International Teaching University of Management and Communication

ALTERBRIDGE

Quality Assurance Mechanisms

Discussed by Academic Board, Minutes #1 on 20/02/19
Approved by the Rector's order #O/1-01/07 of 22/02/2019

Article 1. General Provisions

1.1.   This document defines the internal and external mechanisms of continuous quality assurance of the Teaching University, the basic principles of conducting the process.

1.2.   The quality assessment of the Teaching University's activity is carried out by Quality Management Office via the assessment instruments and indicators provided in the present document, which are developed in close cooperation with the relevant structural unit of the Teaching University.

1.3.   The results obtained from the quality assurance system shall be taken into consideration by all branches that conduct research and scientific activities.

Article 2. Introduction of Quality Culture

2.1. Quality assurance is a continuous process based on internal and external mechanisms by which quality culture is established and strengthened.

Quality culture is based on the following values:

- ✓ Involvemement and authority of all interested parties;
- ✓ Satisfaction of all interested parties (student, academic and administrative staff, graduate, employer, etc.);
- ✓ Elimination of the identified problems and elaboration of recommendations;
- ✓ Process management according to the principle of team work;

2.2. All units are actively involved in emplementation of internal quality assurance mechanisms in the Teaching University (management, administrative staff, academic and invited staff, students, graduates, potential employers).

2.3. In order to effectively implement internal quality assurance mechanisms, the university provides an appropriate human, information and material resource:

Human resources mean the heads and representatives of all structural units and services in addition to the Quality Management Office; Academic and invited staff and others.

Informational resources include the Teaching University's IT infrastructure (hardware, software, Internet, WIFI, Electronic Learning Management System (ELMS), electronic management systems, which are in line with the Business Continuity Plan of the Teaching University, ensure their effective implementation and they are available for students, academic and administrative staff.

Material resources include material resources in ownership of the Teaching University (immovable and movable property), premises of modern standards, well-equipped auditoriums, conference hall, library, work and student space, medical cabinet, inventory needed for implementation of practical component, adapted environment for persons with special needs. And all these serves\ to realize educational goals of the Teaching University and comply with the requirements of educational programs, carrying out research / creative activities and the planned number of students.

2.4. Quality assurance mechanisms established in the Teaching University ensure the continuous assessment and development of the activities of the Teaching University and aforementioned resources; The Teaching University takes decisions for future activities and effective management based on quality assessment results that are used for further development of the whole institution's activities.

Article 3. Quality assurance internal mechanisms

Quality assurance internal mechanisms are deteined in the different directions of the institution by the Teaching University:

3.1. Strategic and Action Plan monitoring mechanisms and assessment system;

3.2. Management efficiency monitoring mechanisms and assessment system;

3.3. International cooperation and internationalization mechanisms and their efficiency assessment system;

3.4. Efficiency assessment system of quality assurance mechanisms that ensures generating reliable and necessary information using appropriate methods and instruments;

3.5. Facilitation of effective implementation of educational processes;

Existence of educational process assessment system;

3.6. Transparent criteria for assessment of personnel (administrative, support, academic and invited) for which there are questionnaires of staff activity assessment and satisfaction study;

3.7. Mechanisms for monitoring students' academic performance;

3.8. Assessment of the use of material and informational resources, e-services;

3.9. Planning future processes based on the recommendations elaborated on the basis of analysis of the results of the study conducted by the Quality Management Office;

3.10. Mechanisms for assessment and improvement of the educational programs;

3.11. Intense engagement and activity of all interested parties in the elaboration and development of educational programs.

3.12. Methodology for individual curriculum elaboration;

Assessment system of educational programs' learning outcomes;

3.13 Assessment system of survey of graduates regarding career and academic development;

3.14. The assessment and analysis system of research / creative activity quality, scientific productivity of academic personnel;

3.15. Students and academic personnel assessment system created regarding the library's environment, library resources, library staff and the use of international scientific bases;

3.16. Assessment instruments elaborated for studying satisfaction of students, graduates, employers.

Article 4. Basic Principles of Quality Assurance

4.1. Activities of the Quality Management Office are based on the "Plan-Do-Check-Act" **(PDCA)** principle

„**Plan** - according to the Strategic Development Plan of the Teaching University and the present document, Quality Management Office determines the work to be carried out that is reflected in the annual work (action) plan for each academic year.

Do includes preparation stages:

- Determination of checking sequence, determination of the object to be checked / evaluated;
- Determination and elaboration of criteria for adequate assessment of the object to be checked / evaluated;
- Elaboration of the evaluation procedure, form of evaluation and results analysis, determination of competences of assessor(s) according to the assessment object

Check – this process includes the inspection / evaluation process, ensuring providing the necessary information from the appropriate structural units of the Teaching University. The following is checked to determine the compliance with standards:

- Educational programs;
- Educational programs and constituent components;
- The progress and quality of the learning / teaching process;
- Academic / invited personnel;
- Material-technical base used in educational process.

Develop/act

This process includes analysis of data obtained from inspection / evaluation, drawing relevant conclusions, elaboration of recommendations and determining measures to be carried out, preparation of conclusions and recommendations and oral presentation by the Quality Management Office. Considering the fact that the internal assessment is aimed at maintaining

strengths, elimination of weaknesses and gaps and is carried out to assure, improve, develop learning / teaching quality and bring it in compliance with the set standards, in case of revealing shortcomings and failure to meet standards, it will be necessary to take appropriate action and plan and conduct the necessary measures.

