

International Teaching University of Management and Communication
“ALTERBRIDGE”

**Monitoring Mechanisms for Implementation of
Strategic Development and Action Plans**

Reviewed by Academic Board, Minutes №3, 16/03/19

Approved by the Rector's order №b/1-01/07 of 22/02/2019

1. Monitoring and assessment of the activities of the Teaching University is systemic and disciplined process of determining effectiveness, efficiency and quality, influence scope and relevance of the strategic plan of the Teaching University. It assures obtaining reliable and useful information on university activities. It facilitates the proper motivation and attention concentration of all interested parties in order to achieve the goals that are important for improving the University's activities and further development

2. The assessment of the Teaching University's activities aims at:

Improving the strategic plan implementation quality and also improvement of future strategic planning quality considering past experience, ensuring accountability of the Teaching University management to the University Community as well as the wider society. The assessment is a systematic and objective assessment of the strategic plan implementation process and its influence.

3. The assessment of the activities of the Teaching University will be focused on the following key issues:

Relevance: Are the strategic goals and priorities of University still relevant to the current requirements and problems?

Efficiency: How much does the strategic plan ensure achieving the goals set? Which facilitating and interrupting factors influence the achievement of the desired result?

Effectiveness: Is the strategic plan implemented in a timely and favorable manner?

Influence: Which changes have the implementation of a strategic plan resulted in?

4. Quality Management Office ensures monitoring of implementation of Strategic Development and Action Plans.

5. Monitoring aims at timely adaptation to environmental changes, avoiding accumulation of defects, and eliminating ongoing organizational problems.

6. Monitoring involves quantitative as well as qualitative indicators of assessment, through which by obtaining information about the actual situation from the responsible structural unit, periodically – once in the semester or once a year - level of achievement of strategic goals is determined.

7. The responsible structural unit will present information to the Quality Management Office as a special report (see form in annex #4).

8. The assessment is done through comparison of the target benchmark to the current situation benchmark using form S1 (see form in annex 1). The margin of error observed in the comparison process is described in percentages. The permissible level of deviation from

the target benchmark for each goal is 10%. The Teaching University maintains the status quo situation if the difference does not exceed 10%. Otherwise, the Teaching University takes appropriate measures. Evaluation form S2 (annex 2) is used for evaluation (b), (c) and (d) stages and evaluation form S3 (annex 3) – for (e) stage. The assessment of achievement of strategic goals is conducted once a year.

9. The monitoring and results response system consists of the following stages:

- 1) Checking organizational readiness;
- 2) Selecting key indicators;
- 3) Studying the current situation according to the selected indicators;;
- 4) Planning and implementation of monitoring and assessment;
- 5) Submitting a report on monitoring and assessment;
- 6) Feedback.

Stage A: Responsible structural units submit a detailed written report (annex #4) to the Quality Management Office within the established terms;

Stage B: Quality Management Office converts received information into target benchmark, carries out the inter-comparison analysis and determines the need of identifying the amendment; (annex 2)

Stage C: In case of non-performance, partial performance and / or violation of term of the activities undertaken by the Strategic Development and Action Plans, makes the relevant analysis to identify the causes of delay and elaborate the combination of the measures to be taken; (annex 3)

Stage D: Quality Management Office annually submits to the rector of the Teaching University a report on performance of activities envisaged by Strategic Development and Action Plans;

Stage E: The Rector of the Teaching University together with the relevant structural units determines the response measures and issues the relevant decrees for structural units. The response form may be an adequate correction of the existing strategic plan taking into account the changed circumstances.

The monitoring and assessment will result in:

- ♦ Strategic plan correction;
- ♦ Elimination of current obstacles;
- ♦ Considering the conclusions in the future strategic planning process.

Annex 1:

| Form S1: Target Benchmark of Evaluation Indicator | | | |
|---|---|----------------|-----------------|
| Evaluation Indicator | Description of Target Benchmark of Evaluation Indicator | Measuring unit | Target quantity |

| | | | |
|----|--|--|--|
| 1. | | | |
| 2. | | | |

Annex 2.

| Form S2: Intercomparison analysis | | | |
|---|------------------|--------|--------------------------|
| Strategic goal / activity to be carried out | target benchmark | | Deviation Percentage (%) |
| | planned | Actual | |
| 1. | | | |
| 2. | | | |

Annex 3.

| Form S3: Response | |
|---|--|
| Strategic goal / activity to be carried out | |
| Rate of deviation percentage: | |
| Analyze in details what caused the error? | |
| 1. | |
| 2. | |
| Describe the causes of error | |
| 1. | |
| 2. | |
| Establish Response Mechanisms / Operational Activities to be carried out by indicating Specific terms | |
| 1. | |

2.

Annex 4.

| Form R1: Annual / quarterly report of structural unit |
|---|
| Strategic goal / activity to be carried out |
| 1. Describe in details the results that should have got according to the strategic / action plan for the moment |
| |
| 2. Describe in details the results that you have already got at this moment |
| |
| 3. Make self-evaluation of the carried out activities / how much are you satisfied with the result? |
| |
| 4. What types of problems have you faced in the process of work and to which difficulties or |

challenges is achieving of results linked in the fixed deadlines?

5. In your opinion, how much is the Strategic Plan / Action Plan implementable in the remaining time and what should be done, corrected or improved?