

International Teaching University of Management and Communication

ALTERBRIDGE

Three-year Action Plan of the HEI

Reviewed by Academic Board, Minutes #1, 20/02/19
Approved by the Rector's order №b/1-01/07 of 22/02/2019
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Strategic Goal #1:

Raising recognition in society and reputation management

Objectives	academic year			Responsible	Financial support	Indicators of Performance/Achieved Result
	2019-2020	2020-2021	2021-2022			
1.1. Raising/Creation of recognition of HEI				Marketing and PR Office, Financial Service, Vice Rector, Chancellor, Rector	HEI funds (GEL 65 000)	budget approved at the beginning of each year
1.1.1. determining annual communicational budget	x	x	x			number of meetings conducted with entrants/students
1.1.2. direct communicational activities (meetings with entrants and potential students)	x	x	x	Entrants' and Students Service Unit, Marketing and PR Office, Vice Rector		promo actions conducted
1.1.3. promo actions (making/dissemination informational bulletions, flashmob, word of mouth activities)	x	x	x	Marketing and PR Office, Vice Rector		placed advertisings
1.1.4. advertising activities (TV/radio advertising, printed media, internet advertising)	x	x	x	Marketing and PR Office, Vice Rector		number of sponsorship projects
1.1.5. Sponsorship of thematic projects/shows;		x	x	Marketing and PR Office, Vice Rector		
1.2. Cooperation with mass communication media;					HEI funds (GEL 10 000)	conducted media competitons
1.2.1. organizing media competitions	x	x	x	Marketing and PR Office, Vice Rector		number of media tours
1.2.2. organizing media tours	x	x	x	Marketing and PR Office		number od trainings conducted
1.2.3. conducting training to representatives of media	x	x	x	Marketing and PR Office, Lifelong Learning and Career Development Center		24/7 access regime to informational e-systems
1.2.4. ensuring availability of information about activities of the HEI	x	x	x	Marketing and PR Office, IT Service		intensity of broadcasting of news about the HEI by agencies - results of media monitoring
1.2.5. cooperation with informational agencies	x	x	x	Marketing and PR Office		number of visits in shows/published articles; results of media monitoring
1.2.6. positioning in printed/internet publishings and TV/radio programs	x	x	x	Marketing and PR Office		
1.3. Carrying out activities planned for contribution to community development					HEI funds (GEL 35 000) /Funds raised from international foundations and donor organizations	number of conducted public lectures
1.3.1. conducting public lectures/master classes	x	x	x	Marketing and PR Office, Lifelong Learning and Career Development Center		number of conducted conferences, symposiums, events
1.3.2. organizing conferences, symposiums, sectoral events	x	x	x	Marketing and PR Office, Research Activity Center		number of activities carried out by involvement of the HEI
1.3.3. involvement in private, governmental/non-governmental events/initiatives	x	x	x	Marketing and PR Office, Vice Rector		e-bulletin
1.3.4. preparation/dissemination of e-informational bulletin - "Novetlies of Education and Sciences"		x	x	Marketing and PR Office, Research Activity Center		activities carried out
1.3.5. coroprate social responsibility activities	x	x	x	Marketing and PR Office, Vice Rector		association
1.3.6. establishment of professional association of public relations		x		Vice Rector, Legal Service, Program		code of ethics
1.3.7. creation of code of professional ethics of public relations		x		Directors, field representatives,		

1.4. Promoting attracting students;							
1.4.1. cycle of cognitive discussions for students - "Alter Theme"	x	x	x	Lifelong Learning and Career Development Center, entrants' and Students Service Unit	HEI funds (GEL 10 000)	number of discussions conducted	
1.4.2. trainings in professional orientation for entrants	x	x	x			Marketing and PR Office, Entrants' and Students Service Unit	number of conducted trainings
1.4.3. trainings in logical thinking and entrepreneurial skills	x	x	x				number of students in Sunday School
1.4.4. Sunday School for adolescents "ALTERSCHOOL"	x	x	x				elaborated courses
1.4.5. preparation courses for entrants		x	x				number of conducted events
1.4.6. conducting social, cultural, ecological cognitive activities		x	x	number of conducted open days			
1.4.7. open days	x	x	x	Marketing and PR Office, Entrants' and Students Service Unit	number of conducted meetings		
1.4.8. Presentations in Schools	x	x	x				
1.5. Online reputation, digital marketing;							
1.5.1. developments of webpage of the HEI	x	x	x	Marketing and PR Office; IT Service	HEI funds (GEL 25 000)	properly functioning webpage: www.alterbridge.ge	
1.5.2. developments of social media channels	x	x	x	Marketing and PR Office		number of social media channels	
1.5.3. blog on education	x	x	x			Marketing and PR Office, Program Directors, Entrants' and Students Service Unit, Lifelong Learning and Career Development Center	updatable blog in the Internet
1.5.4. webinars (online trainings/tests/articles)		x	x			number of tests/articles	
1.6. Development of internal corporate communication;							
1.6.1. set up internal communicational electronic system		x	x	Marketing and PR Office, HRM Office	HEI funds (GEL 20 000)	e-tools of corporate communications: workplace, E-mail, FB; E-LMS	
1.6.2. internal corporate events		x	x			number of conductor events	
1.6.3. promotion of continuity and transparency of information internal circulation		x	x	Marketing and PR Office, HRM Office		24/7 informational availability	
1.6.4. corporate e-publishing		x	x	Marketing and PR Office, HRM Office		number of e-publishings	
Strategic Goal #2							
Establishment / development of educational programs tailored to the requirements of local and international labor market							
Objectives	academic year			Responsible Body	Financial support	Indicators of Performance	
	2019-2020	2020-2021	2021-2022				
2.1. Facilitate effective interaction of education and labor market							
2.1.1. Organizing International Forum "Transformational Education Prospects";	X	X	X	Marketing and PR Office; Vice Rector; School Dean	HEI funds (GEL 15 000) /Funds raised from international foundations and donor organizations	amount of forums held	
2.1.2. Periodic electronic publication, "Transformational Education Prospects";		X	X	Marketing and PR Office;		amount of electronic publication	
2.1.3. Permanent publishing of the results of the conducted researches;		X	X	Marketing and PR Office; Vice Rector; School Dean		amount of presentations	
2.1.4. Active participation in field activities;	X	X	X	School Dean; Vice Rector; Program Directors		amount of events	
2.1.5. Organizing thematic workshops / seminars for the purpose of involvement of business sector in HEI activity		X	X	School Dean; Vice Rector; Program Directors		Number of meetings held	