4.2   Quality mechanisms are based on following basic values:

a) aspiration towards novelties in the educational and research process;

b) Constant involvement and satisfaction of the interested parties;

c) distribution of functions and teamwork;

d) instant and adequate response to problems;

Article 5. Evaluation of the academic and invited personnel activities

5.1 The activities of the academic and invited personnel of the Teaching University is evaluated at the end of each semester and annually. In the course of the study process, the attendance on the lectures is carried out by the random system.

5.2. The activity of the Teaching University is evaluated by surveying student. The Quality Management Office also checks the use of ELMS (electronic learning management system) by academic and invited academic staff for communication with students and timely notification of teaching results.

5.3. The scientific-research activity of academic personnel is subject to annual assessment. It confirms their motivation in direction of the personal or professional growth and strategic development of the Teaching University.

5.4. In order to increase research and creative potential, the Teaching University has developed evaluation mechanisms for educational-research and administrative direction, qualitative and quantitative research criteria and indicators.

Article 6. Monitoring and assessment of the administration

6.1. The Teaching University conducts assessment of administrative management mechanism, Quality Management Office and other structural units. The appropriate questionnaires have been developed for this purpose.

6.2 The Quality Management Office periodically in every semester conducts monitoring and control of the conformity of the Teaching University material base and infrastructure with the study and research process. The existing situation is examined at the beginning of each semester and appropriate responding is carried out.

Article 7. Assessment of educational programs

Internal assessment mechanisms for implementation of educational programs

7.1. The staff involved in the educational program cooperates with the Internal Quality Management Office in the planning, elaboration of evaluation instruments and process of evaluation and uses quality evaluation results to improve the programs.

In order to manage this process statistical data related to the program are processed and analyzed: survey of all interested parties engaged in the program with specially designed assessment tools, personnel surveying regarding program, student progress, status suspension and termination rate, student satisfaction survey regarding their program, employment rate of graduates, etc.

External assessment mechanisms for implementation of educational programs

7.2. External evaluation mechanisms include using of results of an external quality evaluation, in particular, taking into account recommendations made by the National Center for Educational Quality Enhancement during assessing program compliance with accreditation standards as well as recommendations received as result of an international accreditation to improve quality of programs.

Program monitoring and periodic assessment

7.3. Program monitoring and periodic evaluation of the program is similar to the internal evaluation, but it is more extensive process, and conducted with active involvement of the academic, invited, administrative staff, students, graduates, employers and other interested parties and it implies the systematic collection, processing and analysis of the relevant information. The evaluation results are used to improve the quality of the program, proper the decision-making and development. As a result of this process, educational program will be modified and renewed.

7.4 The program is evaluated at the end of academic year. Students, graduates, field representatives, program implementers, potential employers are involved in this process.

7.5. The respondents can additionally express their opinions in an electronic-made questionnaire.

7.6. For the purpose of improving the program, its director holds consultation meetings at least once during the academic year with all the participating parties.

7.7. Field professors / local or foreign experts and partner universities are surveyed for periodical assessment of program.

Assessment by students / Survey

For the purpose of assessing programs, courses and lecturers, the Quality Management Office conducts semestrial surveys of students via the electronic system. The results are submitted to the Rector and the Academic Board for consideration. Meeting with students, personnel, graduates and employers will be also conducted for revealing the student's general satisfaction level and the learning outcomes prescribed by the program. This process facilitates more in-depth research and the administrative units will make appropriate reaction.

Assessment by employers and graduates

Studying requirements and needs of employers allows program managers to better plan the educational process, consider market requirements, study the attitude of graduates and employers regarding development of the program. Surveys will be conducted in the organizations and practice objects with which the Teaching University has signed memorandums of cooperation for the purpose of implementing the practical component of the programs, internship and / or subsequent employment.

Assessment of teaching / pedagogic competence of personnel

Assessment / study of the teaching / pedagogic competence of the staff will be conducted using the following criteria:

➢ Elaboration of syllabus, using the correct methods of teaching and evaluation;
➢ Participation in the development of programs;
➢ Checking the skills of knowledge transfering;
➢ Fair assessment of the student;
➢ Knowledge of field competences;
➢ Management of the educational course implementation process;
➢ Conducting consultations and so on.

Assessment of scientific-research competence and achievements of academic personnel

Quality Management Office has worked out the research quality assessment mechanisms and self-evaluation system of personnel productivity in order to assess research quality and personnel productivity, by which the results of the academic personnel survey shall be annually assessed. Reports of academic personnel's scientific research activities will be annually collected and results of study will be used to develop future research activities. As a result of assessment of scientific research activities, the qualitative and quantitative analysis of results, they will be

published and recommendations and feedback with staff will be made. On the basis of the analysis of the report, the Quality Management Office will present the recommendations to the Academic Board and if necessary changes will be made, new competitions will be announced, different activities for professional development of personnel will be conducted, etc.

Labor market analysis and Benchmarking

Analysis of the labor market and employers' requirements made as a result of surveys conducted by competent research company is very effective for comparison of current programs with similar programs operating in Georgia and in foreign universities, for sharing the best international practices, which will result in the adaptation of program with the modern requirements for subsequent development and successful implementation of the program.

Satisfaction survey and assessment of activity of administrative and support staff

The purpose of assessment of the work done by the administrative and support staff is to "evaluate" the contribution of each employee to the activity of the institution, in case and as a result of identifying shortcomings, the quality of performance should be improved. The purpose of assessment of the work performed by the administrative and support staff is also to carry out identification of the strengths and weaknesses; revealing the shortcomings and problems, determining the needs of training for their prevention; Career development planning; Increasement of motivation; Effective communication with staff, increasement of staff satisfaction.

