

Free Academy of Tbilisi



Monitoring Report on the Implementation of the Action Plan Goals, Objectives and Related Activities

2023





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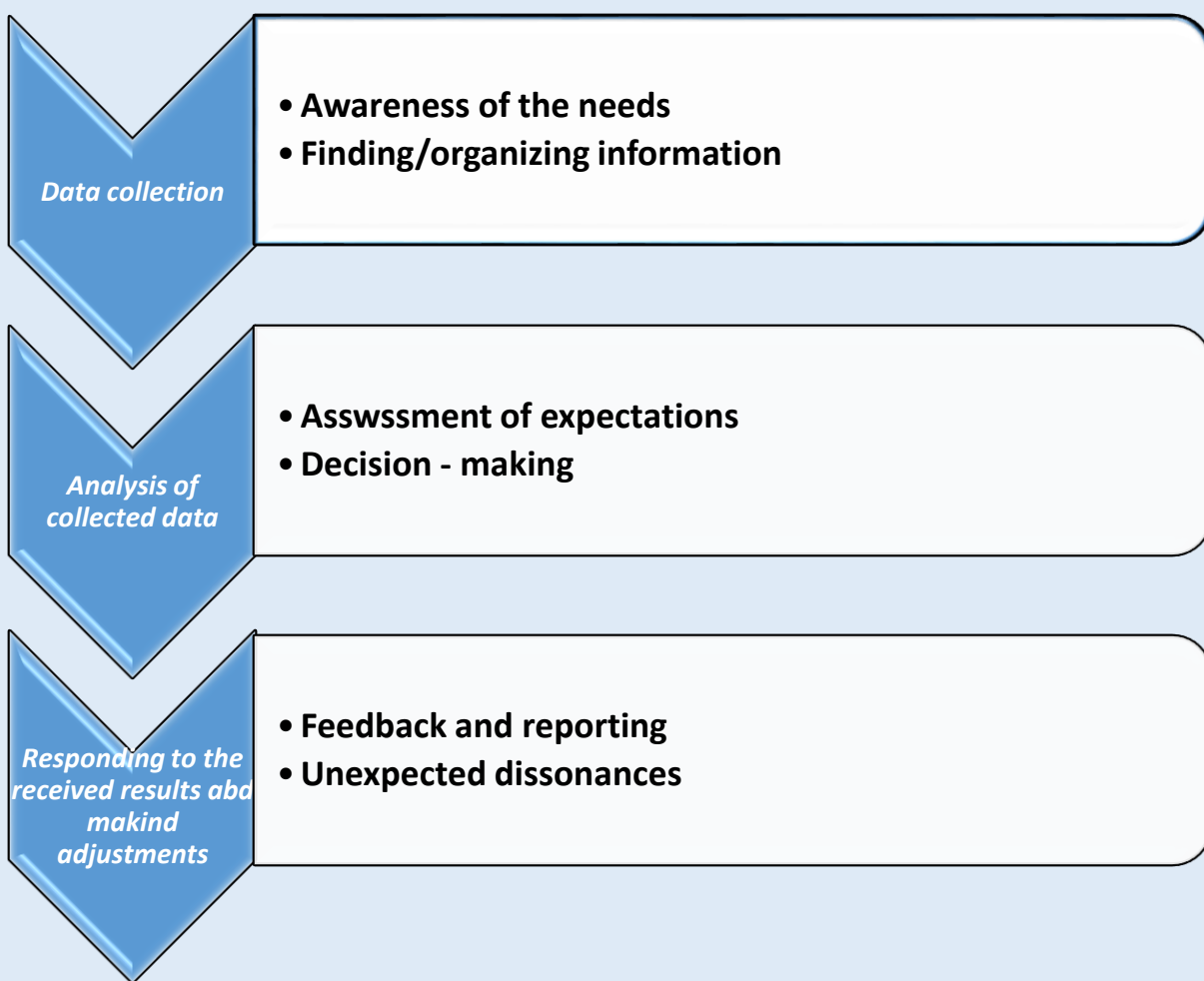
Purpose of the document

Monitoring and evaluation of the activity of the higher educational institution is an unconditional mechanism for determining the effectiveness, efficiency and relevance of the implementation of the strategic plan. It provides reliable and useful information about the activity of the institution, accurate identification of strengths and areas for improvement, and preparation of appropriate recommendations for further development and improvement of the activity. The data obtained as a result of monitoring helps the institution to evaluate the Key Performance Indicators and to clearly see how well a separate structural unit or its representative copes with the responsibilities assigned to it by the strategic action plan, what needs to be changed/improved for the further improvement of relevant activities.

