	1. Developed program; 2. Self-assessment report with attachments; 3. Accreditation Application	Program Leader, Quality Assurance Service, Administration
1.2.8. Elaborate and submit the Georgian Master's Program in Business Administration for accreditation	√	√		○ Educational program developed and submitted for accreditation	1. Developed program; 2. Self-assessment report with attachments; 3. Accreditation Application	Program Leader, Quality Assurance Service, Administration
Objective 1.3. Strengthening the quality of planning and delivering the teaching process, widespread implementation of innovative methods of teaching and evaluation.						
1.3.1. The University will annually evaluate the program personnel, audit work, examination processes and practices.	√	√	√	○ Conducted Researches ○ At least 70% of the target groups (teachers, students, administrative staff) are involved in the surveys.	1. Assessment Reports	Quality Assurance Service, Human Resources Management Service, Continuing Education Center
1.3.2. Discussion and response of evaluation results in order to ensure a quality learning process.	√	√	√	○ All stakeholders and parties involved in the decision-making process are informed about the results of the study ○ Research findings-based solutions and response cases	1. Protocols/reports of discussions 2. Evidence of a decision based on findings	Rector, Vice-Rector, Academic Board, Administration, Quality Assurance Service,
1.3.3. Assessment of the general satisfaction of students and staff implementing the program and consider the survey results in the decision-making process.	√	√	√	○ The study has been conducted and the level of general satisfaction and concerns of students and staff have been identified.	1. Assessment Reports	Quality Management Service, Student Services Service, Faculty Administration
1.3.4 Development of the practical teaching component and ensure its continuous improvement through regular revision of practice modules, discussion of outcomes, and development of institutional	√	√	√	○ Dental cabinets/simulation center is equipped with appropriate inventory in accordance with the standards.	1. Assessment Reports	Faculty of Healthcare, Quality Assurance Service, Procurement Service, Financial Department

mechanisms of practical teaching.						
1.3.5. Strengthening both external and internal practices by increasing the number of dental clinical bases and maintaining existing ones.	√	√	√	<ul style="list-style-type: none"> ○ The bandwidth of practice facilities is ensured, their staff collaborates with the university, at least 2 new clinical bases are added. 	1. Contracts concluded with relevant clinical bases	Faculty of Healthcare, Law office.
1.3.6. Widespread implementation of innovative methods of teaching learning and evaluation and ensuring their sustainable implementation through staff training.	√	√	√	<ul style="list-style-type: none"> ○ Innovative methods are used in the teaching and evaluation of learning outcomes ○ Regular training of involved staff is carried out 	1. Guidelines for innovative teaching and evaluation methods 2. 90% of the staff involved are trained	Continuing Education Center, Faculty Administration, Human Resources Management Service
1.3.7. Deliver regular need assessment of both academic and invited personnel and promote professional development in the learning process taking into account the results of the study in order to widely use innovative methods in the learning and learning process.	√	√	√	<ul style="list-style-type: none"> ○ Personnel needs are set by research ○ The plan for the implementation of the profession is broken by the establishment of the identified needs 	1. Research report 2. Plan to promote professional training of personnel	Continuing Education Center, Faculty Administration, Human Resources Management Service

STRATEGIC GOAL #2: DEVELOPING RESEARCH POTENTIAL AND PROMOTING INNOVATION

Objective 2.1. Increasing involvement of staff in research activities

2.1.1. Periodic update of information on the scientific-research activities/potential of the academic and invited staff of the University.	√	X	X	<ul style="list-style-type: none"> ○ Once during the academic year, information is updated about the university's research potential. 	1. University Research Potential Assessment Report	Curator Vice Rector Center for Research and Development; Quality Assurance
2.1.2. Deliver skill assessment of staff in order to strengthen the scientific and research skills of academic and invited personnel.	√	X	X	<ul style="list-style-type: none"> ○ The assessment is conducted at least once a year ○ At least 50% of university staff participated in the survey 	1. Assessment report	Curator Vice Rector Center for Research and Development;
2.1.3. Collecting, analyzing and sharing information on national and international scientific foundations and their thematic priorities directions and disseminate information among the staff of the University.	√	X	X	<ul style="list-style-type: none"> ○ An information document on the thematic priorities of national and international research funds has been prepared. ○ At least 40% of staff are informed about priorities 	1. Annual updated information report on the thematic priorities of research foundations	Curator Vice Rector Research & Development Center;
2.1.4. Organization of internal university scientific grant competitions.	X	X	X	<ul style="list-style-type: none"> ○ Internal University Scientific Grant Program Announced ○ Funded at least one project per year 	1. Competition application 2. Submitted project applications 3. Documentary justification of a decision related to project financing	Curator Vice Rector Center for Research and Development;
2.1.5. Organizing regular workshops, consultations and trainings to facilitate the preparation of scientific projects and the extraction of funding.	X	X	X	<ul style="list-style-type: none"> ○ 2 workshops per year are organized, consultations according to the application 	1. List of participants in meetings and consultations 2. Protocol/report of meetings and consultations	Curator Vice Rector Center for Research and Development;