Student survey on their engagement in research / artistic and extracurricular activity and supportment of appropriate initiatives

Students will be interviewed every year about their engagement in research / artistic and extracurricular activity and supporting appropriate initiatives aimed at determining how actively students are involved in research / artistic and extracurricular activity in order to see where the weaknesses are, what type of measures should be planned in this regard to make student life interesting and competitive in parallel with the learning process.

Assessment by staff and students of the Teaching University for the purpose of studying promotion of international cooperation and internationalization

The survey/assessment of students and personnel will be annually conducted to study promotion of international cooperation and internationalization for the purpose of determining how actively students and staff are involved in events, various activities proposed

by the International Relations Office, whether they are involved in international mobility, exchange programs, whether they know the internationalization policy of the Teaching University to see where the weaknesses are, what kind of measures should be planned in this direction to enhance the international aspects and internationalization matters, sign new memorandums of mutual cooperation with foreign higher education institutions, etc.

Article 8. Management Efficiency Monitoring Mechanisms and Assessment System

8.1. Management Efficiency Monitoring and Assessment brings together the self-evaluation and reporting system of the whole institution and introduction of quality culture. It includes submitting reports by structural units and offices at the end of the calendar year and conducting management efficiency assessment procedures based on them.

8.2. The goal of Management Efficiency Monitoring Mechanisms and Assessment System is to constantly improve and develop processes and procedures through this system, periodically review the efficiency of the quality system and ensure sustainable development of quality culture with high involvement of employees and all interested parties.

8.3. Quality Management Office has elaborated an annual report form in which every structural unit / office presents its report and report form of educational prorgrams are separate (see annexes):

The Quality Management Office has developed the instruments for assessment:

Annex 1: Teaching University as a single system

Annex 2: Administrative management mechanism

Annex 3: Library Assessment Questionnaire

Annex 4: Assessment Questionnaire of Quality Management Office

Annex 5: Chancellery Assessment Questionnaire

Annex 6: Assessment Questionnaire of Academic staff's scientific activity

Annex 7: Assessment of course / subject

Annex 8: Assessment of educational program

Annex 9: Assessment of Lecturer

Annex 10: Assessment of educational program

Annex 11: Employer's Questionnaire (Interview)

Annex 12: Questionnaire form for student satisfaction survey

Annex 13: Satisfaction Survey of Graduates

Annex 14: Satisfaction Survey of Academic staff

Annex 15: Satisfaction Survey of administrative / support personnel

Annex 16: Material-technical resource assessment questionnaire for personnel

Annex 17: Survey forms of graduates for the development of programs

Annex 18: Assessment of Bachelor's Educational Program by Outsider (Professor of the sector, expert)

Annex 19: Assessment of Master's Educational Program by Outsider (Professor of the sector, expert)

Annex 20: Student Survey Form about their involvement in research / artistic and extracurricular activities and supportment of appropriate initiatives

Annex 21: Assessment by personnel of the Teaching University for the purpose of studying promotion of international cooperation and internationalization

Annex 22: Assessment by student of the Teaching University for the purpose of studying promotion of international cooperation and internationalization

Annex 23: Attendance form of professor of the Teaching University and assessment criteria

Annex 24: Teaching-pedagogical Competence Assessment Form of Professor of the Teaching University

Annex 25: Scientific-research productivity self-assessment form of academic / affiliated personnel of the Teaching University

Annex 25/1: RFAP form (research activity assessment form)

Article 9. Final Provisions

9.1. The present regulation enters into force upon approval and publishing by the Rector.

9.2. The Quality Management Office of the Teaching University is responsible for the monitoring of the implementation of this Regulation

Annexes: Questionnaires used in quality management

Annex 1: Teaching University as a single system (is filled by: academic and invited staff, student)					
Please, assess the activity of the Teaching University by 5-point system 1 point - disagree / 2-4 Partly agree / 5 absolutely agree					
Filling date:					
	1	2	3	4	5
Question	Assessment				
Assess the quality of service providing					
1.1. The necessary documents are prepared in time					
1.2. Interesting news are available					
1.3. Surveys are constantly conducted in connection with the university processes					
1.4. All interested parties participate in the elaboration / development of educational programs					

1.5. The appropriate structures are involved in elaboration of the Strategic Development Plan					
1.6. Administration and educational structures work coordinately					
1.7. The University supports initiatives related to academic, scientific or creative processes					
In 1.8 – 1.11 parts of the survey only student and graduate participate					
1.8. You constantly get information on exchange programs, grant contests, etc.					
1.9. The proposed terms of study satisfy you					
1.10 Tuition fees correspond to acquired knowledge / qualification					
1.11 The University supports you in relation to internship / employment					
Transparency of the University					
1.12. Information about the completed work results is available					
1.13. The competition selection procedure is fair					
1.14. Evaluation criteria are objective					
1.15. The University expresses readiness to receive comments / recommendations					
Infrastructure					
1.16. The quality of the library service is at a high level					
1.17. First aid is provided					
1.18. Security protection is solved by surveillance cameras					
1.19. The educational environment meets modern standards					

Annex 2: Administrative management mechanism (is filled by only administrative staff)

Please, assess the activity of the Teaching University by 5-point system
1 point - disagree / 2-4 Partly agree / 5 absolutely agree

Filling date:

Question	Assessment				
	1	2	3	4	5
2.1. Certain types of problems are periodically discussed with the employees of different structural units					
2.2. you are acquainted with the goals of the Teaching University					
2.3. The tasks to be performed are adequately delegated					
2.4. Every employee participates in the decision-making process					
2.5. Documents related to the proceedings are clearly prepared					
2.6. The official rights and obligations are clearly established					

2.7. The procedures / rules are clearly defined					
2.8. The functions between structural units are distributed correctly					
2.9. A flexible hierarchical system is formed					
2.10. The career advancement system has been developed					

Annex 3: Library Questionnaire (filled by: student academic/invited staff)

Please, assess the activity of the Teaching University by 5-point system
1 point - disagree / 2-4 Partly agree / 5 absolutely agree

Question	Accessibility Assessment				
	1	2	3	4	5
3.1. Access to field textbooks					
3.2. The existence of additional literature					
3.3. The comfortableness of the library space / environment					
3.4. Quality of library service					
3.5. Qualification of the library personnel					
3.5. Quality of access to online resources					
3.6. Access to electronic, including international databases					
3.7. Library website					
3.8. Library work schedule					
Make your recommendations: What would you like additionally?					