The purpose of this document is to monitor the performance of the activities provided for in the action plan and the results achieved by the structural units and responsible persons in order to effectively implement the strategic process in the Free Academy of Tbilisi (hereinafter referred to as "the Academy"), to identify shortcomings and gaps and to plan appropriate responses to them, and to evaluate the quality of performance for the reporting period of 2023.



Description of the monitoring process





The monitoring of mechanisms for the implementation of strategic and action plans developed in the Academy is a systematic and disciplined process. The monitoring mechanisms are adjusted to the specifics of the activities determined by the strategic and action plans and, accordingly, include monitoring implementation deadlines, monitoring methods, obligations of the parties in the process of information request and delivery, and possible forms of response to monitoring results.

The strategic development plan of the Academy for the current reporting period outlined the following goals:

- Development and implementation of quality assurance system;
- Optimization, development and implementation of educational programmes;
- Planning of the students' contingent, their attraction and provision of continuous support;
- Implementation of internationalization policy and research support;
- Improvement of material and informational resources.

The monitoring and evaluation process was carried out in three interrelated stages. In particular:

Data collection - during the monitoring period, the structural units responsible for the tasks described in the action plan were instructed to check the performance of the activities to be carried out by them, evaluate them, identify gaps and provide them to the quality management service.

Analysis of the collected data - the analysis of the collected information was carried out in relation to the relevant indicator.

Response to the received results - the advice given by the monitoring group of the action plan and the corresponding recommendations are considered by the relevant structural units of the Academy in order to respond to.



Adjustment stage of strategic and action plans - to the extent that the ultimate goal of monitoring the action plan is to achieve the goals set in the plan, in some cases it is necessary to make changes in tasks, activities, deadlines, resources or the section of the responsible person. In which of the listed sections the necessary change will be entered depends on the causes of the problem.

The modified strategic plan will be submitted to the Senate of the Academy for approval.



Monitoring of strategic goals and objectives

Goal N1. Development and implementation of quality assurance system

Task 1.1. Improving the quality of institutional development

In the current reporting period:

- The strategic and action plans of the Free Academy of Tbilisi were modified, the target marks were defined. In particular, for each task given in the action plan of the Academy, a specific target benchmark was defined, which made it possible to evaluate/measure the level of performance of the activities and indicators defined by the action plan;
- A new action plan performance evaluation form was developed (attached to this document - a monitoring report on the implementation of the goals, objectives and relevant activities of the action plan), which helps to measure the indicators and activities provided for in the strategic plan;
- The Credit Recognition Rule was developed and approved, which regulates principles of determining the compatibility of credits accumulated within the framework of other educational programs and determining the relevance of educational programs of a person wishing mobility/internal mobility, or to restore student status, as well as the recognition of education received abroad and the admission and enrollment of foreign citizens or stateless persons;
- Learning process regulation rule of the academic was modified, as a result of which the involvement of the quality management service in the mobility process was ensured, in particular, participation in determining the relevance of educational programs;
- The labor market research standard was developed and approved, which ensures the methodological consistency of the research and includes the procedures for defining research goals and objectives, planning, implementation, analysis and conclusion preparation;



- As a result of the research analysis, the identified needs were reflected in the action and strategic development plans of the respective years;
- The survey tools have been refined, which will facilitate critical analysis of research findings;
- The rule of management of the Academy's personnel was modified and approved with a new edition;
- The Provision of the Academy was modified and approved with a new edition;
- The Provision of the Senate was modified and approved with a new edition;
- The mechanisms for evaluating the learning outcomes of educational programs were modified and approved with a new edition;
- E-learning rules and e-learning quality management mechanisms were modified and approved with a new edition;
- A study was conducted to identify the needs of administration employees and a training plan was developed;
- A survey was conducted to ensure the professional qualification of academic/invited staff; Trainings and meetings were held to improve the professional qualifications of the staff.

