

Approved: International Black Sea University Governing Board

Resolution #18, 22/04/2024

Regulation of management efficiency monitoring and evaluation system

Tbilisi
2024

Article 1. Subject and scope:

- 1.1. The regulation of the management effectiveness monitoring and evaluation system determines the evaluation system and mechanisms by which the university management effectiveness is monitored and evaluated.
- 1.2. The document aims to ensure continuous improvement of university management efficiency, compliance with strategic goals and involvement of stakeholders in the evaluation of the institution's activities.
- 1.3. The main requirements for successful monitoring of management effectiveness are:
- 1.4. Establishing clear goals/objectives - the strategic plan defines clear strategic goals and indicators for determining their achievement, which are consistent with the mission and vision of the university. In the procedural plan, the activities that are used to achieve the strategic goals are described.
 - 1.4.1. Key performance indicators of strategic tasks (KPI) - the strategic/action plan describes the indicators for assessing the achievement of each strategic task, the achievement of which is regularly monitored in order to evaluate the progress of each direction.
 - 1.4.2. Stakeholder Surveys - Periodically, surveys of stakeholders (students, administrative and academic staff) are conducted at the university to gather feedback and evaluations on various aspects of the university's management effectiveness..
- 1.5. The quality assurance tools are aligned with the university's academic standards and accreditation requirements to ensure compliance with best practices.
- 1.6. Data Processing/Analysis - The evaluation of management effectiveness is conducted annually in three directions:
 - 1.5.1. The Governing Board annually conducts the review and analysis of the annual reports of the structural units.
 - 1.5.2. The strategic service performs an analysis of the achievement of the key measurement indicators (KPI) defined by the strategic plan;
 - 1.5.3. Analysis of the survey results of stakeholders, which is carried out by the Internal Quality Assurance Service.
- 1.6. For the purpose of improving the mentioned system, data processing, analysis, evaluation of management effectiveness, and decision-making based on the results should be conducted systematically and annually.

Article 2. Management Effectiveness Evaluation System

- 2.1. Management efficiency evaluation system is based on:
 - 2.1.1. on regular monitoring and evaluation of productivity of structural units,
 - 2.1.2. on stakeholder engagement,

2.1.3. on continuous improvement and reporting,

2.3 The tasks defined by the strategic/action plan of the university are aimed at achieving the strategic goals of the university. The action plan envisages responsible structural units that ensure the fulfillment of the set task.

2.4 Regular monitoring and evaluation against established criteria will identify strengths, weaknesses and areas for improvement.

2.5. Evaluation data are used to inform decision-making processes and strategic planning to achieve results.

2.3 Stakeholder engagement:

2.3.1. The opinions of stakeholders involved in educational and research processes (students, professors, administrative/academic staff), the main activities of the university (teaching, research and other activities necessary and important for the implementation of these processes, student support services, financial management, staff development) are important for the development of the university. etc.) about.

2.3.2. Stakeholder feedback and participation ensures that their views are taken into account in decision-making.

2.4. Continuous improvement and reporting.

2.4.1 The results of the evaluation will be used to continuously improve initiatives for improvement and to adjust actions as necessary to meet requirements.

2.4.2 Analyzed results are reflected in reports. Based on the assessment results, a report is provided to the university management and stakeholders to inform them of progress, achievements, challenges and improvement plans.

Article 3. Assessment of management effectiveness and target indicators

3.1 Assessment of the key performance indicators (KPI) defined by the strategic/action plan:

3.1.1. Through monitoring the implementation of strategic and action plans - which provides information on the extent to which the goals set by the strategic plan have been achieved, in accordance with the established target benchmarks, timelines, and resource assessments. Additionally, monitoring the implementation of the action plan involves analyzing the performance of activities defined by the university's action plan.

3.1.2 At the end of each academic year, structural units present a report on the performance of activities outlined in the action plan of the current year and the action plan for the upcoming academic year.

3.1.3 The management of the university will be evaluated as effective if the achievement level of the key performance indicators (KPIs) defined by the strategic/action plan averages 80% or more.

- 3.2 Monitoring the satisfaction of interested parties involved in the educational process (students, academic staff):

3.2.1. Monitoring of the satisfaction of interested parties involved in the educational process (students, academic staff) is carried out on the basis of a semester/annual survey (satisfaction survey, etc

3.2.2 The internal quality assurance service is responsible for the analysis of the results of the satisfaction survey and the preparation of the report. It is also possible to invite external specialists to analyze the results and/or prepare a report. The internal quality assurance service informs the governing bodies for the development/improvement of the issues identified by the research. Also, the information is provided to the relevant structural units for the purpose of correcting the noteworthy issues/areas for improvement identified as a result of the research, providing feedback, and/or developing opinions on activities considered as positive practices.

3.2.3 The management of the university will be evaluated as effective if 70% or more of the parties participating in the survey are satisfied or very satisfied.

Article 4. Analysis of Evaluation Results and Subsequent Actions

4.1 The analysis of management effectiveness is carried out by the Strategic Development Service, which guides the analysis and evaluation of data in accordance with the rules established by this regulation.

4.2 After the completion of the management effectiveness analysis process, based on the obtained results, the Strategic Development Service will develop an evaluation document, which includes the analysis of the monitoring results according to the established indicators. If there are any, identified gaps and opportunities for improvement are identified. The results of the evaluation may include recommendations, which in turn should describe the deficiency, the goals of the recommendation, and the appropriate changes to be implemented. The mentioned document will be submitted to the management board for consideration.

4.3 After approval, the recommendations received are mandatory for implementation and are sent to the relevant structural units

Article 5. Final Provisions

5.1. This document serves to implement effective monitoring tools and evaluation systems, in order to evaluate and develop the effectiveness of university management. Adhering to this framework, in order to maintain quality standards, the University develops a culture of continuous improvement, data-driven decision-making and stakeholder engagement to achieve its strategic goals.

Article 6. Transitional Provisions

6.1. This provision shall enter into force upon acceptance by the Governing Board.

6.2. Changes in this regulation are approved by the university's governing board.