Annex 4: Assessment Questionnaire of Quality Management Office (is filled by: Rector, Chancellor, administration staff, academic and invited staff)

Please, assess the **Quality Management Office** by 5-point system

Question	Assessment				
	1	2	3	4	5
4.1. The Quality Management Office constantly cares about the improvement of educational activities					
4.2. Educational processes are observed in a permanent manner					
4.3. The response monitoring is conducted periodically based on the results obtained					
4.4. Quality Management Office is actively involved in improving educational programs and research activities					
4.5. Transparent mechanisms of quality monitoring are introduced					

Annex 5: Chancellery Assessment Questionnaire (is filled by: student, academic / invited / administrative staff)

Please, assess the **Chancellery** by 5-point system
Filling date:

Question	Assessment				
	1	2	3	4	5
5.1. System of proceedings works properly					
5.2. The staff of the Chancellery reacts quickly to the requested document					
5.3. The document is timely supplied to the appropriate structural unit / person					
5.4. The material stored in the archive is issued in a timely manner					
Make your recommendations:					

Annex 6: Assessment Questionnaire of academic staff's scientific activity (is filled by: School Dean, International Relations Office, Research Activity Center, Quality Management Office)

Please, assess the **academic staff's scientific-research activity** by 5-point system

Question	Assessment				
	1	2	3	4	5
6.1. Academic staff expands their scientific potential					
6.2. Conducts research according to the needs of learning topics					
6.3. constantly interested in receiving information on scientific research projects					
6.4. actively involved in the preparation of grant projects					
6.5. Participates in local and international various scientific activities					
6.6. Publishes scientific work in local / international editions					

Annex 7: Assessment of course / subject (is filled by student)

Please, assess the **individual subjects that you study in this semester** by 5-point system

Name of the Program_____
Name of the course _____

Question	Assessment				
	1	2	3	4	5
course provides theoretical knowledge					

course provides practical skills development					
You are satisfied with teaching methods					
Do you like current evaluation system?					
Course is provided with modern materials (literature, presentations, visuals, etc.)					
The content of the course is satisfactory					
The time required for preparing for the final exam is enough					
What would you like to change? Add your opinion					

Annex 8: Assessment of educational program (is filled by student)

Please, assess your educational program

Name of program_____

Question	Assessment		
	Yes	partly	no
In your opinion, does the educational program provide acquiring theoretical knowledge and developing practical skills?			
In your opinion, do the educational program's learning outcomes meet the requirements of the labor market?			
In your opinion, are the learning outcomes of the educational program enough to continue learning at the next level?			
Do you consider that the number of credits assigned for courses available in the educational program is sufficient to obtain the appropriate qualifications?			
Do you think that the current evaluation system is transparent?			
How much do the infrastructure, material, technical, information and electronic resources correspond to environment required for the implementation of the program?			
What would you like to change in your program?			

Annex 9: Assessment of Lecturer (is filled by student)

Please, assess **your lecturer that delivers the course**

Name of program_____
Name of the course_____
Lecturer's name, surname _____

Question	Assessment		
	Yes	partly	no
The lecturer introduced syllabus			
delivers lectures according to the syllabus			
S/he misses lectures			
delivers material understandably			
explains clearly and interestingly			
Teaches us using modern materials / literature			
Promotes development of analytical skills			
answers the questions thoroughly			
Promotes free expression			
Can easily communicate with the audience			
Gives us assignments for independent work			
fully uses the time envisaged for lectures			
Evaluates student's knowledge in a fair manner			
What would you like to change, add your opinion			

Annex 10: Assessment of educational program (is filled by academic / invited staff)

Please assess educational program
Name of program_____

Question	Assessment		
	Yes	partly	no
The purpose of the certain program is clearly defined			
The goal meets the requirements of academic quality and labor market			
Are learning outcomes clearly defined in the format of competences (knowledge and understanding, skills) and how much does it correspond the program's goal?			
The learning outcomes of learning / practical components help to achieve the outcomes of the entire program			
The structure of the program is consistent and the preconditions for access to the components are logical			
Methods of learning / teaching are correctly selected and promote to achieve the desired learning outcomes			
Evaluation methods and criteria used in the program are correctly chosen to achieve the desired learning outcomes			
The number of credits and allocated contact hours for courses in educational program are sufficient to obtain the relevant qualifications			

Compulsory, elective courses and free components are correctly distributed in the educational program			
Infrastructure, material-technical resources are in line with the environment necessary for implementation of the program			
School / University Administration facilitates the sustainability and development of the educational program			
What would you like to change in your program?			

Thank you for cooperation

<div align="right">

Annex 11.

</div>

Employer's Questionnaire (Interview)

Employer's name, surname --————————————————————————

Name of organization _____

Occupied position _____

1. Please describe the difficulties you face when selecting human resources

_____
_____
_____
_____

2. Is there a lack of qualified personnel in organizations of your profile and in terms of what do the new graduates have weakness??