2.1.6. Preparation of scientific-research project applications, submission to local and/or international scientific foundations and donor organizations for funding	X	X	X	o Prepared and submitted research project application - at least 1 application from the faculty within the reporting period	1. Prepared and submitted research project application	Curator Vice Rector Center for Research and Development;
2.1.7. Organizing annual research conferences and publish research papers.	X	X	X	o At least 1 scientific conference per year is organized	1. Conference Report 2. Publication of works submitted at the conference	Curator Vice Rector Center for Research and Development;

Objective 2.2. *Encouraging and facilitating student involvement in research activities*

2.2.1. Funding/support of research projects and conferences initiated by students	X	X	X	<ul style="list-style-type: none"> ○ At least 1 project/conference is presented and funded within each faculty 	1. PROJECT DOCUMENTS	Curator Vice Rector. Faculty Administration, Center for Research and Development.
2.2.2. Stimulation of student research activity by supporting the development of information meetings and project writing skills.	X	X	X	<ul style="list-style-type: none"> ○ According to the faculties, at least 2 students are involved in various scientific and research activities (conferences, studies, etc.) and are the co-author of the publication 	1. Results of the Student Survey 2. Report on Student Researchers 3. Conference Reports and Reports	Curator Vice Rector. Faculty Administration, Center for Research and Development.

Objective 2.3. *Strengthening participation in international and local research programs*

2.3.1.Ensure close cooperation with Horizon Europe, Erasmus+, Shota Rustaveli National Science Foundation and other science and research support grant programs;	√	X	X	<ul style="list-style-type: none"> o The University is in the list of partners of Horizon Europe, Erasmus+, Shota Rustaveli National Science Foundation A and other grant programs 	1. Documents certifying the partnership 2. Reports of participation in meetings of partner organizations	Curator Vice Rector Center for Research and Development;
2.3.2. Development of partnership projects with local research institutes and universities;	√	X	X	<ul style="list-style-type: none"> o At least 1 partnership initiative during the reporting period 	1. Applications and reports of partnership projects	Curator Vice Rector Center for Research and Development;

STRATEGIC GOAL #3: STRENGTHENING INTERNATIONALIZATION

Objective 3.1. *Promoting international mobility of students and academic staff*

3.1.1. Active involvement of students and academic staff in international exchange programs, especially Erasmus+ and similar initiatives.	√	√	√	○ Number of students and staff participating in mobility programs	1. Information about exchange programs and participants in it on behalf of the University 2. Memorandums signed with partner organizations	International Relations Service, Faculty Administration
3.1.2. Expansion of English-language programs and offer to foreign students	√	√	X	○ Adding at least 2 new English-language bachelor's programs during the reporting period	1. Added programs 2. Catalogue of English programs	Program Leaders, Faculty Administration, Quality Assurance Office
3.1.3. Attracting and retaining foreign personnel in the implementation of foreign language programs		√	√	○ Number of foreign language staff invited to the university (at least 1 on the faculty)	1. An agreement signed with foreign personnel	Faculty Administration, International Relations Office, Human Resources Management Office

Task 3.2. Strengthening the Internationalization of Educational Programs

3.2.1. Establishing strategic partnerships with foreign universities		√	√	<ul style="list-style-type: none"> Partnership relations with at least 2 foreign universities have been established to internationalize programs 	1. Memorandums of Understanding	Vice Rector, Faculty Administration, International Relations Service,
3.2.2. To join the University in international associations such as the International Association of Universities (IAU) or similar regional organizations.		√	√	<ul style="list-style-type: none"> During the reporting period, the University will join at least 2 international associations 	1. Membership documents/a document evidencing membership	Vice Rector, Faculty Administration, International Relations Service,
3.2.3. Creating joint bachelor's and graduate programs in partnership with foreign universities			√	<ul style="list-style-type: none"> Programmes will be developed jointly implemented by Tbilisi Humanitarian Training University and selected foreign universities. 	1. Joint program curriculum, syllabus and other annexes relevant to the standard	Rector, Vice Rector, Program Heads, Quality Assurance Service
3.2.4. Encourage the placement of publicity in international peer review journals and support participation in international research grants	√	√	√	<ul style="list-style-type: none"> Articles published by the academic staff of the university in international peer journals - at least 1 article within the faculty annually 	1. Publications published in international peer journals	International Relations Office, Faculty Administration

