

Free Academy of Tbilisi



Report of monitoring

2022





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Purpose of the document

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

The purpose of this document is to monitor the performance of the activities provided for in the action plan and the results achieved by the structural units and responsible persons in order to effectively implement the strategic process in the Free Academy of Tbilisi (hereinafter referred to as "the Academy"), to identify shortcomings and gaps and to plan appropriate responses to them, and to evaluate the quality of performance for the reporting period of 2022.



Description of the monitoring process





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

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

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

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

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

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

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



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

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



Monitoring of strategic goals and objectives

Objective N1. Development and implementation of quality assurance system

Task 1.1. Improving the quality of institutional development

In the current reporting period:

- A new organizational structure was formed and optimized;
- In accordance with the formation of the new organizational structure, the functions and job descriptions of the organizational structural units were updated;
- The delegation of rights and duties of administrative units was carried out effectively;
- the functions and duties of structural units were distributed and separated from each other;
- Modernization of strategic development and action plans of the Academy was carried out;
- The Academy's "Personnel Management Rule" and "Personnel Management Policy" were revised and modified;
- A study was conducted to identify the needs of administration employees and a training plan was developed;
- A survey was conducted to ensure professional qualification of academic/guest staff;
- Trainings and meetings were held to improve the professional qualifications of the staff.

Task 1.2. Ensuring the effectiveness of internal quality assurance mechanisms

- An updated quality management policy and quality management system were introduced;
- The new edition of the document "Mechanisms of quality management and their evaluation system" was formulated;
- The needs of the Academy were determined and a real assessment of the quality of the academic program was provided;



- In order to improve quality processes - to strengthen the quality assurance function and establish a quality culture effective steps have been taken;
- Evaluation of the quality of the educational and scientific-research work and professional development of the staff of the Academy was carried out, promoting the improvement of the quality of teaching and research and monitoring the effectiveness of management;
- Quality Management Service conducted a satisfaction survey of academic, visiting, administrative and support staff, students, alumni and employers;
- Based on the analysis of the qualitative research results, the quality management service developed recommendations for the further improvement of educational-scientific activities, educational programmes, educational process, human, library and material-technical resources, student support measures.

Task 1.3. Adherence to the principles of ethics and integrity

- Meetings of various formats and content were held in order to increase knowledge about the mechanisms for protecting the rights of students and staff, principles of ethics and integrity;
- Trainings were held to introduce the uniform citation rules, identify and eliminate plagiarism cases, and share international experience;
- Procedures and mechanisms for responding to cases of plagiarism were introduced;
- The plagiarism detection program checked the works of students and academic staff;
- The document "Remuneration rules for the hourly workload of affiliated academic/academic and visiting staff, undergraduate thesis and practice management" was developed and approved;
- Within the framework of social responsibility, Free Academy of Tbilisi implemented a number of charity projects.

Goal N2 Optimization, development and implementation of educational programs

Task 2.1. Improvement/modification of academic educational programmes

In the current reporting period:

- Educational programme development groups modified educational programmes;



- The formulation of measurable and evaluable learning outcomes and their adjustment to the national qualifications framework were developed in the programmes and the syllabi of the relevant training courses;
- Evaluation of educational programmes and syllabi was carried out with the involvement of interested parties;
- Self-evaluation reports of educational programmes were prepared for submission to accreditation experts and the Council of Higher Education Programs Accreditation.

Task 2.2. Implementation of new educational programmes

- The methodology of planning, elaborating and development of educational programmes was established with the new edition;
- New academic educational programmes were identified and planned;
- The Academy has conducted research on the employment market for educational programmes and sharing best practices;
- An analysis of the competitive environment was carried out and the place of the Academy in relation to its competitors was identified;

An analysis of the labor market and employers' requirements was carried out, on the basis of which a new educational bachelor's level and 60-credit programmes were developed.

In particular:

- ✓ Psychology undergraduate educational programme;
- ✓ Bachelor's programme in law;
- ✓ Educational programme of preparation in Georgian language.
- Involvement of interested parties in the process of planning, elaborating and development of educational programmes was ensured;
- The mentioned programs were approved by the Senate of the Academy.

