International Black Sea University

Three-year action plan

(2024/2025-2026/2027 academic years)

The Strategic Development Office of the International Black Sea University (hereinafter referred to as the "University"), in agreement with each school and structural unit of the University, processed, defined and planned the activities necessary for the achievement of strategic goals in the next 3 years.

Listed below are the activities to achieve the University's strategic goals by customer, process, resource and finance benchmarks. Implementation deadlines, necessary financial, material and human resources are defined for the implementation of activities.

Strategic goals and activities of the customer (C) benchmark

Increase in the number of students who are citizens of Georgia

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Participation in university exhibitions (international exhibition of education)	√	√	√	Yes	School of Business
Visit to schools	√	√	√	Yes	Schools, Marketing and Public Relations Department
Business alphabet project for X, XI, XII class pupils	√	√	√	Yes	School of Business
Researching/developing information on new educational programs together with potential international partners		√	√	Yes	School of Business
Participation in open days	√	√	√	Yes	Schools
Public lectures for entrants, for the graduate course (12 public lectures will be held on the following topics: labor, intellectual, finance, banking	√	√	√	Yes	School of Law and Public Administration

and executive, technological, EU law, conflictology in regional and international terms)					
Certification courses			√	Yes	School of Law and Public Administration
Strengthening of the law clinic			√	Yes	School of Law and Public Administration
Social sciences for beginners (journalism, American studies, international relations) project for pupils of classes IX,X,XI,XII for choosing a profession	√	√	√	Yes	School of Education, Humanities and Social Sciences
Annual American Studies Conference, American Corner for pupils, opportunity to attend	√	√	√	Yes	School of Education, Humanities and Social Sciences
Addition of a new, Georgian-language undergraduate program (PR).	√			Yes	School of Education, Humanities and Social Sciences
Inviting 10th and 11th graders to a traditional African American history event called "Racism, Minority Challenges" where American Studies students and professors will hold a discussion on racism and minority challenges	√	√	√	Yes	School of Education, Humanities and Social Sciences
Inviting 10th and 11th graders to the event initiated by American studies students, members of the debate club and professors: "Development of women's rights in the United States of America and Georgia"	√	√	√	Yes	School of Education, Humanities and Social Sciences
A master class in literature and translation will be held at the initiative of the students of the bachelor's program of English philology and the head of the program. School pupils will be invited to the master class.	√			Yes	School of Education, Humanities and Social Sciences
First steps in architecture - students teaching school pupils	√	√	√	Yes	School of Computer Science and Architecture

Digital school for school pupils - students conduct trainings for school pupils	√	√	√	Yes	School of Computer Science and Architecture
Extracting information from the database provided by the National Assessment and Examination Center (naec.ge).	√	√	√	No	Marketing and Public Relations Department
Professional orientation trainings for school pupils	√	√	√	Yes	Marketing and Public Relations Department, Schools
Educational and entertaining projects on campus	√	√	√	Yes	Marketing and Public Relations Department
IBSU Monopoly - board game for students	√	√	√	Yes	Marketing and Public Relations Department
Test "Choose a profession" - online platform	√	√	√	Yes	Marketing and Public Relations Department
Career guide - online platform	√	√	√	Yes	Marketing and Public Relations Department
Study - a test platform for applicants	√	√	√	Yes	Marketing and Public Relations Department

Increase in the number of degree-seeking foreign students

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
International students of English-language educational programs record and distribute video clips related to the program on social media	√	√	√	Yes	School of business, School of Education, Humanities and Social Sciences
Participation in international exhibitions	√	√	√	Yes	Schools, Department of International Relations
Open days	√	√	√	Yes	Schools, Marketing and Public Relations Department
Admission of foreign students to the School of Medicine in September periodic increase (first	√	√	√	Yes	School of Medicine

year - 300 students, second year - 400 students, third year - 500 students)					
Recording and distribution of program-related video clips on social media by international students of the doctoral program in educational sciences and the master's program in educational administration	√	√	√	Yes	School of Education, Humanities and Social Sciences
International Accreditation Increase in the number of foreign students at the ASIIN Double Diploma - Computer Science and Management Master's Program	√	√	√	Yes	School of Computer Science and Architecture
An increase in the number of foreign students in the school's English-language educational programs	√	√	√	Yes	School of Computer Science and Architecture
Cooperation with local and international agencies working to attract foreign contingent to Georgia	√	√	√	Yes	International Relations Office
Participation in international exhibitions and forums, in order to increase awareness, implementation of relevant campaigns in target countries;	√	√	√	Yes	International Relations Office
Provision of fast and convenient services of enrollment procedures for foreign students	√	√	√	No	International Relations Office