Strategic Goal #4: INCREASING MANAGEMENT AND ADMINISTRATION EFFICIENCY; DIVERSIFY THE SOURCE OF FUNDINGS; BRAND DEVELOPMENT AND AWARENESS RAISING

Objective 4.1. *Strengthening management and internal administrative systems*

4.1.1. Revision and optimization/modification of internal governance structure	√			<ul style="list-style-type: none"> The university operates with a modified structure 	1. Approved updated Organizational Chart	Rector, Law Office, Administration
4.1.2. Digital transformation of operational processes	√	√		<ul style="list-style-type: none"> Digitized document flow system 	2. Updated Digitized Document Flow Implementation and respective guidelines/instructions	Rector, Administration, Case Management Service/Chancellery, Law Office
4.1.3. Strengthening the internal monitoring, evaluation and reporting system.	√	√		<ul style="list-style-type: none"> Updated internal regulation of monitoring, evaluation and reporting 	3. Approved updated monitoring and reporting regulations	Vice Rector, Legal Service, Quality Assurance Service, Administration, Human Resources Management Office
4.1.4. Further improvement of the monitoring mechanisms for the implementation of the University Strategy.	O	√	√	<ul style="list-style-type: none"> Updated and modified mechanisms for monitoring the implementation of strategy and action plans 	1. Document for the introduction of updated monitoring mechanisms	Vice Rector, Legal Service, Quality Assurance Service, Administration,
4.1.5. In parallel with the growth of the student contingent, the increase in the amount of administrative/support staff of the University.		√	√	<ul style="list-style-type: none"> Updated staff schedule due to the increase in the number of students 	1. Updated staff list	Rector, Human Resources Management Service, Legal Office
4.1.6. Training of employees on usage of updated procedures	√	√	√	<ul style="list-style-type: none"> The majority of employees (90%) were trained and familiarized with the updated procedures institutionalised at the university. At least 90% of inquired employees are 	1. Poll results 2. Training materials and attendee list	Continuing Education Center, Legal Service, Human Resources Management Service

				satisfied with the updated procedures		
Objective 4.2. Strengthening financial sustainability and diversifying funding sources						
4.2.1. Finding grant and project-based financing (Erasmus+, Horizon Europe, local funds)	√	√	√	<ul style="list-style-type: none"> Number of grant funding received Share of received grant funding in the overall budget 	1. Grant agreements 2. Documentation of grant-funded projects (application, implementation plan)	International Relations Service, Faculty Administration, Continuing Education Center, Research Center, Student Support Service.
4.2.2. Development of paid additional services (trainings, certified courses, cafeteria, student dormitory, etc.)		√	√	<ul style="list-style-type: none"> Services developed to increase income and share of income from these services in the overall budget Number of newly created paid services during the year 	1. Documents related to the provision of services (service norms, evaluation, delivery rules, etc.)	Administration, Legal Service, Continuing Education Center
4.2.3. Private sector partnerships and fundraising	√	√	√	<ul style="list-style-type: none"> Private Sector Sponsored Initiatives 	1. Sponsorship agreements	Rector, Financial Service, Legal Office
4.2.4. Publishing Activities		Or	√	<ul style="list-style-type: none"> Contributions from publications published by the University 	1. Norms and evaluation of publishing services 2. Publications published by the University	Rector, Administration, Financial Service, Legal Office
4.2.5. Planning/implementing joint research projects with business entities in the field.	√	√	√	<ul style="list-style-type: none"> Income from joint research projects 	1. Documentation of a joint research project	Research Center, Financial Office, Legal Office
Objective 4.3: Improving digital and physical infrastructure						
4.3.1. Modernizing IT systems and strengthening cybersecurity	√	√	X	<ul style="list-style-type: none"> Number of modernized/updated IT systems: (e.g. Teaching Management System, Student Information System, Network Infrastructure) Implementation of multifactor authentication: (measuring enhanced security protocols) Improving network speed and throughput: (measurable improvement of network performance) Resumption of Cyber Security Protection 	1. Protocol for adhering to cybersecurity norms 2. Multifactor authentication mechanism and instructions for its use	IT Service, Administration, Legal Service, Quality Assurance Service
4.3.2. Providing modern resources for students and academic staff	√	√	X	<ul style="list-style-type: none"> Number of new computers, software licenses or other purchased equipment: (number of new resources provided) Satisfaction of students and faculty with IT resources. Increasing statistics on the use of online databases, electronic journals and other digital resources Availability of technical support services: (Affordable and Sensitive Support Measurement) 	1. Results of the Student and Staff Survey 2. Electronic Resources Usage Statistics 3. Documents of purchased equipment	IT Service, Administration, Procurement, Quality Assurance Service
4.3.3. Rehabilitation of buildings and study spaces		O	√	<ul style="list-style-type: none"> Students and staff satisfied with the rehabilitated space Improved accessibility for students with disabilities: (compliance with 	1. Results of a survey of students and staff; 2. Inventory data	Quality Assurance Service, Logistics Service, Student Support Service