_____
___

_____

___

3. What qualifications do you prefer?? ————————————————

_____

_____

_____

_____

4. How much does the knowledge obtained through education program satisfy the requirements to become your employee?

_____

_____

_____

_____

5. What practical skills will student be required to have developed in order to fulfill the obligations imposed by you? ————————————————————

_____

_____

_____

6. Describe what should the learning outcomes of the educational program be to satisfy the needs of the labor market? ————————————————————

_____

_____

_____

_____

7. What would you like to change / improve in teaching-learning methods?? ————————

_____

_____

_____

8. Please provide us recommendations to increase competitiveness of our graduates on the labor

market _____

_____

_____

_____

_____

Thank you for cooperation!

Your feedback will help us improve our educational programs,

teaching and evaluation methods

Annex 12

Questionnaire form for student satisfaction survey

1. **Please indicate, on which level of education do you study**

Bachelor's	
Master's	

2. Were you enrolled here from the beginning or are you the student transferred via external / internal mobility??

internal mobility	Yes	
external mobility	Yes	
no	no	

3. Name a reason for transferring via mobility (several answers are allowed)

Studying is better here	
Education quality is higher here	
Merger / Liquidation / Authorization of HEI	
Other (please specify)	

4. How satisfied are you with the amount of recognized credits?

Unsatisfied	Satisfied	Partly satisfied

5. Please assess, in general, how satisfied you are with studying at the Teaching University (one answer)

satisfied	Unsatisfied	cannot answer

6. Would you advise your relative to enter this university??

Yes	no	cannot answer

7. Please assess, if you agree with the following statements, indicate X

№	Statements	Yes	no	cannot answer
1.	Prestigious and focused on development			
2.	Graduates have a high chance of employment			
3.	Promotes employment of student			
4.	Focused on innovations			
5.	It is distinguished by high level of professors and teachers			
6.	It has exchange programs			
7.	It gives you the opportunity to receive practice			
8.	It has a wide range/ spectrum of specialties			
9.	It has a modern material-technical base			
10.	It has favorable conditions for payment of tuition fees (postponing, phasely / pay by instalments, etc.)			
11.	It has a good image / reputation			
12.	Studying is easy			
13.	State other, your own position and what would you like to change?			

Thank you for cooperation!

Satisfaction Survey of Graduates

Name, surname _____

If you are employed, indicate the name of the organization

_____

Occupied position _____

1. Please remember the period when you were enrolled to university: remember all the motives / causes / circumstances, due to which you chose and entered here?

2. Is your expectation justified, if you had to make decision now / if you were entering for bachelor's or master's degree today, would you enter this university again?

a) Yes, for sure   b) No, I would not enter here   c) cannot answer

3. Assess us honestly, what impact does the fact have on your life, career/unemployment that you graduated this university?

4. Would you advise you friend/relative to enter this university?

a) Yes, I would   b) No, I would not   c) cannot answer

5. Tell us the strengths that this university has --

№	Statements	Yes	no	cannot answer
1.	It is prestigious			
2.	It has highly qualified graduates			
3.	Graduate has a high chance of employment			
4.	It is progressive			
5.	Promotes student employment			
6.	It is an educational institution desired by everyone			
7.	It is focused on innovations			
8.	It is distinguished by high level of professors and teachers			
9.	It gives you the opportunity to practice			
10.	It has a wide choice of specialties			
11.	It has a modern material-technical base			

Thank you for cooperation!

Satisfaction Survey of Academic staff

How much are you satisfied with:

Assessment	Satisfied	Unsatisfied	Cannot answer
Administration activities			
Library activities			
Library resources			
Learning environment (with auditoriums, computer classes, equipment)			
the educational program in which you participate			
General level of education of Bachelor's / Master's students			
Assessment system			
Remuneration			
Relationships with colleagues			
Activity of Quality Management Office			
General situation			
Management's attitude / approach / support in relation promotion of your research works / activities			
State other, your own position and what would you like to change?			

Thank you for cooperation!

Satisfaction Survey of administrative / support personnel

How much are you satisfied with:

Assessment	satisfied	Unsatisfied	partly satisfied
activity of the management			
Activity of other administrative units			
Working environment and conditions			
Organizing the educational process			
Activities of auxilary structural units			
Remuneration			
Relationships with colleagues			
Activity of Quality Management Office			
General situation			
attitude / approach / support of University's management and incentives mechanisms			
State if you have different opinion and what would you like to change?			

Thank you for cooperation!

Material-technical resource assessment questionnaire for personnel

How satisfied are you with the existing material-technical base?

№	Assessment	Satisfied	Unsatisfied	cannot answer
1.	well-equipped learning environment / interior			
2.	well-equipped auditoriums, work space, space for			

	professors, conditions, equipment			
3.	Computer classes equipped according to modern standards, conference halls, etc.			
4.	The environment for studying foreign languages (e.g. linguaphone) or other multimedia device			
5.	Proper electronic management system			
6.	Internal base for practical component			
7.	External bases for practical component			
8.	Equipment for making xerocopy			
9.	Does the website provide necessary information related to the educational process?			
10.	State other, your own position and what would you like to change?			

Thank you for cooperation!

Annex 17

Survey forms of graduates
for the development of programs

1. **How much does our educational program meet labor market requirements?**
a) The program is the best
b) The program is good
c) The program needs prescribing additional skills
d) The program does not meet the requirements of the labor market, and explain why.