2.2. Research of labor and consumer market requirements;							
2.2.1. Research of the needs of employers;	X	X	X	School Dean; Vice Rector; Program Directors; Quality Management Office; Outsource	HEI funds (GEL 10 000) /Funds raised from international foundations and donor	amount of conducted researches	
2.2.2. Research of educational market capacities;	X	X					
2.2.3. Research of quality and accessibility of education in Georgia.	X	X					
2.3. Updating existing educational programs and keeping up with current changes;							
2.3.1. Permanent meetings with the representatives of education sphere;		X	X	Quality Management Office; School Dean; Program Directors	HEI funds (GEL 7 000)	Number of meetings held	
2.3.2. Involvement of external experts, making collegial assessments;		X	X				
2.3.3. Discussions with educators;	X	X	X				
2.3.4. Carry out relevant changes in programs;		X	X				
2.3.5. Meetings with employers	X	X	X				
2.3.6. Programm accreditation	X						
2.4. Implementation of joint programs with the involvement of partner universities;							
2.4.1. Extension of network of international partner educational institutions;	X	X	X	International Relations Office; School Dean; Program Directors; Quality Management Office	HEI funds (GEL 10 000) Funds raised from international foundations and donor organizations	Number of international partners	
2.4.2. Facilitating the involvement of foreign personnel in the elaboration of educational programs;	X	X	X			Number of foreign professors	
2.4.3. Finding international analogues tailored to the demands and capacities of the Georgian market;	X	X	X			Number of international analogs	
2.4.4. Establishing partnering cooperation with local HEIs;		X	X	Vice Rector; School Dean; Program Directors		Number of local partner HEIs	
2.4.5. Introduction / implementation of selected joint programs			X	Quality Management Office; School Dean; Program Directors;		total amount of implemented joint programs	
2.5. Development of new educational programs							
2.5.1. Ensuring involvement of interested parties (students, employers, professional organizations, etc.) in the process of elaboration of programs;	X	X	X	Quality Management Office; School Dean; Program Directors; Entrants and students service office	HEI funds	Number of meetings held	
2.5.2. Evaluation / analysis of conducted researches and surveys;	X	X	X			research reports/feedback	
2.5.3. Creating Graduates Databases;			X	Quality Management Office; School Dean; Program Directors; Entrants and students service office; IT Service		database	
2.5.4. elaboration of new educational programs		X	X	Quality Management Office; School Dean; Program Directors;		elaborated programs	
2.6. Introduction of Vocational Educational Programs							
2.6.1. Analysing demand and supply of vocational programs;		X		Quality Management Office; Dean; Program Directors; Vice Rector; Lifelong Learning and Career Development Center		HEI funds (GEL 4 000) /Funds raised from international foundations and donor organizations	research reports
2.6.2. Establishing cooperation with the practice objects;					Memorandums/Contracts with practice objects		
2.6.3. Ensuring involvement of interested parties (students, employers, professional organizations, etc.) in the process of elaboration of programs;					Number of meetings		
2.6.4. Co-operation with implementers of similar vocational programs;					Memorandums		
2.6.5. Elaboration of vocational programs tailored to labor market demands		X	X		Number of implemented vocational programs		
2.7. Ensuring transparency of educational activities at every levels of action							
2.7.1. Arranging annual reporting events;	X	X	X	Marketing and PR Office; Quality Management Office	HEI funds (GEL 6 000)	Amount of reporting events / materials	
2.7.2. Preparation of quarterly bulletins;	X	X	X				
2.7.3. Placing reports in the Internet space;	X	X	X				