				accessibility standards)		
4.3.4. Construction of a student dormitory		O	√	<ul style="list-style-type: none"> ○ The number of beds available in the new dormitory and rate of its filling. ○ Student satisfaction with dormitory. 	1. . Results of a survey of students and staff; 2. Inventory data	Quality Assurance Service, Logistics Service, Student Support Service
4.3.5. Arrangement of the cafeteria		O	√	<ul style="list-style-type: none"> ○ Number of available places in the cafeteria ○ Positive response of surveyed students to food quality, service and atmosphere 	1. Results of a survey of students and staff; 2. Inventory data	Quality Assurance Service, Logistics Service, Student Support Service

Task 4.4: Brand development and increasing awareness

4.4.1. Formulating and implementing the University Rebranding Strategy	√	√	√	<ul style="list-style-type: none"> ○ Completion and approval of the rebranding strategy document until the end of 2026 ○ 100% of the new branding elements will be distributed to all university materials (logo, website, templates, etc.) until the end of 2026. 	1. Approved and approved rebranding strategy 2.Approved updated symbols for all visual and cognitive materials of the University	Public Relations Service, Legal Service, Administration
4.4.2. Constant updating and internationalization of social media and website	√	√	√	<ul style="list-style-type: none"> ○ A year increase of at least 20% of subscribers/subscribers on social media platforms (Facebook, Instagram, LinkedIn, etc.) ○ a constant increase in traffic on the website, especially from international visitors; ○ Google and other analytics 	1. Social media views statistics 2. Verpage Visitor Statistics 3. Google Analytics Data	Public Relations Office
4.4.3. Active participation in international education exhibitions and events	O	√	√	<ul style="list-style-type: none"> ○ Participate in at least 2 key international events this year 	1. Reports	International Relations Office, Public Relations Office
4.4.4. Develop marketing policy for the international market after rebranding aiming to improve positioning of the University on international level	O	√	√	<ul style="list-style-type: none"> ○ Completion of international marketing policy document by the end of 2026 ○ Implementation of targeted marketing campaigns in at least 2 major international markets from the end of 2026 to the end of 2027 	1. Approved international marketing policy document 2. Reports on the results of conducting a marketing campaign	International Relations Office, Public Relations Office

Strategic Goal #5: PROMOTING STUDENTS' ACADEMIC SUCCESS AND PERSONAL DEVELOPMENT

Objective 5.1. Development of student support systems, including strengthening academic motivation for students, diversification of student life and career mentorship