2. **Is the list of subjects that are taught in the program sufficient?**
a) it is sufficent   b) it is not sufficent   c) partly sufficent

3. **In your opinion, how clearly are the goals of the program determined and how much do they correspond to the requirements of the academic degree and employment of graduates on the labor market?**

   1. They corresponds to them   2. partly correspond   3. do not correspond   4. cannot answer

4. **In your opinion, how clearly are the learning outcomes established in the format of competences (knowledge and understanding, skills) and how much do they correspond to the goal of program?**

   1. they correspond   2. partly correspond   3.do not   4. cannot answer

to it   correspond

5. In your opinion, how much do the learning outcomes of the program components correspond to the learning outcomes of the entire program and how much do they support achieving them?

1. they correspond to them   2. partly correspond   3. do not correspond   4. cannot answer

6. Did you need retraining, where and in which form did you do it? What time and financial resources did this retaraining demand?

7. Please provide recommendations on how can competitiveness of graduates be increased (changes in learning programs, internships and / or practice in appropriate organizations, etc.) ?

Thank you for cooperation!

Annex 18

Assessment of Bachelor's Educational Program by Outsider (Professor of the sector, expert)

Bachelor's Program :	
Program Director	

1. completeness of the information presented

All paragraphs are filled	
The following paragraphs(s) are not filled	
The following paragraphs(s) are not filled completely	

2. Conformity of Bachelor's program to the legislation regulating higher education and authorization / accreditation standards

It comforms	
partly comforms	
Does not comform	

3. Conformity of awarded academic degree to the Order #120/N of December 10, 2010 of the Minister of Education and Science of Georgia on Approval of National Qualification Framework

It comforms	
Does not comform	

4. Awarded academic degree in English

It is specified correctly	
It is not specified correctly	

5. Qualification and CV of the program director

correspond to the goals of the program	
partly correspond to the goals of the program	
Do not correspond to the goals of the program	

6. Number of lecturers participating in the program

Affiliated academic staff	
academic staff	
invited staff	
A) having PhD degree	
B) Doctoral student	
C) invited specialist / teacher	
The total number of staff	

7. persuasiveness of the qualification characterization of the program

The goal of the program is well-established and complies with the mission of the higher education institution	
The goal of the program is not clearly defined and does not comply with the mission of the higher education institution	
The program outcomes are well-established	
The program outcomes are not clearly defined	

Fields of employment are indicated correctly	
Fields of employment are not indicated correctly	

8. Are the program's outcomes specified according to the sectoral characteristics?

(if any)

They correspond to them	
Do not correspond	

9. Compliance between the goal of the program and learning outcomes

full compliance	
full incompliance	
does not fully comply	

10. Prerequisite for admitting to the program

specified correctly	
is not specified correctly	

11. Duplication between programs (at the level of particular issues)

there is duplication	
there is no duplication	

12. number of elective courses

relevant	
irrelevant	

13. ECTS credits

they are correctly distributed in the program	
they are not correctly distributed in the program	
not specified correctly regarding the course	
correctly specified	

14. specified textbooks

are available	
are not available	
modern textbooks are indicated	
outdated textbooks are indicated	
foreign textbooks are indicated	
only conspectus/reader is indicated	

15. study-enterprise practice

The program does not provide practice because it does not require it	
The program does not provide practice but it is required	
The program provides practice but not in a proper volume	
The program provides practice of a proper volume	

16. Base of learning practice

The base of the partner institution provides the practice	
The base of the partner institution cannot provide the practice	
There is an agreement with the partner institution	
An agreement with the partner institution is not presented	
conducted on an educational base	

17. Material Base (Infrastructure)

ensures the implementation of the program	
cannot ensure the implementation of the program	

18. opportunity to continue learning

specified correctly	
is not specified correctly	
is not specified at all	

19. Spheres of employment

Are specified correctly	
are not specified correctly	
are not specified at all	

20. Learning / Teaching methodology

ensures achieving the learning outcomes of the program	
does not ensure achieving the learning outcomes of the program	

21. Student Assessment System / Methods / Criteria

ensure achieving the learning outcomes of the program	
do not ensure achieving the learning outcomes of the program	
Comply with the rules established by the legislation	
do not comply with the rules established by the legislation	

22. Program elaboration process

The program is reviewed by the interested parties of the program at the working group meeting	
The minutes is presented	
The minutes is not presented	
The program is not publicly discussed	

23. Financial Plan / Budget of the Program

Financial Plan / Budget of the Program is presented	
Financial Plan / Budget of the Program is not presented	
Financial Plan / Budget of the Program is presented, but its	

sustainability is vague	

24. Program Assessment (Whether studies, surveys of interested parties, labor market analysis are conducted)

presented	
are not presented	

25. Benchmarking of the program

presented	
is not presented	

26. Summary Comments / Recommendations (Please, state once again all remarks, comments or recommendations):

Assessor's signature:

<div align="right">

Annex 19

</div>

Assessment of Master's Educational Program by Outsider (Professor of the sector, expert)

Master's program:	
Program Director	

2. completeness of the information presented

All paragraphs are filled	
The following paragraphs(s) are not filled	
The following paragraphs(s) are not filled completely	

3. Conformity of Master's program to the legislation and standards regulating higher education

It comforms	
partly comforms	

Does not comform	

4. Conformity of awarded academic degree to the Order #120/N of December 10, 2010 of the Minister of Education and Science of Georgia on Approval of National Qualification Framework

It comforms	
Does not comform	

5. Prerequisite for admitting to the program

specified correctly	
is not specified correctly	

6. Awarded academic degree in English

It is specified correctly	
It is not specified correctly	

7. Qualification and CV of the program director

Correspond to the goals of the program	
partly correspond to the goals of the program	
Do not correspond to the goals of the program	

