

European University

Action Plan Performance Monitoring

Reporting

Period – 2019

Content

Description	2
General Evaluation	3
Evaluation of work process	3
Monitoring through fields	5
Development of an effective management system of University resources.....	5
Sustainable development and internationalization of educational programs, teaching-learning-assessment methods and teaching quality, in collaboration with local and international universities.....	9
Development and implementation of an effective system for planning student contingency, quality improvement and attracting prospective entrants.....	15
Sustainable development and effective implementation of quality assurance mechanisms	19
Brand development and social responsibility.....	20
Development of an effective system for promoting innovative / research and creative activities and sharing research practices in collaboration with local / international partners	23
Development of student services and environment.....	29

Implementation of activities envisaged in Action Plan of 2019 by the structural units of European University

Description

This document represents a report on the implementation of the strategic development plan of European University and the annual action plan written in accordance with it for the reporting period of 2019.

The purpose of the monitoring are to assess quality of task performance given in the Action plan, fulfilled by the structural units through using the methodology of monitoring developed by the University; to identify strengths and fields needed to be improved, to reflect them in the key findings of monitoring; to prepare recommendations based on the key findings.

In accordance with University Strategic Development Plan the following strategic directions were defined for the current reporting period:

- Development of an effective management system of the university resources.
- Sustainable development and internationalization of educational programs, teaching-learning-assessment methods and teaching quality, in collaboration with local and international universities
- Development and implementation of an effective system for planning student contingency, quality improvement and attracting prospective entrants.
- Sustainable development and effective implementation of quality assurance mechanisms.
- Brand development and social responsibility.
- Development of an effective system for promoting innovative / research and creative activities and sharing research practices in collaboration with local / international partners.
- Development of student services and environment.

A monitoring form prepared correspondingly to the action plan was sent to each responsible structural unit determined by the action plan in the mentioned fields, during the monitoring period, in which immediate responsible structural units make an assessment of the task

performance quality that have to be fulfilled by them, presentation of the verifiers, identification of the causes in case of non-performance of the task. In its turn, the information presented by individual structural units was verified for the second time, the casual relationships between variables and indicators were determined and analyzed.

The monitoring process was open, all structural units, which had the opportunity to receive information not only at final but also at the mid-term evaluation stage and submit their visions regarding the evaluation in the working mode, were involved in it. Monitoring was carried out in four stages and the final report is a result of an analytical comparison gained through four quarterly monitoring.

General evaluation:

As a result of a four-quarter monitoring, the conclusion, that the structural units of the university successfully coped with the tasks, might be made. Most of the tasks outlined in the Action Plan have been fully accomplished, and part of them - are still in progress. There are no unfulfilled tasks or insurmountable obstacles. In spite of minor deficiencies, the structural units of the University have shown resistance for extremely high risk, flexibility and high degree of adaptability to variability. In its turn, in accordance with the mission and declared goals of the university, it gives the possibility the seven-year and three-year action plans for strategic development to be reviewed, additional directions and tasks to be identified.

Evaluation of work process

The monitoring process showed that there is room for improvement in both, strategic development and action plans. In particular, these plans may be optimized in such a way that monitoring their performance in the process shall be easy and require less time, less intellectual and human resources. At the same time the approaches related to strategic development may be revised, individual goals may be expanded. For example, the planning part of students contingency should be incorporated in the brand development part of the university; As brand development for an educational institution cannot be just a set of activities in the field of public relations, not only an advertising and marketing campaign, but a university as a brand shall not be formed without the proper student contingency, as

they actually create University community with invited and academic personnel of the University.

The need for a separate strategic direction of the learning process has also been identified, as far as the activities to be carried out in this field are quite complex and in terms of effective process management it is desirable to make extra emphasis on it.

At the same time, individual activity indicators needed to be more specific.

It is advisable to minimize such descriptions in the action plan as effective, optimal etc. Or a detailed definition to be made of what criteria should be met in order the system or process to be considered effective and what is the determinant of optimality. Further specification of indicators is needed.

Monitoring through fields

Development of an effective management system of University resources

This field included the following tasks:

1. Formation and implementation of an effective organizational structure;
 - Development and implementation of an action plan for the introduction of a new organizational structure;

In the current reporting period a new organizational structure was developed by the Human Resources Management Service, an action plan of its implementation was made and its implementation was started successfully.

- Administrative personnel management system;

During the reporting period, the descriptions of the administrative personnel's functions and duties were updated, meetings were held and recommendations from individual structural units regarding the above mentioned issues were accepted. The Qualifications Framework was defined. An employee attendance registration system was developed.