Objectives	academic year			Responsible Body	Financial support	Indicators of Performance
	2019-2020	2020-2021	2021-2022			
3.1. Promoting development of students' logical and entrepreneurial thinking						
3.1.1. Stimulation of the use of practical teaching components (cases, simulations, role playing, moot courts, induction and deductin methods, etc.) in educational programs / courses;		X	X	Dean; Program Directors, Quality Management Office	HEI funds /Funds raised from international foundations and donor organizations	results of the survey
3.1.2. Conducting visits / field activities in corporations in the form of practical seminars in teaching process;		X	X	Entrants and students service office; Dean; Lifelong Learning and Career		Number of field seminars
3.1.3. Creating Start-Up Labs for Students;						Number of projects developed by students
3.1.4. Involvement of students in sectoral projects;		X	X			Number of students involved
3.2. Involvement of students in research activities						
3.2.1. Informing students about the ongoing research projects;		x	x	Research Activity Center; Vice Rector; Dean; Program Directors;	HEI funds	Number of students engaged in research projects
3.2.2. Participation of students in internal university researches;		x	x			
3.2.3. Involvement of students in research projects of partner organizations;		x	x			
3.3. Promoting students' career and personal development						
3.3.1. Training "self assessment and analysis of "me"		X	X	Entrants and students service office; Dean; Lifelong Learning and Career Development Center	HEI funds	Amount of trained students
3.3.2. Training in "Project Management"		X	X			
3.3.3. Training in "Time Management"		X	X			
3.3.4. Training in "Effective Communication"		X	X			
3.3.5. Selection of students within the University Internship Program;			X			
3.3.6. Organizing meetings with employers;		X	X			
3.3.7. Implementation of career promotion programs together with potential employers;			X			
3.4. Self-realization of students via participation in social, creative, sport and business activities						
3.4.1. Involvement of students in the social responsibility projects of HEI;		X	X	Entrants and students service office; Dean; Program Directors	HEI funds (GEL 12 000) /Funds raised from international foundations and donor organizations	Number of organized events
3.4.2. Initiative Competition;		X	X			
3.4.3. Organizing cultural events;		X	X			
3.4.4. Promoting healthy lifestyle popularization;		X	X			
3.4.5. Environmental activities;		X	X			
3.5. Development of students' incentives mechanisms;						
3.5.1. Material incentives of successful students;			X	Quality Management Office; Dean; Chancellor;	HEI funds (GEL 69 000) Funds raised from international foundations and donor organizations	volume of financing
3.5.2. supporting students with special abilities			X			
3.6. Organizing the activities of supporting students with special educational needs and students with disabilities						
3.6.1. elaboration of inclusive education policy;			X	Dean; Program Directors; Quality Management Office	HEI funds (GEL 69 000) Funds raised from international foundations and donor organizations	Inclusive Education Policy Document
3.6.2. Introduction of inclusive programs at all levels of education;			X	Dean; Program Directors; Quality Management Office		Number of inclusive programs
3.6.3. Public trainings in the relationships with the persons with special educational needs and with disabilities;		X	X	Lifelong Learning and Career Development Center		Number of trainings conducted
3.7. Supporting for socially vulnerable students						
3.7.1. Development of benefit system;		X	X	Quality Management Office; Dean; Chancellor;	HEI funds (GEL 69 000) Funds raised from international foundations and donor organizations	volume of financing
3.7.2. Introduction/Development of students' incentives mechanisms;	X	X	X			
3.7.3. Finding sources of financing;		X	X			

3.8. availability of obtaining knowledge continuously by the development of electronic teaching systems						
3.8.1. Ensuring electronic access to educational materials;		X	X	Dean; Program Directors; IT Service	HEI funds (GEL 20 000)	Continuous availability of materials in 7/24 mode
3.8.2. elaboration of electronic courses / materials;		X	X			Number of E-learning courses
3.8.3. Recording / uploading video lectures;		X	X			Number of video lectures
3.8.4. Introduction of Distance Learning System;			X			E-Platform for Distance Learning
3.9. Promoting continuous lifelong learning;						
3.9.1. Availability and special privileges on personal and non-formal education programs at any stage of life;		X	X	Entrants and students service office; Dean; Lifelong Learning and Career Development Center	HEI funds (GEL 10 000) /Funds raised from international foundations and donor organizations	Number of vouchers issued
3.10. Development of educational resources						
3.10.1. Creation of textbooks	x	x	x	Dean; Program Directors,	HEI funds (GEL 30 000) /Funds raised from international foundations and donor organizations	Number of created textbooks
3.10.2. Translating foreign educational literature		x	x			Number of translated literature