Task 2.3. Ensuring accreditation of educational programs



- During the reporting period, self-assessment reports were prepared for submission to the accreditation experts and the accreditation council of higher education programmes;
- Accreditation of three bachelor's degree programmes and one 60-credit educational program was provided:
 - ✓ Business Administration Bachelor educational programme;
 - ✓ Psychology undergraduate educational programme;
 - ✓ Bachelor's programme in law;
 - ✓ Educational programme of preparation in Georgian language.

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

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

In the current reporting period:

- The Academy's official website was optimized;
- Social networks (Facebook, Instagram, LinkedIn, Twitter, Youtube) were modernized;
- Meetings, trainings, consultations and workshops were held by the Student/Graduates Support and Career Development Center to promote the principle of lifelong learning;
- The center identified potential employers and activated mutually beneficial communication with them;

The activities of the monitoring group and the technical support group were effectively implemented.

Task 3.2. Expansion of student support measures

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



- Research of graduates and analysis of research results was carried out in order to ensure the increase of the employment rate;
During the reporting period, flexible and preferential conditions for the payment of tuition fees were in effect.

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

- Activities aimed at encouraging the research activity of students and academic/scientific staff, including involvement in international research, were carried out;
- A competition was held in order to identify a targeted scientific-research project. The implementers of the winning project are students, academic and administrative staff of the Academy;
- In order to promote development and other creative activities, various types of meetings were regularly held in the academy during the reporting period with the involvement of students, academic and invited staff and other interested parties;
- Extra-curricular activities, trainings, workshops, etc. of various forms and contents were conducted. for the purpose of continuing education and raising knowledge;
- Financial support for student initiatives is provided;
In order to increase the involvement of students in the activities of HEI, students are involved in permanent or one-time created councils and groups of the Academy.

among them are:

- ✓ The Senate of the Academy;
- ✓ The school council;
- ✓ The programme planning and development groups;
- ✓ The group created for the purpose of developing mission and strategic development and action plans;
- ✓ In groups working on self-evaluation, etc.

Goal N4 Implementation of internationalization policy and research support



Task 4.1. Sharing and implementation of international experience

In the current reporting period:

- Internationalization policy was developed;
- Mechanisms for implementation of internationalization policy, support and implementation of international cooperation were developed;
- In order to share and implement best practices, memorandums of cooperation were signed with new strategic partners:
 - ✓ Georgian Chamber of Notaries;
 - ✓ House of Justice of Georgia;
 - ✓ National Bureau of Expertise
 - ✓ National Bureau of Enforcement;
 - ✓ Mental health center;
 - ✓ Psychological Laboratory N1 and Criminal Psychology Agency;
 - ✓ National Gestalt Institute of Georgia LLC;
 - ✓ Social and marketing studies of Georgia;
 - ✓ Mental Health and Drug Addiction Prevention Center LLC;
 - ✓ LEPL Charitable Foundation Caritas of Georgia;
 - ✓ Association Georgia! SOS Children's Village;
 - ✓ Youth for the World Health Organization;
 - ✓ Business and Tax Training Center;
 - ✓ Democracy Laboratory;
 - ✓ Public organization Voice of refugees;
 - ✓ Distance and Mobile Learning Center of Georgia;
 - ✓ „DK Accounting Company“ LLC;
 - ✓ National Institute of Economic Studies;
 - ✓ NN Group LLC;
 - ✓ SDG LLC
 - ✓ European Education Center;
 - ✓ Liberty Bank;



- ✓ "Polymax Group" LLC;
- ✓ Banking Teaching Center;
- ✓ Regional Development Resource Center;
- ✓ National Center for Entrepreneurial Education;
- ✓ National Statistical Service of Georgia;
- ✓ Softmaster Service LLC;
- ✓ Softmaster Trade LLC;
- ✓ Technical University of Georgia;
- ✓ Association of Trainers.