- Introduction of administrative personnel management system;

An employee attendance system has been introduced. Technical maintenance of the system was the main challenge of this field, though this problem has been solved by the reporting period. Employees regularly get the information about the working hours they spent at work. Also, the information regarding updated functions and duties of the employees has been shared.

- Implementation of the measures appropriate to the identified needs in order increase the quality and efficiency;

During the reporting period in the mentioned field:

2. The following trainings were conducted for the administrative personnel: MS OFFICE, effective communication, Survey monkey training, fire safety.
 3. The evaluation of the administrative personnel revealed the employees with high ratings and 18 of them were stimulated with one-time bonuses.
 4. Individual professional courses of the financial manager were financed.
 5. The Assistant of the Dean of Law was funded a professional course in media communication.
 6. English language courses of two levels (2 and 4 months long) have been started for administrative personnel. The mentioned courses are taken by 17 Employees of the university.
- Introduction of academic personnel management system;

Academic activities of academic and invited personnel and also, scientific- research activities of academic personnel were evaluated during the current reporting period. Academic activities were evaluated by both students and administrative personnel (Dean, Examination Center, Learning Process Managers, Program Manager). Based on the results of the evaluation, the ranking of the academic and invited personnel was determined and the academic and invited personnel who took the first three places in the ranking according to the faculties were awarded.

- Implementation of the measures appropriate to the needs that had been identified in order to enhance the quality.

Additional needs for academic and invited personnel were not identified by the Human Resources Management Service within its competence.

2. Development of the process of planning and managing financial resources

- Development the procedures of planning, management, monitoring and adjustment the budget

Procedures for budget planning, management, monitoring and adjustment were developed and written in the current reporting period under the supervision of the Financial Services.

- Introduction of budget planning, management, monitoring and adjustment procedures

Their implementation was carried out in accordance with the task.

- Development of a financial sustainability control system for the University

A methodology for evaluating and analyzing finances was developed during the reporting period.

- Financial accounting / Evaluation and improvement of financial statement

The Financial Service systematically prepares an annual report. The university conducts internal audits on a regular basis. There have not been identified any financial irregularities as a result Implementation of financial control mechanisms.

3. Development of business risk assessment and management systems

The following activities were planned within the framework of this task:

- Identification of business risks
- Development of a business continuity policy
- Forming a Business Continuity Action Plan
- Introduction of a Business Continuity Action Plan
- Analysis and evaluation the effectiveness of the Business Continuity Action Plan

Business Continuity Policy document was developed under the supervision of the Rector of the University during the current reporting period, provided the high degree of involvement of the Strategic Development Manager and the relevant structural units of the University, based on which the University Business Continuity Action Plan has been made. These documents were detailed in terms of strategic, operational, financial and force majeure risks. It is noteworthy that during the evaluation phase of the business continuity plan, which was carried out in December 2019, the risks were reassessed. Considering that, a significant part of the students of the university are those from the Southeast Asia region, recommendations on the increase the likelihood of epidemic / pandemic risk and planning appropriate preventive measures have been made by strategic planning team of the University.

As a result, the university was able to respond to the challenges in the shortest possible time, mobilize financial resources in such a way that ensure all the employees to work remotely, maintain their salaries and have a continuous learning process even in a state of emergency.

Optimal use and development of material resources and infrastructure

- Expansion and / or improvement of movable property/ real estate owned by the university;

The quality of real estate owned by the University has significantly improved during the current reporting period. For example, the administrative building of the European University was fully adapted to meet the needs of the disabled and people with special needs,

an elevator was installed. Work spaces were also optimized, auditoriums were repaired. The real estate owned by the university has increased. The construction of the university dormitory is in the final phase.

- Arrangement / development of infrastructure, relevant to educational programs;

According to the educational programs, the infrastructure has been renewed in particular the inventory of conference and learning spaces were made. According to the identified needs, the inventory and equipment related to learning process have been renewed.

- Real estate/ movable property inventory and analysis of their effective use;

An inventory of the material and technical base of the university has been made.

- Improving the library resources and optimizing management policies;

The library resource has been updated in parallel with updating the programs. The access to international academic databases has been increased. In some cases, students as well as academic and invited personnel have the opportunity to use these databases from their houses.

- Development of information-technological infrastructure;

The database of information technology resources have been improved, which was planned based on the inventory, made by the Information Technology Service. At this stage, negotiations with the company "Orient Logic" regarding purchasing a licensed antivirus are still in process.

Sustainable development and internationalization of educational programs, teaching-learning-assessment methods and teaching quality, in collaboration with local and international universities.

The mentioned strategic direction is mainly focused on improving the quality of curriculum and includes the following main tasks:

1. Assessment and development of existing curriculum, integration of the latest knowledge in line with local and international standards and employment market requirements.