8. Number of lecturers participating in the program

Affiliated academic staff	
academic staff	
invited staff	
A) having PhD degree	
B) Doctoral student	
C) invited specialist / teacher	
The total number of staff	

9. persuasiveness of the qualification characterization of the program

The goal of the program is well-established and complies with the mission of the higher education institution	
The goal of the program is not clearly defined and does not comply with the mission of the higher education institution	
The program outcomes are well-established	
The program outcomes are not clearly defined	
Fields of employment are indicated correctly	
Fields of employment are not indicated correctly	

10. Compliance between the goal of the program and learning outcomes

full compliance	
full incompliance	
does not fully comply	

11. Duplication between programs (at the level of particular issues)

there is duplication	
there is no duplication	

12. number of elective courses

relevant	
irrelevant	

13. ECTS credits

they are correctly distributed in the program	
they are not correctly distributed in the program	
not specified correctly regarding the courses	
correctly specified regarding the courses	

14. specified textbooks

are available	

are not available	
modern textbooks are indicated	
outdated textbooks are indicated	
foreign textbooks are indicated	
only conspectus/reader is indicated	

15. study-enterprise practice

The program does not provide practice because it does not require it	
The program does not provide practice but it is required	
The program provides practice but not in a proper volume	
The program provides practice of a proper volume	

16. Base of learning practice

The base of the partner institution provides the practice	
The base of the partner institution cannot provide the practice	
There is an agreement with the partner institution	
An agreement with the partner institution is not presented	
conducted on an educational base	

17. Material Base (Infrastructure)

ensures the implementation of the program	
cannot ensure the implementation of the program	

18. opportunity to continue learning

specified correctly	
is not specified correctly	
is not specified at all	

19. Spheres of employment

specified correctly	
are not specified correctly	
are not specified at all	

20. Learning / Teaching methodology

ensures achieving the learning outcomes of the program	
does not ensure achieving the learning outcomes of the program	

21. Student Assessment System / Methods / Criteria

ensure achieving the learning outcomes of the program	
do not ensure achieving the learning outcomes of the program	
comply with the rules established by the legislation	
do not comply with the rules established by the legislation	

22. Program elaboration process

The program is reviewed at the meeting of appropriate working group	
The minutes is presented	
The minutes is not presented	
The program is not publicly discussed	

23. Financial Plan / Budget of the Program

Financial Plan / Budget of the Program is presented	
Financial Plan / Budget of the Program is not presented	
Financial Plan / Budget of the Program is presented, but its sustainability is vague	

24. Program Assessment (Whether studies, surveys of interested parties, labor market analysis are conducted)

presented	
is not presented	

25. Benchmarking of the program

presented	
is not presented	

26. Summary Comments / Recommendations (Please, state once again all remarks, comments or recommendations):

Assessor's signature:

Question	Accessibility Assessment				
	Yes	no	I do not have any information	partly	I am not interested
1) Have you ever participated in the internal student conference organized by the Teaching University?					
2) Have you ever participated in a student conference of another higher educational institution by the help of the administration of the Teaching University?					
3) Have you ever participated in any kind of sports event organized by the Teaching University? (competitions, sports games, etc.)					
4) Have you ever participated in any kind of cultural event organized by the Teaching University (poetry evenings, concerts, excursions, etc.).					
5) Have you ever participated in the events of cognitive nature organized by the Teaching University? (What? Where? When?, quizzes, contests, etc.)					
6) Do you regularly receive information / consultations on your engagement in research and extracurricular activities?					
7) What kind of incentives are available at the Teaching University for assessment of					

your successful research / creative or other activity (certificates, awards, scholarships, publication of the best report in collections, etc.) <u>Underline or indicate other form of incentives.</u>					
8) Are there any student clubs, circles in the Teaching University and have you ever participated in them ?					
9) Do the Teaching University and Student Self-Government organize **Welcome and Graduation Parties?**					
10) What kind of innovations would you like there to be in the Teaching University in relation to involvemement in research and extracurricular activities and supportment of relevant initiatives of the students? Please, state your opinion.					

Thank you for cooperation!

Thank you for cooperation!

Annex 21: Assessment by personnel of the Teaching University for the purpose of studying promotion of international cooperation and internationalization					
Question	Accessibility Assessment				
	Yes	no	I do not have any information	partly	I am not interested
Do you know the internationalization policy of the Teaching University?					
Have you ever addressed to the International Relations Office?					
Does the International Relations Office periodically arrange informational meetings/ consultations on international cooperation and internationalization matters?					
Do you know about international cooperation (international memorandums, foreign partners, etc.)					
Does the university have exchange programs in foreign universities? (Erasmus+, etc.)					
Have you ever participated in exchange programs and in international mobility as					

staff?					
Does the university have transparent and fair criteria of assessment for participation in the competition of exchange programs?					
Have you ever participated in international conferences with the co-participation/ co-financing / information of the university?					
Does the university university organize events of various kind (trainings, competitions, workshops, seminars, conferences with involvement / participation of foreign trainers / professors					
Does the Teaching University have free or paid certification courses for learning foreign languages?					
What kind of changes would you like to promote, strengthen and develop international cooperation and internationalization? State your position and opinion.					

Thank you for cooperation!