Schools:

- ✓ Memorandum - private school "G-L-C";
 - ✓ Memorandum - Tbilisi N10 Public School;
 - ✓ Memorandum - Tbilisi N64 Public School;
 - ✓ Memorandum - Tbilisi N153 Public School;
 - ✓ Memorandum - Tbilisi N103 Public School;
 - ✓ Memorandum - Tbilisi N208 Public School;
 - ✓ Memorandum - N1 public school of Kazreti district of Bolnisi municipality;
 - ✓ Memorandum - Ratevani Public School of Bolnisi Municipality;
 - ✓ Memorandum - public school of Nakhiduri village of Bolnisi municipality and others.
- Partnership relations with various foreign universities were deepened;
 - During the reporting period, the School of Young Leaders issued the following publications of "Leader of the Future":
 - ✓ Magazine "Leader of the Future" N22 - release date: November - December - 2022.
Topic: "Protection of Intellectual Property"
 - ✓ Magazine "Leader of the Future" N21 - publication date: September - October - 2022.
Topic: "Research, research methodology and the essence".



- ✓ Magazine "Leader of the Future" N20 - release date: July - August - 2022.
Topic: "Innovations and Technologies"
- ✓ Magazine "Leader of the Future" N19 - publication date: May - June - 2022.
Topic: "Ethnic minorities in Georgia".
- ✓ Magazine "Leader of the Future" N18 - release date: March - April - 2022.
Topic: "Eclectic society and social habitus".
- ✓ Magazine "Leader of the Future" N17 - release date: January - February - 2022.
Topic: "War and Peace".

Task 4.2. Implementation of international cooperation mechanisms

- In terms of increasing internationalization, relations with partner universities were strengthened;
- An international scientific conference was held, the organizers and participants of which were partner universities of both local and foreign countries;
- The materials of the conference were printed and published in the Academy's annual refereed magazine "Academlab".

Task 4.3. System of assessment and analysis of scientific productivity of academic and invited staff, support of the research component

- Trainings were held in order to familiarize with the uniform citation rules and to share international experience, in particular, the preparation of scientific publications for international impact-factor journals;
- Advanced qualification courses were held for academic/visiting staff and representatives of administrative units;
- An international scientific conference was held;
- Conference materials were published in refereed journals;
- The Academy's annual magazine "Academlab" became refereed;



- The mechanisms of personnel attraction, selection, employment and professional development were optimized;
- Effective mechanisms of personnel evaluation and self-evaluation were introduced;
- A system of evaluation and analysis of scientific productivity of academic and guest personnel was developed.

Goal N5 improvement of material and informational resources

5.1. Expansion of the material and technical base

In the current reporting period:

- The material and technical base of the Academy was updated;
- Repair works were carried out to improve the material-technical base;
- Technical equipment was updated (computers, projectors);
- Optimization of the case management system was carried out;
- A technology management policy was developed;
- An elevator was installed in the administrative building;
- Marketing strategies based on the brand book were implemented;
- Projects of the School of Young Leaders were implemented.

5.2. Updating/development of library resources

- During the reporting period, the library fund was replenished with the latest literature, scientific periodicals;
- The contract with Georgian Library Association was renewed to ensure the use of international databases;
- An agreement was signed regarding the use of the plagiarism detection program (Turnitin); A number of orientation and information meetings were held.

5.3. Update/development of information technologies

- In order to improve information resources, hosting and domain addresses were updated;



- The official website and social pages of the Academy were updated;
- The electronic case management system was expanded and updated;
- The student base was optimized.

Evaluation



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

As a result of the implemented monitoring, it can be concluded that the structural units of the Free Academy of Tbilisi successfully coped with the tasks outlined in the action plan. The largest part of the tasks has been fully completed, and the work on a part is continuous in time. However, at the same time, directions that require optimization have been identified. Strategic action plan monitoring is an evaluation of the strategic plan implementation process and performed activities, an in-depth analysis of the situation or problem identified by monitoring. Monitoring and evaluation also includes the feedback stage, which means taking into account the recommendations developed on the basis of the monitoring report in the action plan for the following years. This will be the best way to implement the strategic plan as well as to formulate future strategic planning based on past experiences.