Within the given task, the action plan included the following activities:

- Assessment, update and introduction of Medical Doctor MD program in accordance with the new field characteristics of medicine

During the current reporting period, with the involvement of the Program Manager, the Quality Assurance Service, the Faculty Administration and other relevant structural units, the mentioned activity was implemented.

Self-assessment and re-accreditation of Medical Doctor MD program

The Medical Doctor MD program is re-accredited by the end of the reporting period. The recommendations of the Accreditation Board should be taken into consideration at the next stage of the action plan.

- Self-assessment and re-accreditation of the Bachelor program in Business Administration

The given activity by the reporting period is completed.

- Self-assessment and re-accreditation of the Bachelor program in Programming and Web Development

European University does not carry out the curriculum under this name. Bachelor program in Informatics is accredited until 2026.

- Self-assessment and re-accreditation of the Bachelor program in Laws

The Bachelor program in Laws was awarded accreditation on December 17, 2019. The continuity of accreditation has been maintained.

- Periodic assessment of all educational programs in the university, identification of the need for further extension and, consequently, updating according to the current educational standards

This activity was partially implemented, namely: the issue of continuing educational programs was assessed. In the process of discussion regarding program cancellation or its implementation in authorized mode, a reasoned conclusion and a report on the basis of which the decision should be made was prepared by the heads of the program. The final decision, based on the statement was made at the Governing Board meeting. In case of making the decision to cancel the program, there were not any students with active status enrolled in the program, and suspended students were provided with information about the program cancellation and mobility deadlines. In case of implementation of the program in the authorized mode, the students with suspended status as well as with active status were informed about the mentioned above. Programs, which were accredited in the academic year of 2018-19, are in line with the new accreditation standards, all other valid ones (including those in the authorized mode) are in the process of updating.

The following circumstances have been named by the Quality Assurance Department as the reason for the partial fulfillment and a specific recommendation for the implementation of the activity is presented:

- The process of assessment and updating of dental education programs (in Georgian and English) for the purpose of re-accreditation is underway within the Faculty of Medicine.
- Within the framework of the Master of Management program, a map of evaluation of learning outcomes has been developed, and considering that the program shall be submitted for re-accreditation no later than March 2020, based on recent legislative changes, it is advisable to conduct the process in the 4th quarter of 2019 and the 1st quarter of 2020.

2. International Accreditation of Educational Programs, Internationalization, Exchange and Joint Educational Programs and development of International Projects

By the end of the reporting period in terms of activities to be carried out in this direction there is the following situation:

- Review and implement policies for the internationalization of educational programs

During the reporting period, fundamental changes have been made in the field of International Relations Service. Both the composition and the structure of the service have been renewed. Existing approaches to internationalization have been revised. The efforts of the University aim at strengthening international partnership. Involvement of the University in Erasmus Projects has been named as an important priority.

- Increase the number of exchange projects for the students and staff

Despite the efforts made in this field by the International Relations Office, low level of English language proficiency of the students still remains a major challenge at the University.

- International accreditation of Medical Doctor MD program in an agency recognized by ENQA and WFME

The mentioned activities have been done in accordance with the information provided by the Quality Assurance Department.

- Increase of English language proficiency in educational programs

In accordance with a number of programs in this field, English language proficiency has been increased during the reporting period. This is important in terms of giving students the opportunity to participate in exchange programs provided by the University and actually use the existing opportunity.

In the process of updating the Bachelor program in International Relations, the level of C1 was determined as a learning outcome of the English language, and accordingly the relative share of English-language textbooks was increased.

3. Introduction of innovative, modern methods of teaching-learning and assessment in practice, including distance education courses, with appropriate material and technical base and necessary inventory

This task included the implementation of the following activities:

- Establishment of Innovative Teaching Methods Training Center and training of trainers
- Introduction of innovative, modern methods of teaching-learning and assessment
- Introduction of innovative methods of teaching-learning and assessment are widely used in Medical Doctor MD program in medical studies

During the reporting period, the University team successfully coped with the establishment of an Innovative Teaching Methods Training Center. By the end of the reporting period, a center was established, trainers were selected and trained, modules of trainings were created. A series of trainings on innovative teaching-learning and assessment methods were conducted at all faculties. Both local and international practices were studied during the work process in the mentioned field.

Research of needs and analysis were conducted in synergy with the Quality Assurance Department and as a result the topic of the trainings was determined. Issues undergone at trainings were reflected in the syllabuses according to certain training courses.