In order to attract students, preparation of printed/electronic marketing materials and distribution to target groups, placement of information on various portal(s)	√	√	√	Yes	International Relations Office
Organizing an annual cultural festival for foreign students to present their country's culture and traditions	√	√	√	Yes	International Relations Office
Informing foreign students about career opportunities	√	√	√	No	International Relations Office

Increasing mobility of students through exchange programs

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Active communication with existing friendly universities	√	√	√	No	International Relations Office
Finding new foreign partner higher education institutions	√	√	√	No	International Relations Office
Participation in international weeks organized by European higher education institutions	√	√	√	Yes	International Relations Office
Holding an international week every year	√	√	√	Yes	International Relations Office
Offer support services to university students to participate in an exchange program √ √ √ No International Relations office	√	√	√	No	International Relations Office

C4 Increase in student and graduate employment rates

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Involving employers in modifying existing programs	√	√	√	No	Schools
Annual observation/analysis of graduate employment rate	√	√	√	No	Schools (with the exception of the School of Medicine, as they will not have graduates in a given period) Alumni Relations Office
Annual observation/analysis of the rate of employment of graduates with qualifications	√	√	√	No	Schools (with the exception of the School of Medicine, as they will not have graduates in a given period) Alumni Relations Office
Observation/analysis of the employment rate of students of the 3rd year of undergraduate, master's and doctoral programs	√	√	√	Yes	School of Business, Career Planning and Development Office
Reviewing existing memorandums with the Career Planning and Development Office and diversifying memorandums	√	√	√	No	School of Business, School of Education, Humanities and Social Sciences, School of Computer Science and Architecture, Career Planning and Developmen Office
3rd year undergraduate, master's and doctoral programs Annual observation and analysis of the rate of employment of students based on their qualifications	√	√	√	No	Schools, Career Planning and Development Office

Coordinated work with Career Development Offices and Student and Alumni Offices	√	√	√	Yes	School of Law and Public Administration
Revision of existing memorandums together with the relevant service and diversification - 1. Chamber of Notaries of Georgia, 2. National Bureau of Enforcement; 3. Georgian Bar Association; 4. Tbilisi City Court; 5. Tbilisi Court of Appeal; 6 Copyright Association of Georgia; 7. National Center of Intellectual Property of Georgia)	√	√	√	No	School of Law and Public Administration
Annual monitoring of graduate employment	√	√	√	No	Alumni Relations Office
Improving student services with career development services	√	√	√	Yes	Career planning and Development Office
Development of career counseling hours program	√			No	Career planning and Development Office
Development of a business case competition to build links between employers and students		√		No	Career planning and Development Office
Development of career mentoring program	√			No	Career planning and Development Office
Development of the vacancies platform on the university website		√		No	Career planning and Development Office
Monitoring the rate of satisfaction with the services of the career development office based on the results of the	√	√	√	No	Career planning and Development Office

research of the internal quality assurance office					
Research on the employment rate of students of undergraduate, master's and doctoral programs	√	√	√	No	Career planning and Development Office
Students graduating from undergraduate master's and doctoral programs Qualification employment rate	√	√	√	No	Career planning and Development Office
Involvement of students in the university mentoring program (increasing rate)	√	√	√	No	Career planning and Development Office, Alumni Relations Office
Graduate Employment Rate Survey	√	√	√	No	Alumni Relations Office
Research on the rate of employment of graduates with qualifications	√	√	√	No	Alumni Relations Office

C5 Continual attention to the satisfaction of students and graduates

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Semester meetings with students	√	√	√	No	Schools
Annual monitoring of the student satisfaction rate and, if necessary, planning, responding to, communicating with them and providing feedback to relevant events	√	√	√	No	Schools, Vice Rector for quality

Annual monitoring of the satisfaction rate of graduates and, if necessary, planning, responding to, communicating with and providing feedback to relevant events	√	√	√	No	Schools, Vice Rector for quality
Evaluation of the educational program by the graduate student	√	√	√	No	Schools (except for the School of Medicine, because they will not have graduates in the given period), Vice Rector for quality
Activities aimed at integrating foreign students into the environment (welcome party, national days)	√	√	√	Yes	schools, marketing and public relations department
Graduate satisfaction rate survey	√	√	√	No	Alumni Relations Office
Analysis of student satisfaction rate based on internal quality assurance research	√	√	√	No	Alumni Relations Office
Student Satisfaction Survey	√	√	√	No	Internal Quality Assurance Office
Responding to the results of the student satisfaction survey and planning appropriate measures	√	√	√	No	Internal Quality Assurance Office