Task 1.2. Ensuring the effectiveness of internal quality assurance mechanisms

- The Quality Management Service Provision Quality Management Mechanisms and the Rule of Evaluation Effectiveness of the Free Academy of Tbilisi were modified and approved with a new edition;
- The business continuity management mechanisms and quality management policy of the Free Academy of Tbilisi was modified and approved with a new edition;
- Effective steps have been taken to improve quality processes, strengthen the quality assurance function and establish a quality culture;
- The legal document of the Free Academy of Tbilisi - "Mechanisms for monitoring the effectiveness of management and evaluation system" was updated. Optimization of management efficiency assessment mechanisms was carried out;



- Evaluation of the quality of educational and scientific-research work of the Academy, professional development of personnel, promotion of raising the quality of teaching and research and monitoring of the effectiveness of management was carried out;
- The methodology for conducting satisfaction survey of the Free Academy of Tbilisi was developed and approved. The document is a guide to the evaluation and satisfaction surveys of processes and educational programs. The document details various types of satisfaction surveys, responsible persons, survey instruments, survey administration procedures, survey results analysis and stages of dissemination;
- In order to deeply and critically analyze the obtained results and assess the needs, questionnaires were formed with a new edition;
- The Quality Management Service conducted a satisfaction survey of academic, visiting, administrative and support staff, students, alumni and employers;
- Based on the analysis of the qualitative research results, the quality management service developed recommendations for the further improvement of educational-scientific activities, educational programs, educational process, human, library and material-technical resources, student support measures.

Task 1.3. Adherence to the principles of ethics and integrity

- Meetings of various formats and content were held in order to increase knowledge about the mechanisms for protecting the rights of students and staff, principles of ethics and integrity;
- Trainings were held to introduce the uniform citation rules, identify and eliminate plagiarism cases, and share international experience;
- The works of students and academic staff were checked by plagiarism detection program; The document "Remuneration rules for the hourly workload of affiliated academic/academic and invited staff, undergraduate thesis and practice supervision" was developed and approved.

Goal N2. Optimization, development and implementation of educational programmes



Task 2.1. Improvement/modification of academic educational programs

In the current reporting period:

- In order to assess the competitive advantage, realistic analysis and maximum optimization of processes, the Free Academy of Tbilisi conducted a study of successful experiences of competitors, evaluation and sharing of their best practices through Benchmarking;
- Evaluation of educational programs by both students and graduates was carried out;
- Evaluation of Academy services by students was carried out;
- Evaluation of lecturers and each study course determined by the curriculum of educational programs in the current semesters was carried out by the student;
- The needs identified based on the analysis of the research results were reflected in the programs and the syllabi of the relevant courses;
- In programs and syllabi of relevant courses, measurable and evaluable learning outcomes were formulated and adjusted to the framework of national qualifications;
- An evaluation of educational programs and syllabi was carried out with the involvement of stakeholders.

Task 2.2. Implementation of new educational programs

- New academic educational program/programs were identified and planned;
- The Academy has conducted research on the employment market for educational programs and best practices were shared;
- An analysis of the competitive environment was carried out and the place of the Academy in relation to its competitors was identified;
- An academic competition was held for the purpose of recruiting academic staff for education program in law;
- An academic competition was held for the purpose of recruiting academic staff for the English-language educational program of business administration;
- An academic competition was held for the purpose of recruiting academic staff for the business administration master's educational programme;



- An academic competition was held for the purpose of recruiting academic staff for the teacher training educational program;
- An academic competition was held for the purpose of recruiting academic staff for Educational Programme of Preparation in Georgian Language;
- The development group of the English-language undergraduate educational program of business administration was created and the involvement of interested persons in the process of developing the program was ensured;
- The development group of the business administration master's educational program was created and the involvement of interested persons in the process of developing the program was ensured;
- The Magistracy Provision was developed and approved;
- An analysis of the labor market and employers' requirements was carried out, on the basis of which an English-language undergraduate educational program of business administration was developed;
- Involvement of interested parties in the process of planning, elaboration and development of educational programs was ensured;
- The mentioned program/programs were approved by the Senate of the Academy.