4. Establishment of their own training centers / laboratories relevant to educational programs and addition of external practice bases

Activities to be implemented in this field include:

- Arranging a virtual laboratory at the Faculty of Medicine
- Establishment of a legal service center and involvement of the students in it.
- Establishment of a business consulting center and involvement of students in its activities
- Development of IT LAB
- Establishment of an International Relations Program Internship Center
- Increasing the number of medical clinical bases

It should be noted that during the current reporting period, the first activity was successfully completed and the second one as well. It is advisable the area of each activity to be expanded and strengthened in the action plan for the following year.

As for the third and fourth activities, as a result of the reorganization process ongoing at the faculty, they have been delayed and it is advisable the mentioned activities to be implemented during the following reporting period.

As for the establishment of the Center for International Relations Practice, as a result of the program update, the decision to remove the mandatory internship from the curriculum was made by the Program Manager and Faculty Committee, which is due to the peculiarities of the labor market, as well as the difficulties associated with the control of compliance of the internship with the learning outcomes in a particular discipline. Accordingly, the expediency of establishing a practice center on the program of international relations was reconsidered.

The number of medical clinical bases increased significantly during the reporting period. An agreement was signed with Hebe Dental Clinic in Georgia. In the fourth quarter of the reporting period, contracts were signed with 11 Indian clinics. Accordingly, the University has a wide network of clinical bases both in Georgia and abroad.

5. Implement effective activities to raise awareness of academic integrity and eliminate and prevent plagiarism in order to bring quality of learning in line with the standards

By the current reporting period the field included such directions as:

- Development and implementation of mechanisms for prevention and response to plagiarism
- Raising awareness of academic integrity and plagiarism

In this regard, it is noteworthy that the University has implemented an information campaign to promote academic integrity, as well as introduced the Turnitin program, by which the qualification works of students were checked in the final semester. Relevant reports were submitted by supervisors on the defense of the thesis. No breach of academic integrity has been identified.

The work process has shown that it is advisable to intensify the work in this direction. In particular, it is desirable that the term of the need for academic integrity protection to be reflected in advance in the syllabus of the academic course, where students have to prepare an analytical essay, abstract, or thesis. It is important that measures against plagiarism do not only include qualifications (Bachelor and Master) thesis.

Development and implementation of an effective system for planning student contingency, quality improvement and attracting prospective entrants

In this regard, the main challenge for the university during the current reporting period was to remove the restriction on student admission, accordingly the tasks for planning of the student contingency were focused on this goal and included the following tasks:

1. Optimization and introduction of student contingency determination methodology

The given task implies the unity of complex activities, which include issues such as:

- Analysis of the existing methodology for determining the student contingency
- Student Contingency Planning Methodology
- Determining the admission contingency of students according to the programs

During the current reporting period, the Department of Quality Assurance reviewed the existing methodology for determining the student contingency, on the basis of which the mentioned methodology was updated. The maximum number of students to be admitted to each program was calculated. After that, based on the given methodology, as well as the current trends in the educational space and the requirements of the labor market, the admission contingency of students was determined in such a way as not to violate the maximum limit set by the updated methodological framework.

2. Exemption the University from contingency admission restrictions

The following activities were defined for the fulfillment the task:

- Analyze and implement the recommendations and advice of a group of authorization experts
- Submit an application to exempt the University from contingency admission restriction and increase the contingency

During the current reporting period, the recommendations of the group of authorization experts were studied in details and analyzed by the Rector, the Quality Assurance Department and all relevant structural units. Structural units were given specific tasks for practical implementation of the recommendations.

By the end of the reporting period, the applications regarding exemption from the restriction of admission the contingency and about increase of contingency, together with a report on

considering the recommendations received and documentation confirming compliance with the recommendations had been sent to National Center for Educational Quality Enhancement. The restriction has been removed and the student contingency has been increased to 3,000 students.

Accordingly, the University successfully coped with this task.

3. Planning and implementation of a variety of marketing activities to attract the most skilled entrants / students

An important task, in parallel with the release of the University from the Restriction of contingency admission is the revision of the Marketing Campaign of the University in order to attract students with the best skills. The work process has shown that this is crucial for the development of the University brand. Therefore, in the process of revising the action plan, it is advisable to raise the issue of incorporation of the University Contingency Planning Measures in the strategic direction of University brand development.

For the given reporting period, the task covered such measures as:

- Through Marketing Research, Desk Research, and WOM, build a Database of Schools in which active students and entrants are studying, who are oriented on learning and development
- Join entrants in groups through social networks, prepare and share interesting content for entrants about university life and intellectual, exchange, cognitive projects, as well as about the activities beyond academic / curriculum funded by the University.
- Increase the popularity of the University using tools of Digital Marketing.