5.1.1. Strengthening the Foreign Student Support Mechanism by quality language courses (Georgian and English), orientation sessions and need based consultations	√	√	√	<ul style="list-style-type: none"> ○ An average of 3 orientation sessions offered to foreign students during the school year; ○ 20%-25% of foreign students using support services ○ The satisfaction rate of foreign students with support services will be 70% to 80% 	1. Poll results 2. Student Support Service Jurnal Records	Student Support Office
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5.1.2. Strengthening the Student Advisory Services Mechanism	√	√	√	<ul style="list-style-type: none"> ○ 10% increase in the number of individual consultation sessions offered annually ○ 80% of the users of consulting services are satisfied with the service. 	1. Poll results 2. Student Support Service Jurnal Records	Student Support Office
5.1.3. Strengthening the mechanism for the support of students with disabilities and disabilities	√	√	√	<ul style="list-style-type: none"> ○ 95% of campus facilities will be available to students with disabilities by 2028 . ○ 80% satisfaction rate for students with disabilities with services and conditions. 	1. Technical specifications of campus infrastructure 2. Poll results	Student Support Service, Logistics Office
5.1.4. Strengthening the Student Academic Motivation and Student Initiatives Funding Mechanism;	√	√	√	<ul style="list-style-type: none"> ○ At least 20% of students participate in funded activities ○ Funding/support of 2 student initiatives on average per year 	Student Support Service Journal Records	Student Support Office
5.1.5. Improving the services of a psychologist	√	√	√	<ul style="list-style-type: none"> ○ Dynamics of using the services of a psychologist for one year (increasing or decreasing) 	Registry of psychologist users	Student Support Office
5.1.6. Increase the amount of regular seminars, workshops, trainings, certification courses and other activities within the framework of continuing education.	√	√	√	<ul style="list-style-type: none"> ○ Continuing Education Center will increase offers by about 20% per year ○ 80% of the users of the center's services positively appreciate the service of the center. 	1. Surveys of Continuing Education Center Users 2. Catalog/List of Continuing Education Offers	Student Support Office
5.1.7. Creating a Career Mentoring Platform with Graduates and Employers	√	√	√	<ul style="list-style-type: none"> ○ Increasing number of mentors interested in the service every year ○ Annual increase in the number of students who use mentor services ○ Increasing satisfaction among service users 	1. Mentor registry records 2. Registry of Service Users 3. Survey of mentor service users	Student Support Office
5.1.8. Support for sports student clubs and teams	√	√	√	<ul style="list-style-type: none"> ○ Increasing number of students participating in sporting events each year ○ Increase in the number of sports events organized during the year 	1. Database / registry data of students involved in sporting events 2. Reports on sporting events held	Student Support Office
5.1.9. Planning/development of activities beyond the Public Curriculum	√	√	√	<ul style="list-style-type: none"> ○ At least 70% of students satisfied with activities 	1. Student surveys involved in public activities	Student Support Office
Objective 5.2. Diversifying student services and developing career mentorship to increase learning motivation among students.						
5.2.1. Support for thematic clubs and initiatives to better understand the chosen profession	√	√	√	<ul style="list-style-type: none"> ○ Increasing number of students in thematic club activities every year ○ The number of activities organized by thematic clubs is increasing every year 	1. Thematic Club Reports	Student Support Office
5.2.2. Development of a Career Mentorship Program	√	√	√	<ul style="list-style-type: none"> ○ Up to 20 mentors with diverse experience participated in the program ○ Student Satisfaction by Working with a Mentor 	1. Mentor Signed Agreements 2. Results of the Student Survey	Student Support Office
5.2.3. Professional Orientation Forums, CV Development and	√	√	√	<ul style="list-style-type: none"> ○ At least 1 professional orientation forum will be organized per year. 	1. Forum Report 2. Poll results	Student Support Office

Interview Trainings				<ul style="list-style-type: none"> 80% of forum students receive positive feedback on forums 		
Task 5.3. Development of the Center for Continuing Education and Diversification of Training Programs						
5.3.1. Institutional Empowerment of the Center for Continuing Education	√	√	√	<ul style="list-style-type: none"> Before the end of the 3rd quarter of 2026, the strategic plan of the Center for Continuing Education has been developed and approved. The University has allocated funding to implement the Continuing Education Center's strategy 	1. Approved Strategy 2. Centre budget	Center for Continuing Education, Administration
5.3.2. Introduction of short professional courses and certified trainings	√	√	√	<ul style="list-style-type: none"> 10 training courses will be developed before the end of 2026 The average enrollment per course is 10 participants 	1. Catalogue of Continuing Education Center Programs 2. Applications for those enrolled in training courses	Continuing Education Center, Administration, Quality Assurance Service
5.3.3. Partnership with local employers to co-design trainings	√	√	√	<ul style="list-style-type: none"> A partnership relationship with at least 3 employer companies is established Until the end of 2026, at least 2 certification programs with the participation of partners will be developed 	1. Partnership agreements 2. Certificate programs developed with the involvement of partners	Continuing Education Center, Quality Assurance Service
Strategic Goal #6: Strengthening Public Engagement and Social Responsibility						
Goal 6.1. Increasing university engagement in the local community						
6.1.1. Organization of volunteer programs for students and staff	√	√	√	<ul style="list-style-type: none"> Organization of at least 3 volunteer programs per year 20% of university students and 10% of staff actively participate in volunteer activities. 	1. Reports on the performance of volunteer activities 2. Signed list of participants	Student Support Service, Student Self-Government
6.1.2. Implementation of educational projects with local schools and NGOs	√	√	√	<ul style="list-style-type: none"> 2 educational projects will be implemented on average per year The number of students involved in these projects will reach 100 participants. An average of 2-3-partner organizations will participate in educational projects during the year. 40% to 50% of students involved in educational projects will have improved results in tests in the first year. 	1. Documentation and reports of educational projects 2. Results of tests of students involved in the project	Continuing Education Center, Student Self-Government
6.1.3. Thematic public lectures and forums	√	√	√	<ul style="list-style-type: none"> Organizing an average of 4 public lectures and forums per year Up to 50 representatives of the local community will attend these activities. 80% of participants positively evaluate 	1. Public lecture reports 2. Public lecture attendance lists 3. Survey results of public lecture participants	Center for Continuing Education