Strategic Goal #4

Supporting research activities

Objectives	academic year			Responsible Body	Financial support	Indicators of Performance
	2019-2020	2020-2021	2021-2022			
4.1. Development of research projects financing system						
4.1.1. Defining the criteria / priorities of the projects to be financed;	x	x	x	Research Activity Center; Vice Rector; Dean; Program Directors	HEI funds (GEL 107 500) /Funds raised from international foundations and donor organizations	elaborated criteria
4.1.2. Improving the internal university system of research financing;		X	X			volume of research financing by HEI
4.1.3. Searching / attracting alternative sources of financing;	x	x	x			Volume of funds attracted for research projects
4.2. Extension of cooperation with scientific foundations;						
4.2.1. Finding scientific foundations and concluding memorandums of cooperation;	x	x	x	Research Activity Center; Vice Rector; Dean; Program Directors		Number of partner foundations
4.3. Deepening partnership with donor organizations;						
4.3.1. Finding potential donors / concluding memorandums	x	x	x	Research Activity Center; Vice Rector; Dean; Program Directors		number of concluded memorandums
4.3.2. Initiating obtaining funding for selected profile themes		x	x			Volume of attracted finances
4.4. Development of research potential of academic personnel;						
4.4.1. Supporting personnel involvement in grant contests;		x	x	Research Activity Center; Vice Rector; Dean; Program Directors; Chancellor; HRM Service		Number of staff involved
4.4.2. Financial support for publication in high "impact factor" journals;		x	x	Research Activity Center; Vice Rector; Dean; International Relations Manager;	Volume of financing / number of published publications	
4.4.3. Promoting participation in international and local conferences;		x	x			
4.4.4. Trainings in writing research / grant projects and finding foundations;		x	x	Lifelong Learning and Career Development Center	Number of trained staff	
4.5. Contributing to the popularization and commercialization of science;						
4.5.1. Scientific Conference "Contemporary Science Challenges"		x	x	Research Activity Center; Vice Rector; Chancellor; Marketing and PR Office	Number of conferences conducted	
4.5.2. Publishing E-Journal "Contemporary Science Challenges";		x	x		Number of E-Journals	
4.5.3. Carrying out the incentives activities of young researchers;			x		Number of events	
4.6. Introduction of effective mechanisms for ensuring academic integrity;						
4.6.1. Purchasing plagiarism detection program;		x	x	Vice Rector; Dean; Program Directors; Quality Management Office	Plagiarism Detection Program	
4.6.2. Development of plagiarism prevention mechanisms;		x	x		Prevention mechanisms	
4.6.3. Organizing periodic information meetings and conducting informational campaigns on academic honesty		x	x		study of number of ethical problems	

Quality assurance system enhancement

Objectives	academic year			Responsible Body	Financial support	Indicators of Performance
	2019-2020	2020-2021	2021-2022			
5.1. Introduction / development of internal and external mechanisms of quality assurance						elaborated Quality Management Document
5.1.1. Improvement of promoting mechanisms for internal and external evaluation		X	X	Quality Management Office	HEI funds	Efficiency assessment system of quality assurance mechanisms
5.1.2. Enactment of the efficiency assessment system of quality assurance mechanisms		X	X	Quality Management Office		Survey questionnaires
5.1.3 Creation / Development of International Cooperation and Internationalization Mechanisms and Their Efficiency Assessment System	X	X	X	Quality Management Office; International Relations Office		Survey questionnaires
5.1.4 Introduction / Development of personnel (academic / invited, administrative / support) assessment system	X	X	X	Quality Management Office; Personnel management service		Survey questionnaires
5.1.5. Implementation / Development of evaluation system of students, graduates, employers	X	X	X	Quality Management Office; Dean; Program Directors; Chancellor		Survey questionnaires
5.1.6. Implementation / improvement of self-assessment rules	X	X	X	Quality Management Office		Survey questionnaires
5.1.7. Establishment / perfection of material and information resources, e-services using evaluation system	X	X	X	Quality Management Office; relevant services		Survey questionnaires
5.1.8. Development of quality management methodology		X	X	Quality Management Office		Quality assurance methodology
5.2. Introduction / development of assessment mechanisms for educational programs						
5.2.1 Introduction / development of internal evaluation mechanisms for implementation of educational programs	X	X	X	Quality Management Office; Dean; Program Directors	HEI funds	Internal evaluation mechanisms for implementation of educational programs
5.2.2 Introduction / development of external evaluation mechanisms for implementation of educational programs	X	X	X	Quality Management Office; Dean; Program Directors		External evaluation mechanisms for implementation of educational programs
5.2.3. Introduction / development of program monitoring and periodic evaluation system	X	X	X	Quality Management Office; Dean; Program Directors		Assessment rule / analysis
5.2.4. Introduction / improvement of assessment mechanisms for learning outcomes of the educational program	X	X	X	Quality Management Office; Dean; Program Directors		Evaluation mechanisms for learning outcomes of the educational program
5.2.5. conducting methodology and monitoring of the elaboration and implementation of individual curriculum		X	X	Quality Management Office; Dean; Program Directors		Methodology of individual curriculum
5.3. Introduction / improvement of assessment mechanisms for educational process management						
5.3.1. Implementation / improvement of mechanisms for effective implementation of educational processes	X	X	X	Quality Management Office; Dean; Program Directors; Chancellor	HEI funds	Mechanisms for Effective implementation of educational processes
5.3.2 Improvement of education process assessment systems and monitoring mechanisms		X	X	Quality Management Office; Dean; Program Directors; Chancellor		Educational Process Assessment System
5.3.3. Implementation / improvement of mechanisms for monitoring students' academic performance	X	X	X	Quality Management Office; Dean; Program Directors; Chancellor		Mechanisms for monitoring students' academic performance
5.3.4. Facilitating involvement of students in educational process implementation		X	X	Quality Management Office; Dean; Program Directors; Chancellor		Meetings and consultations with students
5.4. Improvement of response mechanisms for violation of internal regulation, norms of ethics and conduct		X	X	Quality Management Office; Chancellor, Vice-Rector		Assessment rule / analysis
5.5. Study of the personnel (academic, invited) satisfaction / needs and improvement of response mechanisms;		X	X			
5.6. Study of satisfaction / needs of students and improvement of response mechanisms;		X	X			
5.7. Monitoring the efficiency of quality assurance mechanisms		X	X			