By the end of the fourth quarter of the reporting period, the Public Relations and Marketing Department had developed a database of specific schools. Also, in accordance with the second and third activities work was underway to develop visual material for extracurricular activities. An information campaign was carried out through social networks.

The main challenge was the high fluctuation of the staff and reorganization, which resulted in being slightly behind from the schedule of this part of the action plan.

4. Attract prospective, learning-oriented entrants / students through partners.

This task is also important in terms of university brand development. It involves holding events such as:

- Organizing Olympiads and other intellectual events together with partner organizations

By the end of the reporting period, the mentioned activity has been planned and will be carried out during the next reporting period.

5. Improving the quality of learning of the existing student contingency

The given task combines activities focused on increasing students' academic achievement. In particular:

- Optimize the minimum thresholds for scores that have to be got during the semester.

Implementation of these activities started in the Fall semester of the 2019-2020 academic year, however, the work process has shown the need and opportunity to increase the minimum score. Due to the fact that students need the adaptation period, it is advisable to be carried out from the Fall semester of the 2020-2021 academic year.

- Share the information about internal barriers to semester activity

All students, as well as each member of the invited and academic personnel received the information about the semester internal barrier via email. Barriers are reflected in the electronic work database.

- Intensives for students with the best academic achievement and activity to learn better and be involved in a variety of activities

15 students with the best academic performance received a monthly scholarship, three students took participation in international conferences abroad, two students had a one-month clinical internship in Hungary, 15 students having the best attendances, participated in the NVAO training "Quality Assurance and Enhancement".

Sustainable development and effective implementation of quality assurance mechanisms

In the work process, a kind of duplication of the measures described in the part of quality assurance mechanisms development, regarding the tasks and activities of other strategic fields was identified. Therefore, it is advisable in the Action Plan of 2020, the mentioned part to be reviewed and incorporated into such fields as research promotion, development of programs and effective management of resources.

By the end of the reporting period, the quality of implementation of the tasks outlined in the strategic direction of sustainable development and effective implementation of quality assurance mechanisms is as follows:

1. Development of curriculum and methodology and tools of quality control of the teaching-learning process, taking into consideration the specifics of the program

Including a set of activities such as:

- Development of internal control methodology for the quality of teaching / learning and research activities
- Introduction of internal control methodology and tools for the quality of teaching / learning and research activities

By the end of the reporting period, the European University has a written methodology for internal control methodology for the quality of teaching / learning and research activities, which is used in practice.

2. Improving the quality control system for student and academic personnel services

The mentioned task includes the following:

- Optimizing a Reliable, Efficient, and Automated Student and Academic Personnel Satisfaction Survey System

By the end of the reporting period, this process was in the active phase of implementation with the synergistic work of the Quality Assurance Department and the Human Resources Management Service. Satisfaction survey was conducted through electronic databases. Consequently, it we can make the conclusion that automated satisfaction survey systems already exist, which significantly simplifies the process of task fulfillment.

- Introduction of a reliable, efficient and automated survey system of student and academic personnel satisfaction

The fact that the satisfaction survey is being conducted through the new system proves the successful implementation of the system. Accordingly, this activity has been implemented by the end of the reporting period.

3. Getting international institutional accreditation in an agency recognized by ENQA and WFME

The deadline for the task was set for August 2019

- Form a self-assessment group and define an Action Plan
- Gather information and identify fields for improvement and Reinforcement
- Form a self-assessment document and send it to the agency
- Visit of a group of experts and making the decision by the Board

According to the information received from the Quality Assurance Department, the activities were carried out according to the plan.

Brand development and rise of social responsibility

This field is a priority of special importance for the European University, as the University considers the University brand as part of its corporate vision, not as a trademark, but as a living symbol that first and foremost shall be associated with high quality education and European values. Consequently, it is impossible to develop a brand just by activating public communications. University is a living body, the learning process is the result of synergistic

work of the student and the professor. Accordingly, it is important that the University considers brand development as an element such as planning of the students and professors' contingency.

The strategic direction of brand development for the current reporting period was focused on the following tasks:

1. University brand development and establishment in the market

The given task assumes the unity of complex activities, which is presented in the action plan as follows:

- Review and update the concept and positioning of the University brand

By the end of the reporting period, active work was underway on this issue. The concept of brand development was developed with the involvement of stakeholders. The schedule of the work process has been behind at certain level because of reorganization of the service.

- Development of brand characteristics (logo, slogan, color, etc.) - Creation of logo refreshments and brand books, branding of faculties, research institutes, practice centers and sports / cultural teams

During the reporting period, the logo was renewed, branding of the practice facilities of research institutes, sports and cultural clubs were underway throughout the year and their publicity was increased. Working on a unified brand book is in process.