Task 2.3. Ensuring accreditation of educational programs

- During the reporting period, a self-evaluation report of the English-language undergraduate educational program of business administration was prepared for submission to the accreditation experts and the Council for the Accreditation of Higher Education Programs;
- Accreditation of undergraduate law education program was secured.

Goal N3. Planning of the contingent of students, their attraction and provision of continuous support

Task 3.1. Development of a flexible policy of student involvement and awareness in the educational space;

In the current reporting period:



- The mechanisms for protecting the rights and legal interests the students were modified and approved with a new edition;
- The Provision of the Student/Alumni Assistance and Career Development Center was modified and approved with a new edition;
- Career support services (employment forums, workshops, thematic conferences, trainings, workshops, individual counseling for students, etc.) were conducted by the Student/Alumni Assistance and Career Development Center.
- Internship and practice programs were implemented;
- The head of the Student/Alumni Assistance and Career Development Center cooperated with employers - students were offered vacancies in various companies and organizations;
- The center identified potential employers and activated mutually beneficial communication with employers;
- The Provision of students self-government of the Free Academy of Tbilisi was modified and approved with a new edition;
- The elections of the independent body operating within the academy, student self-government were held;
- The Student Self-Government Council nominated students to the governing bodies of the Academy for the purpose of student involvement, awareness and representation, and protection of their interests in the educational space;
- Evaluation of educational programs by both students and graduates was carried out;
- Students evaluated the services of the academy;
- Evaluation of lecturers and each study course determined by the curriculum of educational programs in the current semesters was carried out by the student.

Task 3.2. Expansion of student support measures

- Counseling meetings were held based on the student's needs;
- Meetings and trainings were held to plan the learning process and improve academic achievement;
- The Academy implemented support measures for socially vulnerable students;



- An internal grant was allocated to the students of the Free Academy of Tbilisi based on the order of the rector;
- Research of graduates and analysis of research results was carried out in order to ensure an increase in the employment rate;

During the reporting period, flexible and preferential conditions for the payment of tuition fees were in effect.

Task 3.3. Promotion of students' activities, both cognitively and intellectually

- During the reporting period, extra-curriculum events and informational meetings were held:
 - ✓ Meeting with a psychoconsultant "Psychoconsultation and psychotherapy in the 21st century"
 - ✓ Training "Ontological foundations of sense-oriented life (on the example of Viktor Frankl's life and work)"
 - ✓ Training "Remote access to international bases"
 - ✓ "General Course of Intellectual Property";
 - ✓ Information meeting "Automatic system of exams (ExamJet)";
 - ✓ Training "Anti-plagiarism control mechanisms, raising awareness of plagiarism detection and prevention".
 - ✓ Training "Development of quality culture";
 - ✓ Workshop "Determining the potential of starting entrepreneurship from a gender perspective";
 - ✓ Presentation of the academic staff's book "Prophetism and enigma in the parabolic-poetic narrative of Zviad Gamsakhurdia";
 - ✓ Training "Personal emotional burnout and stress management";
 - ✓ Southeast Asia Development Symposium;
 - ✓ Coffee with professor;
 - ✓ Training "Academic Paper Performance Style";
 - ✓ Public lecture "Feminism in the 21st century";



- ✓ Free Academy of Tbilisi signed an agreement with "Stadidrom" LLC - the automated system of exams (ExamJet), through which the exam process was implemented to ensure compliance with the principles of transparency, objectivity and good faith;
- In order to promote development and other creative activities, various types of meetings were regularly held in the academy during the reporting period with the involvement of students, academic and invited staff and other interested parties;
- Extra-curricular activities, trainings, workshops, etc. of various forms and contents were conducted for the purpose of continuing education and raising knowledge;
- Financial support for student initiatives is provided;
- Trainings were held in order to familiarize with the uniform rule of citation and to share international experience;
- In order to increase the involvement of students in the activities of HEI, students are involved in permanent or one-time created councils and groups of the Academy.