Strategic objectives and activities of the processes (P) benchmark

P1 strengthening and internationalization of research activities

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Involvement of academic staff in general research, articles	√	√	√	Yes	All schools
Systematic monitoring and promotion of master's and doctoral defenses	√	√	√	No	all schools academic writing center
Joint research with foreign professors, work on an article	√ (Once in three years)			Yes	all schools research promotion and project management office
Participation in international scientific conferences, forums, symposiums and other events	√	Yes	√	Yes	all schools research promotion and project management office International Relations Office
Involvement of doctoral and master's degree students in university and international conferences	√	√	√	Yes	all schools research promotion and project management office International Relations Office

Development of joint articles with students and academic staff of master's, doctoral educational programs in school or other scientific journals	√	√	√	Yes	all schools research promotion and project management office
Journal of Modern law - internationally refereed and peer-reviewed (obtaining an international license for appropriate recognition)			√	Yes	School of Law and Public Administration, research promotion and project management office
Supporting students to participate in internal university conferences, preparation of relevant publications	√	√	√	No	School of Law and Public Administration, research promotion and project management office
Establishing a research laboratory			√	Yes	School of Medicine research promotion and project management office
Attracting research assistant			√	Yes	School of Medicine
Organization of student researches		√		Yes	School of Medicine research promotion and

					project management office
Writing a joint book on artificial intelligence by students of the Education Sciences doctoral program within the educational technology course. The book is being produced for Cambridge Scholar Publishing House.	√			No	School of Education, Humanities and Social Sciences, research promotion and project management office
IRCEELT Conference – Involvement of doctoral and master's degree students in international education conference	√	√	√	Yes	School of Education, Humanities and Social Sciences, research promotion and project management office
Involvement of undergraduate, graduate and doctoral students in the annual international conference on American studies	√	√	√	Yes	School of Education, Humanities and Social Sciences, research promotion and project management office
Development of joint articles by students of master's and doctoral programs with academic staff in the school's scientific magazines	√	√	√	Yes	All schools research promotion and project management office
Involvement of students in research activities in research centers of the School of Education, Humanities and Social	√	√	√	No	School of Education, Humanities and Social Sciences,

Sciences (Center for International Studies and Center for Multidisciplinary Studies)					research promotion and project management office
Systematic monitoring of work on master's and doctoral theses, promotion, improvement of the quality of theses	√	√	√	Yes	all schools academic writing center
Involvement of academic staff of the school in scientific research and publication of scientific papers based on research	√	√	√	Yes	all schools
Work on scientific grants	√	√	√	Yes	all schools International Relations Office
Involvement of undergraduate, graduate and doctoral students in an international/student conference	√	√	√	Yes	all schools International Relations Office
Publication of the school's scientific journal	√	√	√	Yes	all schools Publishing House
Involvement of a foreign professor in publishing the school's scientific journal	√	√	√	Yes	all schools International Relations Office
Policy management of scientific research and projects of the university and promotion of research activities in the university;	√	√	√	Yes	research promotion and project management office
Assisting academic staff and students in developing skills and accessing resources for research activities and project development, and presenting university research results locally, regionally and globally	√	√	√	Yes	research promotion and project management office
Implementation of internal university system of research funding	√			Yes	research promotion and

					project management office
Implementation and proper management of the internal university system of research funding		√	√	Yes	research promotion and project management office
In order to promote research activities, active cooperation of the service with university schools, scientific-research centers, academic and scientific personnel, as well as with relevant administrative and support units;	√	√	√	No	research promotion and project management office
Promotion of the internationalization of the university's research potential: development/implementation of institutional and research/grant projects together with local and international partner universities;	√	√	√	Yes	research promotion and project management office
Organization of international scientific conferences at the university: 1. Silk Road International Conference and 2. Multidisciplinary student conference	√	√	√	Yes	research promotion and project management office International Relations Office
Facilitation of holding student conferences in the university	√	√	√	Yes	research promotion and project management office
Researching the needs of masters, doctoral students and post-doctoral students in the research component	√	√	√	Yes	research promotion and project management office