- Review, Update of Website and Social Networking (Facebook, Instagram, LinkedIn, Youtube) Management Concept and Strategy

Website and social media management policies and strategies have been updated during the current period. Relevant activities are carried out based on the policies and updated strategies.

- Development of the PR strategy and annual calendar of the University

During the reporting period, PR and marketing strategy and action plan of 2020 have been developed.

- Campaigning on social media and various traditional media outlets to popularize successful students, scholarship holders, academic personnel, administrative personnel, invited foreign lecturers.

The publicity of successful university students, scholarship holders, academic personnel, administrative staff, invited foreign lecturers, as well as the positive perception of the University by stakeholders has been increased. Successful stories are needed to be presented with more intensity.

- Representing the results and success achieved at the university in figures - a project "University in Figures"

The campaign "University in Figures" was implemented. In particular, in the form of an annual report, the success achieved by the university was represented in figures. It is necessary to bring the achieved success to the target audience with more intensity.

- Development and implementation of a strategy to promote the popularity of activities of various services of the University, faculties, research institutes, practice centers, as well as sports / cultural teams / circles

Throughout the reporting period, various institutions, sports centers, including moulage and laboratories were popularized mainly through social media. Also, there have been several TV integrations.

- Establish and implement systems for rising social responsibility of the University and creating additional public benefits

The given task combines a set of activities in accordance with the application of Corporate Social Responsibility.

- Development and implementation of a plan to promote education and social projects of target groups in the framework of Corporate Social Responsibility (CSR)

By the end of the reporting period, this issue is in the active phase of processing. Reorganization of the service is named as an obstructive circumstance, which led to the termination of the work process.

- Funding / co-financing of educational courses at European University or higher education institutions abroad (including international projects, language courses, certification and training courses) for the students with high scores, active ones and / or socially vulnerable entrants / students

European University systematically provides the students in the target group with extracurricular educational services (language courses), on the basis of the Center for Languages and Culture.

- Implementation and funding / co-financing of relevant educational programs and projects to promote lifelong learning (LLL)

The Center for Innovative Teaching Methods has been established at the University in this direction, 12 trainers of Center of European Colleagues have been trained (by the professors of Central European University and Salzburg University), up to 50 members of academic and invited personnel of the European University have been trained in modern teaching and assessment methods by the trainers of the mentioned center and 7 training modules have been developed within the center. All the mentioned activities are funded by the University.

- Establishment of a Historical Archeological Museum to popularize the historical heritage of Georgia

A historical-archaeological museum was established during the reporting period. Exhibits were purchased. Archaeological excavations and related study works were carried out in Nichbisi. A historical-archaeological Journal was founded and published. Souvenir copies of the artifacts preserved in the museum were made.

Development of an effective system for promoting innovative / research and creative activities and sharing research practices in collaboration with local / international partners

This field combines the tasks to promote scientific-research activities at the University, as it is one of the main functions of the University to generate the knowledge, apart from ensuring getting the knowledge. The tasks are presented as follows:

- Development and internationalization of the Scientific Research Institute of Law

Including a combination of the following activities:

- Further increase of the rating of the scientific journal "Law and the World"

During the reporting period, the journal "Law and the World" was given a unique code - DOI, it also became a partner: Crossref (<https://www.crossref.org/>)

- Obtaining internal funding in the field of legal research

The research institute is actively working on a comparative criminal textbook funded by the University.

- Submit an application for legal research to obtain funding from international and local sources

Despite the efforts of the Institute, this field is one of those requiring to be strengthened, which is advisable to be focused on in the Action Plan of 2020.

- Implementation of existing and new international conferences

During the reporting period, the Institute carried out the following activities: local training, led by a foreign expert, an international conference.

12 (special) and 13 editions of "Law and the World" were published.

2. Development and internationalization of the Research Institute for Economic and Social Problems of Globalization

Like scientific research of law, this task also includes the following activities:

- Further increase of the rating of the journal "Globalization and Business"

During the current reporting period, the journal "Globalization and Business" became a partner: Crossref (<https://www.crossref.org/>).

- Obtaining domestic funding for research on the economic and social problems of globalization

The Institute carries out ongoing research activities on the basis of funding provided by the University.

- Applying for Research in Economic and Social Problems of Globalization for obtaining International and Local Funding

Despite the efforts of the Institute, this field is one of those requiring to be strengthened, which is advisable to be focused on in the Action Plan of 2020.

- Implementation of existing and new international conferences

During the reporting period, the Institute organized the II National Conference together with Batumi Shota Rustaveli State University (September 13, 2019) <https://www.bsu.edu.ge/main/page/12973/index.htm>.