Goal #6
Organizational management and human resource development

Objectives	academic year			Responsible Body	Financial support	Indicators of Performance
	2019-2020	2020-2021	2021-2022			
6.1. Improvement of organizational management and human resources development policy;						
6.1.1 Improvement of organizational management mechanisms		x	x	Quality Management Office; Chancellor; HRM Service	HEI funds	Analysis of HEI Management Results
6.1.2. Elaboration / development of human resources management policy	x	x	x	HRM Service; Quality Management Office		Human Resource Management System Document
6.2. Optimization of organizational structure;						
6.2.1. Analyzing the effectiveness of existing organizational structure;		x		Quality Management Office; Chancellor	HEI funds	Student / Personnel Survey Results
6.2.2. Adding structural units;		x				New structural units
6.2.3 Facilitating the conformity of the functions of structural units with the requirements of the HEI;		x				regulations of the structural units
6.3. Elaboration of mechanisms for attracting competitive, highly qualified administrative personnel and loyalty mechanisms;						
6.3.1. Development of Wage Ranking System			x	Chancellor; Dean; Vice Rector; HRM Service, Financial Service	HEI funds	Wage Ranking System Document
6.3.2. Introduction / development of material and non-material motivation systems			x			Staff Motivation System / financial resource capacity / non-material motivation facts
6.3.4. Special privileges on internal prgrams of qualification enhancement for the promotion of continuous lifelong education;		x	x			Discount system / number of vouchers issued
6.4 Development of organizational culture;						
6.4.1. Introduction of organizational culture management system		x	x	Vice Rector; Marketing and PR Office; Chancellor; HRM Service	HEI funds (GEL 8 000)	Effective system of organizational culture management
6.4.2. Activities supporting team gathering		x	x			Number of carried out activities
6.5 Organizing personal and professional growth programs for administrative staff;		x	x	HRM Service; Administration; Lifelong Learning and Career Development Center	HEI funds (GEL 10 000)/Funds raised from international foundations and donor organizations	Number of trainings conducted
6.5.1 Training in Interpersonal Communication;		x	x			
6.5.2 Training in effective service		x				
6.5.3. Training in communicating with persons with special educational needs and with disabilities		x				
6.5.2. Trainings in foreign languages		x	x			
6.5.2. Trainings in the use of information technologies		x	x			
6.6. Annual monitoring of the implementation of Strategic Development and Action Plan and assessment of results;						
6.6.1. Analysis of Efficiency of Monitoring Mechanisms;		x	x	Quality Management Office	HEI funds	survey results
6.6.2. Improvement of evaluation systems			x			
6.7. Development of electronic systems for organizational management and record management;						
6.7.1. Purchasing/installing e-flow program of documents		X		Chancellor; IT Service; Chancellery	HEI funds (GEL 19 200)	proper operation of systems / new systems
6.8. Retraining university academic personnel in modern teaching methods and communication skills						
6.8.1. Training "Coaching in teaching"		X	X	Lifelong Learning and Career Development Center; Dean; Program Directors	HEI funds (GEL 15 000)/Funds raised from international foundations and donor organizations	Number of trained staff
6.8.2. Training in "verbal and non-verbal communication";		X	X			
6.8.3. Training "Simulation and Role Playing Planning Methodology"		X	X			
6.8.4. Training, Presentation and Presentation Skills		X	X			

Strategic Goal #7

Promotion of internationalization process

Objectives	academic year			Responsible Body	Financial support	Indicators of Performance
	2019-2020	2020-2021	2021-2022			
7.1. Introduction / development of internationalization policy;	x	x	x	Dean; Vice Rector; International Relations Office; Program Directors	HEI funds (GEL 9 000) /Funds raised from international foundations and donor organizations	Updated document
7.2. International recognition raising;						Concluded Memorandums
7.2.1. Deepening of relations with international partners	x	x	x			Number of activities
7.2.2. Close cooperation with international organizations operating in Georgia	x	x	x	Number of courses conducted in foreign language		
7.2.3. Involvement in global projects / international events		x	x	Number of programs		
7.3. Strengthening foreign language components in HEI educational programs;		x		Number of students / staff		
7.4. elaboration / development of joint, exchange, duple degree programs		x	x	Number of trained students / staff		
7.5. Facilitating participation of students / academic personnel in international mobility and international scientific-educational projects;				Number of messages		
7.5.1. Increasing the qualification of students / personnel for the purpose of engaging in international projects		x	x	Number of foreign students attracted		
7.5.2 constant informing students / staff about the internationalization opportunities		x	x			
7.6. elaboration / development of mechanisms for attracting foreign students / personnel;	x	x	x			