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- ✓ In the Senate of the Academy;
- ✓ In school councils;
- ✓ In the program planning, elaboration and development group;
- ✓ In groups working on self-evaluation, etc.

Goal N4. Implementation of internationalization policy and research support

Task 4.1. Sharing and implementation of international experience

In the current reporting period:

- The Provision of the International Relations Service was modified and approved with a new edition;
- Mechanisms for implementation of internationalization policy, support and implementation of international cooperation were developed;
- In order to share and implement best practices, memorandums of cooperation were signed with new strategic partners;



- ✓ WSG University – University of Economy in Bydgoszcz (Poland);
- ✓ Diorama Eduversity (India);
- ✓ Jinka University (JKU) (Ethiopia);
- ✓ Royal Victorian University of Armenia (Armenia);
- ✓ Bharatiya Engineering Science and Technology Innovation University (India);
- ✓ National Bureau of Forensic Expertise named after Levan Samkharauli;
- ✓ Legal company "Georgian Law Firm";

Schools:

- ✓ Public school of Suldi village of Akhalkalaki municipality;
- ✓ Tbilisi 106th Public School named after Zurab Yarajuli of;
- ✓ Public school N2 of Lentekhi township of LSI;
- ✓ Higher School of Foreign Languages LLC "Nino";
- ✓ Benari village public school of Adigeni Municipality
- ✓ Public school of village Dadesh of Akhalkalaki Municipality;
- ✓ Rustavi N24 Georgian Gymnasium named after Ivane Javakhishvili;
- ✓ Tbilisi N141 public school;
- ✓ Nardevani village public school of Tsalki municipality;
- ✓ Public school of the Nafichkhovo community;
- ✓ Public school of the village of Machati;
- ✓ Public School N1 of Sabirkend;
- ✓ Public school of Kvemo Khodasheni village of Kaspi municipality;
- ✓ Obuji N1 Public School;
- ✓ Tbilisi private school "Archimede";
- ✓ School "Olympia" LLC
- ✓ Public school of the village of Irganchai, Dmanisi region;
- ✓ N1 public school of Geguti named after King Tamar;
- ✓ N1 public school of Ambrolauri;
- ✓ Vale N4 Public School;
- ✓ Saimerlo village public school of Marneuli Municipality;



- ✓ Public school of Diliski village of Akhalkalaki Municipality;
- ✓ Public school of village Martun of Akhalkalaki municipality;
- ✓ The first secondary school of the village of Zemo Kedi, Dedoplistskaro region;
- ✓ Public School No. 40;
- ✓ Public School No. 133;
- ✓ Private school "Binuli";
- Partnership relations with various foreign universities were deepened;

Task 4.2. Implementation of international cooperation mechanisms

- In terms of increasing internationalization, relations with partner universities were strengthened;
- The international expert became an advisor of the Academy;
- The regular XXIV international scientific conference was held, the organizers and participants of which were partner universities of both local and foreign countries;
- Conference materials were printed and published in the Academy's annual refereed magazine "Akademlab";
- Members of the Academy's administration and academic staff participated online in the Southeast Asia Development Symposium (Indonesia);

Task 4.3. A system of evaluation and analysis of scientific productivity of academic and guest personnel, support of the research component

- Trainings were held in order to familiarize with the uniform citation rules and to share international experience, in particular, the preparation of scientific publications for international impact-factor journals;
- Qualification courses were held for academic/visiting staff and representatives of administrative units;
- Academy staff participated in various international projects;



- The staff of the Academy carried out various research and scientific activities, in particular, articles were published in local and international journals, textbooks, monographs, etc. were published and printed.
- The mechanisms of staff attraction, selection, employment and professional development were optimized;
- Staff assessment was carried out and appropriate response was made;

Goal N5. Improvement of material and informational resources

Task 5.1. Expansion of the material - technical base;

In the current reporting period:

- Financial management and control standard of Tbilisi Free Academy was modified and approved;
- The regulation of the Academy's financial and material resources service was modified and approved;
- The provision of the register and information technology service was modified and approved;
- Based on last year's budget analysis, the budget of the Free Academy of Tbilisi was developed and approved;
- The material and technical base of the Academy was updated;
- Repair works were carried out to improve the material and technical base;
- The Academy's official website was optimized;
- Social networks (Facebook, Instagram, LinkedIn, Twitter, Youtube) were modernized;
- Technical equipment (computers, projectors) were updated;
- Optimization of the case management system was carried out;

Task 5.2. Update/development of library resources

- Free Academy of Tbilisi Library Provision was modified and approved;
- During the reporting period, the library fund was filled with the latest literature, scientific periodicals;



- The agreement with Georgian Library Association was renewed to ensure the use of international databases;
- The agreement regarding the use of the plagiarism detection program (Turnitin) was renewed;
- A number of orientation and information meetings were held.

Task 5.3. Update/development of information technologies

- In order to improve information resources, hosting, and domain addresses were updated;
- The official website and social pages of the Academy were updated;
- The electronic case management system was expanded and updated;
- The student base was optimized.



Evaluation

The objective and participatory process of monitoring and evaluation ensured that each responsible structural unit was properly motivated and focused on monitoring, evaluating and responding to the activities to be carried out by them. The structural units of the Academy, despite minor shortcomings, have shown high flexibility and a high degree of adaptability to the changing environment.

As a result of the implemented monitoring, it can be concluded that the structural units of the Free Academy of Tbilisi successfully coped with the tasks outlined in the action plan. The largest part of the tasks has been fully completed, and the work on a part is continuous in time. However, at the same time, directions that require optimization have been identified.

Strategic action plan monitoring is an evaluation of the strategic plan implementation process and performed activities, an in-depth analysis of the situation or problem identified by monitoring. Monitoring and evaluation also includes the feedback stage, which means taking into account the recommendations developed on the basis of the monitoring report in the action plan for the following years. This will be the best way to implement the strategic plan as well as to formulate future strategic planning based on past experiences.



Recommendations

Recommendation 1 - Submit the master's program for accreditation;

Recommendation 2 - In accordance with the addition of the Master's program/programs, appropriate effective steps should be taken to increase the specified quota of students;

Recommendation 3 - Make appropriate changes in the structure of the academy;

Recommendation 4 - Develop new undergraduate educational programs based on labor market analysis;

Recommendation 5 - Based on the analysis of the labor market, new English-language educational programs should be developed;

Recommendation 6 - Implement a joint research project with a partner foreign university;

Recommendation 7 - Academy should to join the Erasmus+ program;

Recommendation 8 - Improve services for students;

Recommendation 9 -

Recommendation 10 - Continue the process of mutual cooperation with partner universities to deepen internationalization;

Recommendation 11 - Permanently carry out career support activities;

Recommendation 12 - Carry out road arrangement works adjacent to the administrative building of the Academy;



Recommendation 13 - Expand the recreational zone adjacent to the administrative building of the Academy;

Recommendation 14 - Expand the material and technical resources of the Academy.



Evaluation of the action plan implementation



Tasks	Activities	Completed	Mostly completed	Partly completed	Not completed	Result Description
1.1. Improving the quality of institutional development	1.1.1.		✓			The organizational structure of the Academy was renewed; The strategic plan was modified.
	1.1.2.	✓				A media package was prepared and a visit to television was made; A visit was made to radio broadcasting; A PR campaign was implemented in schools; Advertising materials for public (billboards, booklets, information panels, advertising photos) were produced.
	1.1.3.	✓				The brand book was updated; Meetings with partners were held; Promotion actions were held; The Academy was awarded by the Business Ratings Union and the Swiss Rating Association.
	1.1.4.	✓				Measures aimed at raising qualifications were carried out.



	1.1.5.		✓			Institutional benchmarking was carried out.
	1.1.6.	✓				Annual evaluation of administrative/academic/visiting staff was carried out.
1.2. Ensuring the effectiveness of internal quality assurance mechanisms	1.2.1.	✓				A number of meetings were held in order to raise the quality culture; Sustainability of corporate ethics and corporate culture was ensured.
	1.2.2.	✓				Surveys have been conducted and responses have been implemented.
1.3. Adherence to the principles of ethics and integrity	1.3.1.	✓				A new examination platform was purchased; The agreement on the use of the plagiarism detection program - "Turnitin" was renewed.
	1.3.2.	✓				Awareness about the protection of the principles of academic freedom has been raised.