3. Facilitate the initiation of interdisciplinary and individual studies

This field combines the first steps that are necessary to be taken in order the University to be able to develop research activities during the period of Strategic Development Plan. The task includes the following activities:

- Improving and introducing a systematic and effective system for informing academic personnel about research grants

Academic personnel are systematically informed about research grants.

Nevertheless, it is advisable to make more efforts in this field in the Action Plan of 2020. Activities that serve not only to inform the personnel but also to support their initiatives are particularly important.

- Hold informational meetings with academic personnel to obtain research grants

Like the previous activity, it is an ongoing process and takes place periodically. It is recommended to intensify efforts in this field. Considering the current situation, it is advisable this activity to be systemic and institutionalized.

- Assess the research-scientific potential of the existing human resources of the University and create appropriate groups to initiate obtaining of research-scientific grants

Based on the information provided by the Center for the Promotion of Scientific and Research Activities, groups of academic and invited personnel at certain faculties have been identified, who will work on obtaining research grants. This is verified by other sources as well.

- Establishing close relations and collaboration with scientific research institutes

By the end of the reporting period, memorandums of cooperation / agreements have been signed with scientific research institutes: Association of Rheology and the Center for Hearing Rehabilitation, "AI IA" Foundation.

4. Stimulating the involvement of students and international science in research activities

The monitoring process has shown that it is reasonable these components to be separated from each other as the involvement of international science (in the section on internationalization) and promotion of student research activities. At this stage, the given task involves the following activities:

- Development and implementation of an incentive mechanism for involvement of students and international science in research activities

Incitement of the involvement of students and international science in research activities is carried out through international conferences and also, the journal of medical students has been established: BIOMEDICAL AND CORE CLINICAL RESEARCH PRACTICE, in which the best articles submitted by students are published.

- Implementation and popularization of the project "Best Researcher Student"

It should be noted that the mentioned task was in the phase of implementation by the monitoring period. The best researcher student was identified last year, on December 25.

5. Development of research activities in the field of medicine

The Faculty of Medicine is one of the leading faculties of the European University. Accordingly, the development of scientific research work in this field is of particular importance in order the University to be able to achieve its goals declared by the mission, in terms of developing and implementing programs at all three levels of education.

The mentioned task includes the following activities:

- Establishment of a medical journal and obtaining ratings

In accordance with the information submitted by the Faculty of Medicine, by the end of the reporting period working on the cover, as well as in terms of becoming fully staffed of the editorial board and finding pieces of work was underway.

- Assessment of research potential in the field of medicine and identification of priority areas

During the reporting period, a competition was announced and two research projects were funded. Though, the faculty has not defined specific research priorities, which can be considered as one of the obstacles in terms of the development of research activities in this field.

- Initiation of applied scientific research activities in accordance with the defined priorities

The lack of specific priorities also hinders the implementation of the mentioned activity, although according to the information provided by the Faculty of Medicine in the monitoring process, such a presumable field would be technologies.

- Obtaining internal funding for research activities

During the reporting period, 2 projects received internal funding: "Complex study of intravascular and vascular factors to determine blood flow in young people", budget 20 000 GEL, duration 12 months, project manager Maia Mantskava.

Treatment of dry throat after chemotherapy in cancer patients with the medicine Isla Mint.” Budget 13 900 GEL. Duration 6 months, Tinatin Gognadze and Shorena Tsiklauri.

6. Commercialization of scientific research that have been conducted.

The mentioned task includes the following activities:

- Development of a commercialization strategy
- Market research and identifying the demand for scientific research product
- Popularization of existing scientific products for the purpose of commercialization

None of the mentioned activities was implemented during the reporting period. In two cases, the need for a multidisciplinary approach and workshops were named by the Center for the

Promotion of Scientific Research, and in the third case – non-existence of a scientific product.

This indicates that the university should first and foremost focus on strengthening the existing scientific potential and increasing the number of research products. Therefore, it is desirable to start the commercialization process since 2021. Before that, the university shall gradually get prepared for creation of a commercially interesting research product. This, in turn requires the writing of a commercialization strategy and market research in parallel with the enhancement of scientific potential, providing revision of existing approaches. First of all, it is desirable the analytical potential of the University to be strengthened and be included in the Action Plan of 2020.

7. Adapting the knowledge accumulated as a result of the research to the learning programs and processes

The mentioned task includes the following activities:

- Integration of the knowledge, accumulated as a result of researches, into the syllabus of university educational programs
- Sharing the knowledge, gained as a result of researches, for educational - scientific and practical circles in order to integrate into their activities.

None of the mentioned activities was implemented during the reporting period. Therefore, it is advisable not only to research products, but also those ones, (scientific articles) created as a result of scientific activities to be incorporated in the syllabuses according to the programs.