Development of material-technical base

Objectives	academic year			Responsible Body	Financial support	Indicators of Performance
	2019-2020	2020-2021	2021-2022			
8.1. Upgrading material-technical base;			x	Chancellor	HEI funds (GEL 40 000)	Inventory count document
8.2. Upgrading university computer labs with the latest computer technology.		x				The number of purchased computers
8.3. Development of library material and human resources				Head of the Library ; Dean; Program Directors; Chancellor; IT Service	HEI funds (GEL 10 000) /Funds raised from international foundations and donor organizations	The number of literature acquired
8.3.1. Expanding the stock of books with the fiction and scientific literature;	x	x	x			Number of purchased e-books
8.3.2. Purchasing the latest printed and digital editions;		x	x			purchased international e-bases
8.3.3. Increasing access to international electronic science bases.		x	x			E-library resources
8.3.4. Development of the e-library						number of professional development activities / conducted trainings
8.3.5. Ensuring professional development of library personnel		x	x	HRM Service		
8.4. Development of adapted environment and creation of new opportunities for persons with special educational needs and persons with disabilities across the whole territory of Teaching University;						
8.4.1. Arranging adapted paths for blinds			x	Chancellor;	HEI funds/ Funds raised from international foundations and donor organizations	Paved paths
8.4.2 Arrangement of adapted information corners			x	Chancellor; IT Service; Marketing and PR Office		Information Corners
8.4.3. Adapting the web-site of the HEI				Office		Adapted web-page
8.4.4. Adapted library resources			x	Chancellor; IT Service; Head of the Library		Adapted library resource
8.5. Implementation / development of energy efficient systems	x			Logistics and Economic Service		Solar power systems

Strategic Goal #9

Ensuring financial sustainability

Objectives	academic year			Responsible Body	Financial support	Indicators of Performance
	2019-2020	2020-2021	2021-2022			
9.1. elaboration and development of a financial management policy and control system.	x	x	x	Chancellor; Financial Service	HEI funds (GEL 15 000)	Analysis of efficiency of management system
9.2. Attracting investments / alternative sources of financing;		x	x	Chancellor; Dean	HEI funds /Funds raised from international foundations and donor organizations	Amount of attracted funds
9.3. Introduction / deepening financial cooperation with donor and commercial organizations;	x	x	x	Dean; Vice Rector; International Relations Office;		Memorandums/Contracts
9.4. Attracting research projects financing;		x	x	Vice Rector; Research Activity Center		Amount of attracted funds
9.5. Introduction / development of system of internal grants and scholarships		x	x			Grant / Scholarship System
9.6. Improving the mechanism of students' quota maximization;		x		Chancellor; Financial Service; Quality Management Office	HEI funds	Dynamics / quantitative index of student growth
9.7. Improving flexible mechanisms for paying student's tuition fees / incentives;			x	Chancellor; Financial Service		accessible payment system

International Teaching University of Management and Communication

ALTERBRIDGE

One-year Action Plan of the HEI

Strategic Goal #1:

Raising recognition in society and reputation management

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
1.1. Raising/Creation of recognition of HEI							
determining communicational budget	X				Marketing and PR Office, Financial Service, Vice Rector, Chancellor, Rector	HEI funds (30 000 GEL)	budget approved
direct communicational activities (meetings with entrants and potential students)	X	X	X	X	Entrants' and Students Service Unit, Marketing and PR Office, Vice Rector		number of meetings conducted with entrants/students (at least 2 meeting a month)
promo actions (making/dissemination informational bulletions, flashmob, word of mouth activities)		X	X	X	Marketing and PR Office, Vice Rector		promo actions conducted (at least 8 actions)
advertising activities (TV/radio advertising, printed media, internet advertising)		X	X	X	Marketing and PR Office, Vice Rector		Volume of expenses on advertisings
1.2. Cooperation with mass communication media;							
organizing media competitions		X		X	Marketing and PR Office, Vice Rector	HEI funds (6 500 GEL)	conducted media competititons (at least 2 thematic competitions)
organizing media tours	X		X	X	Marketing and PR Office		number of media tours (at least. 2 tours)
conducting trainings/workshops to representatives of media	X	X	X	X	Marketing and PR Office, Lifelong Learning and Career Development Center		number of trainings conducted (at least 6 trainings)
ensuring availability of information about activities of the HEI	X	X	X	X	Marketing and PR Office, IT Service		24/7 access regime to informational e-systems, Intensity of materials in news (at least two topics a week)
cooperation with informational agencies	X	X	X	X	Marketing and PR Office		intensity of broadcasting of news about the HEI by agencies - results of media monitoring
positioning in printed/internet publishings and TV/radio programs	X	X	X	X	Marketing and PR Office		results of media monitoring; number of visits in shows (at least 10 visits)/published articles; (at least 10 articles)