	1.3.3.	✓				Trainings were held in order to raise awareness of plagiarism; Academic papers were checked for plagiarism.
2.1. Improvement/modification of academic educational programs	2.1.1.	✓				Educational programs were modified.
	2.1.2.	✓				Syllabus of of educational programs' courses were modified.
	2.1.3.	✓				Labor market analysis was conducted; Educational programs were updated in accordance with the requirements of the labor market.
	2.1.4.	✓				Programme benchmarking was carried out.
	2.1.5.	✓				The results of the survey were implemented in the educational programs.



	2.1.6.	✓				Direct and indirect assessments were considered in educational programs.
2.2. Implementation of new educational programs	2.2.1.	✓				Labor market analysis was carried out; The analysis of labor market results was taken into account in educational programs.
	2.2.2.	✓				The undergraduate education program in law was awarded accreditation.
	2.2.3.	✓				An English-language undergraduate educational program package of business administration was prepared.
	2.2.4.				✓	Business Administrations master program was prepared.
	2.2.5.				✓	Master program in psychology is under preparation.
	2.2.6.				✓	Master program in law is under preparation.
2.3. Ensuring accreditation of educational programs	2.3.1.	✓				The application for accreditation has been submitted to the National Center for



						Educational Quality Enhancement, the program has been accredited.
	2.3.2.	✓				Recommendations and advice have been responded to in educational programs.
	2.3.3.	✓				Reports on educational programs have been submitted to the National Center for Educational Quality Enhancement.
3.1. Development of a flexible policy of student involvement and awareness in the educational space	3.1.1.	✓				The official website of the Academy was updated; The Academy's social pages have been updated.
	3.1.2.	✓				The student electronic base has been expanded and new options have been added.
	3.1.3.		✓			The technical support of electronic resources expanded.
	3.1.4.	✓				The rate of students' awareness has increased.



3.2. Expansion of student support measures	3.2.1.	✓				Student Support Services expanded; Information meetings were held with students.
	3.2.2.	✓				Support for socially vulnerable students was implemented.
3.3. Promotion of students' activities, both cognitively and intellectually	3.3.1.	✓				Student initiatives were supported (outdoor events, trainings, projects, charity events).
	3.3.2.	✓				Extracurricular activities were carried out.
	3.3.3.	✓				Employment forums were held; Thematic meetings with employers were held; The base of employers has expanded.
	3.3.4.	✓				An international scientific conference was held. A joint research project was carried out.
4.1. Sharing and implementation of international experience	4.1.1.	✓				Memorandums of mutual cooperation were signed; The 24th international scientific conference



						was held.
	4.1.2.	✓				An international scientific conference was held.
4.2.Implementation of international cooperation mechanisms	4.2.1.		✓			Memoranda of cooperation with international partners were signed.
	4.2.2.	✓				An agreement was signed with an international expert.
4.3. A system of evaluation and analysis of scientific productivity of academic and guest personnel, support of the research component	4.3.1.	✓				Assessment of academic staff's scientific productivity was carried out; The journal of the Academy has become refereed.
5.1. Expansion of the material - technical base	5.1.1.	✓				The infrastructure of the academy was renewed; The material and technical base of the academy was expanded and modernized.
	5.1.2.	✓				Cooling systems were installed in the auditoriums.



5.2. Update/development of library resources;	5.2.1.	✓				The infrastructure and material-technical base of the library was updated and student spaces were organized; The book fund of the Academy library was filled with the latest literature.
	5.2.2.	✓				Remote access to scientific bases was provided; Licensed software was provided.
	5.2.3.	✓				The manuals were processed in accordance with modern standards.
	5.2.4.	✓				Orientation and information meetings were held to raise awareness.
	5.2.5.			✓		The library fund was partially digitized.
5.3. Update/development of information technologies	5.3.1.	✓				The technical equipment of the Academy was updated.