				public lectures and consider them in their favor - as a topic, and as a selected speaker.		
6.1.4. Expansion of the services of the Law Clinic	√	√	√	<ul style="list-style-type: none"> the number of pro bono legal cases rendered up to 20 per year; Students involved in the activities of the legal clinic - up to 30 students per year 90% of customers are satisfied with the services provided 	1. Journal Records of the Law Clinic 2. Reports of services provided in a legal clinic 3. Legal clinic customer survey results	Law Clinic, Head of the Law Program
6.1.5. Organizational formation of the dental clinic and involvement in social projects	√	√	√	<ul style="list-style-type: none"> Providing free or discounted dental services to the socially vulnerable population - up to 20 patients will receive this service each year. Number of students involved in providing the service - up to 50 students per year Positive feedback from clients satisfied with the service - 80% in 2026 and 90% in 2027. 	1. Journal Records of Dental Clinic 2. Reports of services provided in a dental clinic 3. Survey results of dental clinic users	Dental Clinic, Head of Dental Program
6.1.6. Planning and implementation of startup business programs	√	√	√	<ul style="list-style-type: none"> Number of startup business programs started - at least 1 startup per year Number of teams of students participating in the program - average 5 groups, 10 students each. 	1. Startup program records and reports 2. Startup Project Documents 3. Survey results of program participants	Head of the Startup Program, Continuing Education Center, Head of the Business Administration Program
<i>Objective 6.2: Supporting Ecological and Inclusive Projects</i>						
6.2.1. Introduction of the Waste Separation System at the University		√	√	<ul style="list-style-type: none"> Number of separated waste bins located on campus 80% of university students and staff are informed about the waste recycling system 	1. Photo and video footage of the campaign 2. Campaign reports	Student Self-Government, Student Support Service
6.2.2. Organization of environmental-themed events (eco-days, planting seedlings)		√	√	<ul style="list-style-type: none"> Organizing at least 3 events this year on the topic of ecology Up to 50 students and staff participate in each event Up to 20 trees are planted in the annual year within the framework of the university's eco-activities. 	1. Lists of participants in eco activities 2. Eco Activity Reports	Student Self-Government, Student Support Service
6.2.3. Promoting the principles of inclusive education and raising awareness	√	√	√	<ul style="list-style-type: none"> Organizing 2 workshops or trainings per year on inclusive education for university students; 50 students participate in each session 	1. Training materials and reports 2. Participant list	Continuing Education Center, Student Self-Government
6.2.4. Public promotion of eco-		√	√	<ul style="list-style-type: none"> Campaign for Eco Sustainability in Social Media 2 times a year 	1. Reports 2. Material published in social media	Continuing Education Center, Student Self-Government

friendly environments				<ul style="list-style-type: none"> Organizing public workshops and public lectures on the topic of ecosustainability two times a year 	3. Lists of workshops and lecture attendees	
Task 6.3: Formalization of the University Social Responsibility Strategy						
6.3.1. Development and approval of the Social Responsibility Strategy	√			<ul style="list-style-type: none"> Completion and approval of the Social Responsibility Strategy Document until December 2026 	1. Approved Strategy	Legal Office
6.3.2. Creating an action plan with the involvement of students, staff and partners	√			<ul style="list-style-type: none"> Meetings and discussions for creating an action plan with the participation of students and staff Completion of the action plan until the end of 2026. 	2. Social Responsibility Enforcement Action Plan	Legal Office
6.3.3. Preparation of annual reports on work carried out within the framework of social responsibility		√		<ul style="list-style-type: none"> Develop an account and post it on the website 	1. Annual Report	Legal Office