1.3. Carrying out activities planned for contribution to community development							
conducting public lectures/master classes	X	X	X	X	Marketing and PR Office, Lifelong Learning and Career Development Center	HEI funds (15 000 GEL) / Funds raised from international foundations and donor organizations	number of conducted public lectures (ar least 2 meetings per semester)
organizing conferences, symposiums, sectoral events		X	X	X	Marketing and PR Office, Research Activity Center		number of conducted conferences, symposiums, events (2 events a year)
involvement in private, governmental/non-governmental events/initiatives	X	X	X	X	Marketing and PR Office, Vice Rector		number of activities carried out by involvement of the HEI (at least 4 projects)
corporate social responsibility activities	X	X	X	X	Marketing and PR Office, Vice Rector		invironmental, social and other activities carried out (at least 4 activities)
1.4. Promoting attracting students;							
cycle of cognitive discussions for students - "Alter Theme"	X	X	X	X	Lifelong Learning and Career Development Center, entrants' and Students Service Unit	HEI funds (3 000 GEL)	number of meetings conducted (at least 8 meeting)
trainings in professional orientation for entrants	X	X	X	X			number of trainings conducted (at least 1 meeting per semester)
trainings in logical thinking and entrepreneurial skills	X	X	X	X			number of programs in Sunday School (at least 4 program); number of students (at least 60 students a year)
Sunday School for adolescents "ALTERSCHOOL"	X	X	X	X			
open days			X	X	Marketing and PR Office, Entrants' and Students Service Unit		number of conducted open days (at least 2)
Presentations at schools		X	X	X			number of schools (at least 50 schools)
1.5. Online reputation, digital marketing;							
developments of webpage of the HEI	X	X	X	X	Marketing and PR Office; IT Service	HEI funds (15 000 GEL)	properly functioning webpage: www.alterbridge.ge (Fully placed documentation; Full activation of menus and sub menus)
developments of social media channels	X	X	X	X			properly functioning social media channels (Youtube; Facebook; linkedin; Instagram)
blog about education	X	X	X	X	Marketing and PR Office		updatable blog (at least 1 blog per week)

Strategic Goal #2

Establishment / development of educational programs tailored to the requirements of local and international labor market

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
2.1. Facilitate effective interaction of education and labor market							
Organizing International Forum "Transformational Education Prospects";			X		Marketing and PR Office; Vice Rector; School Dean	HEI funds (4 000 GEL)	Results of the forum (participants, speakers; materials; media monitoring)
Active participation in field activities;		X	X	X	School Dean; Vice Rector; Program Directors		amount of events (at least 2)
2.2. Research of labor and consumer market requirements;							
Research of the needs of employers;			X		School Dean; Vice Rector; Program Directors; Quality Management Office; Outsource	HEI funds (6 000 GEL) / Funds raised from international foundations and donor organizations	1 quantitative research conducted throughout Georgia
Research of educational market capacities;			X				
Research of quality and accessibility of education in Georgia.			X				
2.3. Updating existing educational programs and keeping up with current changes;							
Discussions with course deliverers and consultations with experts in the field;	X		X		Quality Management Office; School Dean; Program Directors	HEI funds (7 000 GEL)	meetings organized (at least 4 meetings)
Introduction of multidisciplinary teaching methods (COST) in collaboration with European universities and researchers;							Methodology reflection in syllabi of the programs
Meetings with employers	X		X				minimum 4 new organizations
Accreditation of programs		X	X				at least 3 accredited programs

2.4. Elaborations of international educational programs with the involvement of partner universities and research centers;							
Expanding the network of partner international research and educational institutions;			X	X	International Relations Office; School Dean; Program Directors; Quality Management Office	Funds raised from international funds and donor organizations	Memorandums of cooperation with International Research and Educational Institutions (potential partners: University of Oslo; Spoleczna Akademia Nauk, CRI-Paris (Center for Research and Interdisciplinarity))
Finding and cooperation with grant programs and donors (e.g. Twinning, RISE, COST) to develop international programs;		X	X	X			Organized meetings, submitted grant applications
Researching international practice to identify successful experiences and potential partners in higher education		X	X	X			Research report
2.5. Development of new educational programs							
Ensuring involvement of interested parties (students, employers, professional organizations, etc.) in the process of elaboration of programs;			X		Quality Management Office; School Dean; Program Directors; Entrants and students service office	HEI funds	meetings organized, number of students, employers, professional organizations involved.
Evaluation / analysis of conducted researches and surveys;				X			Research report
2.6. Ensuring transparency of educational activities at every levels of action							
Arranging annual reporting events;				X	Marketing and PR Office; Quality Management Office	HEI funds (2 000 GEL)	1 reporting event
Preparation of quarterly bulletins;			X	X			2 quarterly bulletins;
Placing reports in the Internet space;			X	X			Reporting materials uploaded on the site
creation of teaching textbooks			X	X	Dean; Program Directors	HEI funds (2 500 GEL)	number of textbooks created (at least 2)