Workshops with scientific academic staff	√	√	√	Yes	research promotion and project management office
1. Organization of the annual event: presentation of publications published by the university (books, conference materials, collections and results of scientific research); 2. The event is held at the end of the year or on November 10 - International Science Day with 5 different panels	√	√	√	Yes	Research Promotion and Project Management Office marketing and public relations department
Workshops in scientific direction with deans of schools and heads of research centers	√	√	√	No	research promotion and project management office
Support of research centers in the university	√	√	√	Yes	research promotion and project management office
Share information about research/grant projects by e-mail	√	√	√	No	research promotion and project management office
Organizing workshops to support project writing	√	√	√	Yes	research promotion and project management office
Receiving applications and selecting projects	√	√	√	No	research promotion and project management office

Activities				Connection with budget	Responsible unit
Financial support of the projects selected by the commission from the central budget of the university	√	√	√	Yes	research promotion and project management office
Organization of information meetings for regular/systematic editions of scientific journals at university-based research centers and schools	√	√	√	No	Publishing house
Organization of information meetings to promote the publication of educational/scientific/research literature (books, textbooks, monographs, lecture materials, readers) developed by academic staff, young scientists, master's and doctoral students	√	√	√	No	Publishing house
Organizing an annual event to promote the publication of conference materials, collections and results of scientific research	√	√	√	Yes	Publishing house
Workshops with journal editors	√	√	√	Yes	Publishing house

Integrating research and educational activities

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Use of research papers in study courses	√	√	√	No	All schools
Integrating scientific articles into the syllabi of undergraduate,	√	√	√	No	All schools

Activities	2024-25	2025-26	2026-27	Connection with the budget ('yes' / 'no')	Responsible unit or school
master's and doctoral programs					
Use of academic staff books, scientific papers in study courses	√	√	√	No	All schools
Translation, development and use of cases in the educational process			√	Yes	All schools, Research promotion and project management office
Organizing workshops with schools and academic staff involved in programs to integrate research activities into educational activities	√	√	√	No	Research promotion and project management office

Constant attention to improving the quality of educational programs

Activities	performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Engaging stakeholders to modify and develop existing programs	√	√	√	No	Schools Vice Rector for Quality
Stakeholder surveys to evaluate programs	√	√	√	No	Schools
Based on the specifics of study courses, inviting practitioner lecturers in leading positions	√	√	√	Yes	All schools
Curriculum revision at the end of the year	√	√	√	No	All schools

Revising clinical skills syllabuses	√	√	√	No	School of Medicine
Taking care of the continuous development of the program, offering a variety of optional study courses	√	√	√	Yes	All schools
Inviting foreign professors within the framework of the study course	within three years period			Yes	All schools International Relations Office
Updating educational programs in accordance with the current changes in the field and the labor market	√	√	√	No	Quality Assurance Office, All schools
Organization of trainings aimed at development of staff capabilities	√	√	√	Yes	all schools human resources management and development Office
Development of programs according to the needs identified as a result of internal quality assurance mechanisms	√	√	√	No	Quality Assurance Office, All schools
Development of programs based on the evaluations of the National Center for Education Quality Development	√ (in accordance with the deadlines defined by the accreditation regulations)	√ (in accordance with the deadlines defined by the accreditation regulations)	√ (in accordance with the deadlines defined by the accreditation regulations)	No	Quality Assurance Office
Development of programs based on evaluations of external experts (local/international)	At least once during the accreditation period	At least once during the accreditation period	At least once during the accreditation period	No	Quality Assurance Office, All schools

Advising the needs of interested parties and considering their requirements if necessary	At least once during the accreditation period	At least once during the accreditation period	At least once during the accreditation period	No	Quality Assurance Office, All schools
Development of programs based on comparison of similar programs (by sharing local and international experience - benchmarking)	At least once during the accreditation period	At least once during the accreditation period	At least once during the accreditation period	No	Quality Assurance Office

Continuous improvement of the quality of the educational process

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Monitoring of timely entry of quiz results by lecturers into the SIS database	√	√	√	No	Study Process Monitoring Department
Full planning of internal university exams	√	√	√	No	Study Process Monitoring Department
Monitoring the proper conduct of internal university exams	√	√	√	No	Study Process Monitoring Department
Timely reflection of midterm and final exam evaluations in the database	√	√	√	No	Study Process Monitoring Department
Facilitating communication between students and schools	√	√	√	No	Dean of the relevant school
Monitoring the recovery process for missed exams	√	√	√	No	Study Process Monitoring Department
Informing students and lecturers about the educational process	√	√	√	No	Study Process Monitoring Department All schools