Recommendations



Recommendation 1 - define target marks for the performance of specific tasks in the action plan;

Recommendation 2 - expand students' services that will help them improve learning outcomes;

Recommendation 3 - carry out staff evaluation and use the evaluation results to ensure professional development of staff;

Recommendation 4 - continue the process of mutual cooperation with partner universities to deepen internationalization;

Recommendation 5 - regularly implement career support activities;

Recommendation 6 - in order to protect the principles of good faith, flexible mechanisms should be used in conducting the examination process;

Recommendation 7 - Continue work on the development of educational programmes relevant to the labor market.



Evaluation of the action plan implementation



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



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



	1.3.3	✓				<p>Trainings were conducted in order to raise awareness about plagiarism;</p> <p>Academic papers checked for plagiarism.</p>
2.1. Improvement/modification of academic educational programmes	2.1.1	✓				Educational programmes were modified.
	2.1.2	✓				Syllabus of training courses of educational programmes were modified.
	2.1.3	✓				<p>Labor market analysis was conducted;</p> <p>Educational programmes were updated in accordance with the requirements of the labor market.</p>
	2.1.4	✓				Benchmarking of educational programmes was carried out.
	2.1.5	✓				The results of the survey were implemented in the educational programmes.
	2.1.6	✓				Direct and indirect evaluations were considered in educational programmes.
	2.2. Implementation of new educational programmes	2.2.1	✓			



	2.2.2	✓				The undergraduate law education program received accreditation.
	2.2.3		✓			An English-language undergraduate educational program package of business administration was prepared.
	2.2.4			✓		The educational program for teacher training - in the direction of foreign languages is in the process of preparation.
	2.2.5			✓		The educational program for teacher training - in the direction of civil education is in the process of preparation.
	2.2.6			✓		The educational program for teacher training - in the direction of inclusive education is in the process of preparation.
	2.3. Ensuring accreditation of educational programmes	2.3.1	✓			
2.3.2		✓				Recommendations and advice have been responded to in educational programmes.



	2.3.3	✓				Reports on educational programmes have been submitted to the National Center for the Educational Quality Enhancement.
3.1. Developing a flexible policy of student involvement and awareness in the educational space	3.1.1	✓				The official website of the Academy was updated; The Academy's social pages have been updated.
	3.1.2	✓				The student base has been expanded and new options have been added.
	3.1.3		✓			The technical support of electronic resources has been expanded.
	3.1.4	✓				The level of students' awareness has increased.
3.2. Expansion of student support measures	3.2.1	✓				Student Support Services were declared; Information meetings were held with students.
	3.2.2	✓				Support for socially vulnerable students was implemented.
3.3. Promotion of students' activities, both cognitively and	3.3.1	✓				Student initiatives were supported (events, trainings, projects, charity events).



intellectually	3.3.2	✓				Extracurricular activities were carried out.
	3.3.3	✓				Employment forums were held; Thematic meetings with employers were held; The base of employers has expanded.
	3.3.4	✓				An international scientific conference was held. Tbilisi Iv. A research project was conducted in cooperation with Javakhishvili State University.
4.1. Sharing and implementation of international experience	4.1.1		✓			Memorandums of mutual cooperation were signed; The 23rd International Scientific Conference was held.
	4.1.2		✓			An international scientific conference was held.
4.2. Implementation of international cooperation mechanisms	4.2.1		✓			Memoranda of mutual cooperation with international partners were signed.
	4.2.2	✓				An agreement with an international expert was signed.



4.3. System of assessment and analysis of scientific productivity of academic and invited staff, support of the research component	4.3.1	√				Assessment of academic staff's scientific productivity was carried out; The journal of the Academy has become refereed.
5.1. Expansion of the material and technical base	5.1.1	√				The infrastructure of the academy was renewed; The material and technical base of the academy was expanded and modernized.
	5.1.2	√				Cooling systems were installed in the auditoriums.
5.2. Updating/development of library resources	5.2.1	√				The infrastructure and material-technical base of the library was updated and spaces for student were organized; The book fund of the Academy library was filled with the latest literature.
	5.2.2	√				Remote access to scientific bases was provided; Licensed software is provided.
	5.2.3	√				The manuals were developed in accordance with modern standards.
	5.2.4	√				Orientation and information meetings were held to raise awareness.



	5.2.5			√		The library fund was partially digitized.
5.3. Update/development of information technologies	5.3.1	√				The technical equipment of the Academy was renewed.