Strategic Goal #4

Supporting research activities

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
4.1. Development of research projects financing system							
Defining the criteria / priorities of the projects to be financed;	x				Research Activity Center; Vice Rector; Dean; Program Directors	HEI funds	Elaborated criteria / research priorities
Searching / attracting alternative sources of financing;	x	x	x	x			Applications submitted for research grants, meetings with potential local and international donors, the amount of funds raised for research projects (at least 60 000 GEL)
4.2. Extension of cooperation with scientific foundations;							
Finding scientific foundations and concluding memorandums of cooperation;	x	x	x	x	Research Activity Center; Vice Rector; Dean; Program Directors		Number of Partner Foundations (Potential Partners: The Robert Bosch Stiftung; German Marshall Fund)
4.3. Deepening partnership with donor organizations;							
Finding potential donors / concluding memorandums	x	x	x	x	Research Activity Center; Vice Rector; Dean; Program Directors	Number of concluded memorandums (Urban Journalism Academy / Citiscope / LabGov – the LABORatory for the GOVERNance of the City as a Commons / Urban Journalism & the Urban Future Global Conference)	

Strategic Goal # 5
Implementation / improvement / development of quality assurance mechanisms

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
5.1. Introduction / development of internal and external mechanisms of quality assurance							
Creation / Development of International Cooperation and Internationalization Mechanisms and Their Efficiency Assessment System			X	X	Quality Management Office; International Relations Office	HEI funds	Survey questionnaires
Introduction / Development of personnel (academic / invited, administrative / support) assessment system				X	Quality Management Office; HR management Office;		Survey questionnaires
Implementation / Development of evaluation system of students, graduates, employers				X	Quality Management Office; Dean; Program Directors; Chancellor		Survey questionnaires
Implementation / improvement of self-assessment rules				X	Quality Management Office;		Survey questionnaires
Establishment / perfection of material and information resources, e-services using evaluation system				X	Quality Management Office; appropriate offices;		Survey questionnaires
5.2. Introduction / development of assessment mechanisms for educational programs							
Introduction / development of internal evaluation mechanisms for implementation of educational programs				X	Quality Management Office; Dean; Program Directors		Internal evaluation mechanisms for implementation of educational programs
Introduction / development of external evaluation mechanisms for implementation of educational programs				X	Quality Management Office; Dean; Program Directors		External evaluation mechanisms for implementation of educational programs
Introduction / development of program monitoring and periodic evaluation system				X	Quality Management Office; Dean; Program Directors		Assessment rule / analysis
Introduction / improvement of assessment mechanisms for learning outcomes of the educational program				X	Quality Management Office; Dean; Program Directors		Evaluation mechanisms for learning outcomes of the educational program
5.3. Introduction / improvement of assessment mechanisms for educational process management							
Implementation / improvement of mechanisms for effective implementation of educational processes				X	Quality Management Office; Dean; Program Directors; Chancellor	Mechanisms for effective implementation of educational processes	
Implementation / improvement of mechanisms for monitoring students' academic performance				X	Quality Management Office; Dean; Program Directors; Chancellor	Mechanisms for monitoring students' academic performance	

Goal #6
Organizational management and human resource development

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
6.1. Improvement of organizational management and human resources development policy;							
Elaboration / development of human resources management policies				x	HRM Office; Quality Management Office	HEI funds	Approved document of human resource management system

Strategic Goal #7
Promotion of internationalization process

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
7.1. Introduction / development of internationalization policy;				x	Dean; Vice Rector; International Relations Office; Program Directors	HEI funds (3 000 GEL) / Funds raised from international foundations and donor organizations	Updated document of internationalization policy
7.2. International recognition raising;							
Deepening of relations with international partners	x	x	x	x			Memorandums of Cooperation with International Partners (Potential Partners: International Association for the Exchange of Students for Technical Experience / International Association of Universities / Game et Creative Coding / International Association for Political Science Students)
Close cooperation with international organizations operating in Georgia	x	x	x	x			memorandums concluded (at least 4 new memorandums)
7.3. Elaboration / development of mechanisms for attracting foreign students / personnel;				x			implementation of mechanisms for attracting

Strategic Goal #8
Development of material-technical base

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
Expansion of the book fund with fiction and scientific literature;		x	x	x	Library Manager; Dean; Program Directors; Chancellor; IT service	HEI funds (2 000 GEL) / Funds raised from international foundations and donor organizations	Quantity of literature purchased
Implementation / development of energy efficient systems			x	x	Logistics Service	HEI funds (1 000 GEL)	Full use of solar power systems

Strategic Goal #9
Ensuring financial sustainability

Objectives	2019-2020 academic year				Responsible	Financial support	Indicators of Performance/Achieved Result
	I	II	III	IV			
Elaboration and development of a financial management policy and control system				x	Chancellor; Financial Service		Analysis of efficiency of management system (prepared report document)
Implementation / Deepening financial cooperation with donor and commercial organizations;			x	x	Dean; Vice Rector; International Relations Office;	HEI funds (5 000 GEL)	Amount of raised funds (Twinning, RISE, COST, The Robert Bosch Stiftung; German Marshall Fund- at least 900 000 GEL)