The following information is provided by the Research Support Center regarding the first activity: “Only one result of the study has been concluded so far, however, Professor Irene Sakhelashvili discontinues contact with European University. The study confirmed that foreign students, especially male ones, of the Faculty of Medicine are at high risk of developing sleep problems and psycho-behavioral disorders. The presented study is a pilot and it is planned to be extended, to cover a wider target group. The evidences suggest that it is necessary to plan activities, related to stress management and prevention at universities, especially in higher education institutions focused on international students.

8. Assessing the research potential of the University and defining new scientific-research priority fields

The self-assessment, carried out by the academic and invited personnel, was presented as an indicator for the assessment of the research potential, however, the analysis of the mentioned self-assessment, the identified fields and the profiles provided by the action plan were not presented. Based on the above, the task can be considered partially completed.

Development of student services and environment

Development of student environment and services is one of the important components of the strategic development of the University, as it involves not only the improvement of student services, but also to instill respect for the values on which the European University is based on.

The mentioned task includes the following activities:

1. Promoting student development as an active member of a democratic society

The given task combines a number of activities aimed at instilling high civic responsibility and respect in students towards Universal, European and Democratic values. The activities are described as follows:

- Forming a platform for student blogs

The mentioned activity was not possible to be carried out during the reporting period, which was probably due to the low interest of students in the activity. Therefore, it is advisable to make more efforts in this field in the next reporting period.

- Stimulating student involvement in social responsibility projects

During the reporting period, the students of the European University participated in USAID Debates on ecology and environmental issues. This also corresponds to the environmental part of the social responsibility application of the University.

- Implementation of awareness-raising activities about their rights and responsibilities by students in target groups (persons with disabilities, patients, socially vulnerable, etc.)

The mentioned activity was not possible to be carried out during the reporting period, which was probably due to the low interest of students in the activity. Therefore, it is advisable to make more efforts in this field in the next reporting period.

- Implementation of the project "Calendar of World Days"

This activity has successfully been carried out during the current reporting period.

2. Development of information services

The mentioned task includes the following activities:

- Development of a unified strategy for communicating with students at faculties
Within the mentioned activity during the reporting period:

1. Welcome event was held for Georgian students
2. Welcome event was held for foreign students
3. Excursion Borjomi-Akhaltzikhe was organized.
4. Georgian and foreign students participated in the Diwali Festival
5. The European University co-organized the Diwali Festival
6. A vegetarian food festival was held at the university.

In addition, the Student and Alumni Service Center actively informs students about the events planned at the university.

- Introduction of the Institute of Communicators in groups at the Faculty of Medicine

The activity has successfully been carried out.

3. Support students in career development

It should be noted that the average employment rate of European University students really leaves a lot to be desired, therefore, in this field special emphasis is laid on promoting students' career development.

The task includes the following activities:

- Determining the needs for students / graduates career development

An obstacle in this field is the low level of student engagement in the process.

- Increase the competency of career readiness for students / graduates through workshops, masterclasses, trainings and seminars

During the reporting period, students, with the support of the University, participated in the employment forum, they also took various masterclasses and training courses.

During the reporting period, about 150 students were provided with counseling services. The center assisted them in making the resume, in addition, with the help of the center students / graduates contacted the employer and had an interview.

- Establish effective communication with employers

More than 700 vacancies have been declared during the reporting period under this activity. Up to 50 students are employed. About 150 students had an interview with the employer.

- Facilitate the involvement of employers in the process of updating university educational programs

Meetings (Business Meals) were held with the employers of the following educational programs: Informatics, Law, International Relations, Dentistry, Business Administration.

During the meeting, the University introduced the goals and curriculum of the educational program to the potential employers and listened to their recommendations. Potential Employers filled in Program Evaluation Questionnaires.

- Setting up a system for getting the feedback from employers regarding the employed students and graduates.

Work in this field is underway, as successful implementation of the activity also depends on the decision of the employer.

- Establish effective communication with students / graduates

By the end of the reporting period, the University has the following communication platforms: e-mail databases, SMS notifications, closed social network groups, training base.

- Modernization and systematization of databases

The process is routine and is going on in continuing regime.

4. Ensuring a varied and exciting student life

This task contains a combination of student sports, cultural and creative activities. It is noteworthy that every activity, which was the subject of the students' interest is being successfully implemented and the Student and Alumni Service Center absolutely copes with this task.

5. Development of student environment and spaces

It involves the following activities:

- Arranging comfortable work spaces, rest areas, entertainment spaces for students and adapting the environment

Work is underway in this field. It is planned to expand the library, also to take the cafeteria outside of the university.