Informing students and lecturers about the examination process	√	√	√	No	Study Process Monitoring Department
Counseling students regarding semester registration	√	√	√	No	Study Process Monitoring Department
Student satisfaction survey and planning of necessary measures	√	√	√	No	All schools Internal Quality Assurance Office
Responding to results from student satisfaction questionnaires	√	√	√	No	Shcools
Development of an electronic platform for internal quality assurance mechanisms in the direction of quality assurance of the educational process	√	√	√	Yes	Internal Quality Assurance Office Office of Information Technologies
Developing the training process according to the needs identified as a result of internal quality assurance mechanisms	as needed	as needed	as needed	No	Internal Quality Assurance Office
Continuous development of teaching/learning methods	√	√	√	No	Internal Quality Assurance Office
Continuous development of evaluation methods	√	√	√	No	Internal Quality Assurance Office
Integrating the portfolio into the e-system		√		No	School of Medicine
Conducting trainings with students and lecturers of the School of Medicine and running the program in working mode			√	No	School of Medicine

Creation of students' language club		√		No	Foreign Languages Center
Creating a student debate club		√		No	Office of students Extracurricular activities
Enhancing intercultural relations among students, planning events by promoting foreign languages and debate clubs	√	√	√	No	Foreign Languages Center
Counting annually the number of students who were rejected by the commission for plagiarism	√	√	√	No	Academic Writing Center
Counting cases of plagiarism detected during annual re-examination	√	√	√	No	Academic Writing Center
Information sessions with students and academic staff regarding access to the plagiarism program	√	√	√	No	Academic Writing Center
Informational meetings, information sharing and awareness raising	√	√	√	No	Academic Writing Center
Purchase of plagiarism software - Turnitin	√	√	√	Yes	Academic Writing Center
Organize/conduct training/prepare tutorials and share with interested parties/upload on site about anti-plagiarism software use/feature updates	√	√	√	No	Academic Writing Center
Organization and implementation of seminars, workshops and trainings for developing/improving students' academic writing skills and encouraging scientific research interests	√	√	√	Yes	Academic Writing Center

With the internal mechanisms of quality assurance, constant care and control over the improvement of the quality of educational programs, which implies the standardization of the syllabuses of the university compulsory study course "Academic Writing", promotion and monitoring of development: organization of workshops;	√	√	√	No	Academic Writing Center Quality Assurance Office
Raising awareness about the culture of academic integrity, planning and organizing plagiarism prevention measures, increasing the intensity of use of plagiarism detection software;	√	√	√	No	Academic Writing Center
Cooperation with university schools, research centers, academic and scientific staff and relevant administrative and support units (checking of papers, publications with anti-plagiarism program);	√	√	√	No	Academic Writing Center
Organization of master's and doctoral defenses	√	√	√	Yes	Academic Writing Center
Counting the rate of master's and doctoral defenses, with the involvement of schools	√	√	√	No	Academic Writing Center
Organization of trainings, workshops, information meetings, seminars, guidelines by the academic center	√	√	√	Yes	Academic Writing Center
Working meeting with the academic staff implementing the training course	√	√	√	No	Academic Writing Center
Working meeting with quality assurance office in terms of receiving recommendations	√	√	√	No	Academic Writing Center

Internationalization at the level of educational programs

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Development of programs based on evaluations of international external experts	At least once during the accreditation period			No	Quality Assurance Office
Development of programs based on comparison of similar international programs	At least once during the accreditation period			No	Quality Assurance Office
Communication with partner universities	√	√	√	No	International Relations Office
Finding new foreign partner higher education institutions	√	√	√	No	International Relations Office
Informing academic staff about various international internships, research and short-term training projects	√	√	√	No	International Relations Office
Offer mobility support services for academic staff	√	√	√	No	International Relations Office

P6 raising awareness of the university and constant care for its image

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Participation in university and international educational exhibitions	√	√	√	Yes	All schools
Dean's visit to public and private schools	√	√	√	Yes	All schools