Annex 22: Assessment by student of the Teaching University for the purpose of studying promotion of international cooperation and internationalization					
Question	Accessibility Assessment				
	Yes	no	I do not have any information	partly	I am not interested
Have you ever addressed to the International Relations Office?					
Does the International Relations Office periodically arrange informational meetings/ consultations on international cooperation and internationalization matters?					
Does the university have exchange programs in foreign universities (Erasmus+, etc.)					
Have you ever participated in exchange programs and in international mobility?					
Does the Teaching University have transparent and fair criteria for participation in the competition of					

exchange programs?					
Have you ever participated in international student conferences with the co-participation/ co-financing / information of the university?					
Does the university organize events of various kind (trainings, competitions, workshops, seminars, conferences with involvement / participation of foreign trainers / professors					
Does the Teaching University have free or paid certification courses for learning foreign languages?					
Are there foreign lecturers in the program?					
What kind of changes would you like to promote, strengthen and develop international cooperation and internationalization? State your position and opinion.					

Thank you for cooperation!

Annex 23: Attendance form of professor of the Teaching University and assessment criteria

Educational program_____

Number of students in the group_____

Name of the course_____

Assessor 1_____

Assessor 2 _____

Components of Lecture / Practical work	Assessment			
	Very good	Good	Satisfactory	Unsatisfactory
Starting, structuring lecture by the lecturer (how much attention was paid to the goal and prior knowledge)				
The lecturer interestingly explains material, uses examples and illustrations to clearly deliver the material				
The lecturer pushes students to think critically and analytically, promotes motivation				
The lecturer uses modern teaching methods that comply with the topic of the study				
The study is conducted by students' active involvement and the feedback is made				
Studying environment, climate, atmosphere				
Lecture is planned so that ensures				

achieving learning outcome and strengthening learning outcomes				
General look and behavior of the lecturer				
Assessor's comments and recommendations				

Assessor's signature

Thank you for cooperation!

Annex 24: Teaching-pedagogical Competence Assessment Form of Professor of the Teaching University Assessed by Dean of School, Quality Management Office, Study Process Management Office				
The activity / component performed by the staff	**Assessment**			
	Very good	**Good**	**satisfactory**	**Unsatisfactory**
Elaboration of course syllabus				
Introduction of innovative teaching approaches				
Using modern methods of learning / teaching				
Elaboration of multidisciplinary subjects				
Using relevant methods of assessment				
Creation of curriculum of specific programs and / or participation in elaboration of programs				
Checking skills of transferring knowledge				
Fair assessment of the student				
Knowledge of field competences				
Management of the course implememntation				
holding consultations				
Aspiration to improve educational programs				
Student achievements rate in the appropriate academic discipline				

Comments, recommendations

Annex 25: Scientific-research productivity self-assessment form of academic / affiliated personnel of the Teaching University

School _____

Educational program_____

Name, surname of the professor_____

Scientific / academic degree / position_____

	Scientific-research activity	Assessment			
		5 points	4-3 points	2 points	1 point
1	Participation in scientific-research projects developed by grant financing				
2	**Publications in Georgia:**				
2.1	Book / textbook				
2.2	Monograph				
2.3	article is in a refereed journal				
3	Conferences in Georgia				
4	**Publications abroad:**				
4.1	Book / textbook				
4.2	Monograph				
4.3	article is in a refereed journal				
5	Conferences abroad				
6	Qualification raising / retraining in Georgia				
7	Qualification raising / retraining abroad				
8	Expert or other activities (supervising dissertation, opponency, reviewing, etc.)				
9	Lectures delivered abroad				
10	Award for research-scientific work				
11	Supervising scientific papers, editing textbooks, books				
12	Conclusion/recommendations				

At the end of academic year each, Professor / Associate Professor / Assistant-Professor presents this form on his/her academic/scientific contribution to the Quality Management Office. For each reporting period Assistant-Professors are required to collect at least 15 points; Associate Professors - 30 points and Professors - 50 points.

Academic Year: .... **Date:** ....

Name, surname position: ....

....

Activity	Maximal Point for One Activity	Points Awarded	Hours	
			Semestre	
Articles /Theses/Journals				
			Min.	**Max.**
SCI / SSCI / HCI journals (titles, journal names, issues)	30		180	250
Other International peer-reviewed indexed journals (on-paper and electronic)	15		100	120
Aterbridge journals (titles, issues)	10		80	100
International journals (titles, issues)	10		80	100
Other journals	10		50	70
Theses of International conference	5		15	20
Chief editor of a scientific journal	10		100	120
Editor of a scientific journal	5		50	75
Monographs (based on dissertation) published abroad	10		120	150
Scientific Events				
Presenting at international conferences (in other countries) to represent ALTERBRIDGE	15		40	60
Presenting at conferences/congresses/symposia held by ALTERBRIDGE	20		60	90
Presenting at conferences/congresses/symposia co-hosted by ALTERBRIDGE	10		20	40
Presenting at other conferences/congresses/symposia	8		25	32
Member of organizing committee of an international conference held by ALTERBRIDGE	5		15	20

Head of organizing committee of an international conference held by ALTERBRIDGE	10		5	10
Books published in Georgia	60		400	480
Seminars, Projects				
Presenting at seminars held by ALTERBRIDG	8		20	30
Attending seminars held by ALTERBRIDGE	5		15	20
Leading a project in which ALTERBRIDGE is the main beneficiary	20		300	400
Participating in a project in which ALTERBRIDGE is the main beneficiary	10		160	200
Leading a project in which ALTERBRIDGE is a partner	15		140	200
Participating in a project in which ALTERBRIDGE is a partner	8		70	100
Other activities				
Preparing ALTERBRIDGE students for International Scientific Olympiads	10		20	30
Trainings (earning a certificate)	5		18	24
Supervising a B.A./M.A.defended thesis at ALTERBRIDGE	5		60	90
Designing a new educational program, which got accreditation	20		100	180
TOTAL POINTS				
SIGNATURES				

Academic staff
QUALITY ASSURANCE MANAGER