Business alphabet project for students of classes X, XI, XII	√	√	√	Yes	School business
Participation in open days	√	√	√	Yes	All schools
Reconstruction and intensive monitoring of the site of the School of Law and Public Administration	√	√	√	No	School of Law and Public Administration
Involvement of students in university Olympiads	√	√	√	No	All schools
Master class - "First aid" for entrants	√	√	√	Yes	School of Medicine
For first aid competition entrants	√	√	√	Yes	School of Medicine
Event "Become a Doctor"	√	√	√	Yes	School of Medicine
Inviting students of classes X and XI to the traditional event dedicated to the history of African Americans "Racism, the challenges of minorities", where American studies students and professors will hold a discussion on the mentioned issues	√	√	√	No	School of Education, Humanities and Social Sciences
Invitation of students of classes X and XI to the event initiated by American studies students, debate club members and professors: "Development of women's rights in the United States of America and Georgia".	√	√	√	No	School of Education, Humanities and Social Sciences
A master class in literature and translation will be held at the initiative of the students of the bachelor's program of English philology and the head of the program. School pupils will be invited to the master class.	√			No	School of Education, Humanities and Social Sciences

Participation in meetings with applicants	√	√	√	No	All schools
Seasonal schools for pupilss (computer graphics, web development; principles of architecture)	√	√	√	Yes	School of Computer Science and Architecture
Platform analytics - the number of 'LinkdIn followers' (maintaining at least 4,300 per year)	√	√	√	Yes	Marketing and Public Relations Department
Platform analytics - number of 'Twitter followers' (maintain at least 207 per year)	√	√	√	Yes	Marketing and Public Relations Department
Platform analytics - number of 'Youtube subscribers' (maintain at least 2,500 per year)	√	√	√	Yes	Marketing and Public Relations Department
Platform analytics - number of 'Tik Tok followers' (maintain at least 7000 per year)	√	√	√	Yes	Marketing and Public Relations Department
Platform analytics - number of 'Facebook reach' (number of 'Facebook reach' at least 400,000 per year, maintaining the index)	√	√	√	Yes	Marketing and Public Relations Department
Platform analytics - number of 'Instagram reach' (at least 450,000 per year, maintaining the index)	√	√	√	Yes	Marketing and Public Relations Department
Platform analytics - 'Facebook reach' rate (at least 1,000,000 and maintaining the rate)	√	√	√	Yes	Marketing and Public Relations Department
Awareness index control	√	√	√	No	Marketing and Public Relations Department
Coverage of the University's activities through Interpressnews media (interpressnews (a maximum of	√	√	√	Yes	Marketing and Public Relations Department

	2024-25	2025-26	2026-27	Connection with the budget	Responsible unit or school
5 news coverage per month under the contract, an average of 30 news or more per year)					
Number of joint events with external partners (state agencies, NGOs, private sector) (12 or more per year)	√	√	√	No	Marketing and Public Relations Department
Membership of the university in international organizations (EUA, Magna Carta, Association of Francophonie universities AUF)	√	√	√	Yes	International Relations Office
Strengthening the university's partnership ties, in order to raise its awareness, trust and reputation	√	√	√	Yes	International Relations Office
Membership of the university in international academic scientific organizations	√	√	√	Yes	International Relations Office
The study of the university's place in the international ranking - 'Webometrics'	√	√	√	No	International Relations Office

Supporting events aimed at the diversity of student life

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Development of rules for funding student initiatives, development of consulting services and encouragement of project initiation	√			Yes	Office of Student Extracurricular Activities
Creation of workspace of student clubs	√			Yes	Office of Student Extracurricular Activities
Development of rules for inviting persons without students	√			No	Office of Student Extracurricular Activities

Activities	2024-25	2025-26	2026-27	Connection with the budget	Responsible unit or school
Determining student satisfaction with extracurricular activities and initiating appropriate changes		√		No	Office of Student Extracurricular Activities
Development and reporting of methodology for determining student involvement in extracurricular activities	√	√		No	Office of Student Extracurricular Activities
A survey of the needs of graduates	√			No	Alumni Relations Office
IBSU Academy develops LLL strategy	√			No	IBSU Academy
Based on the research, short-term and long-term certificate courses will be developed, both online and face-to-face.	√	√	√	No	IBSU Academy
IBSU Academy together with the Finance Department will develop the price policy for study courses	√				IBSU Academy
Rebranding of the training center and updating of the website, inclusion in online payment	√			Yes	IBSU Academy
Development of marketing strategy of IBSU Academy		√		No	IBSU Academy
Alumni Satisfaction Survey with IBSU Academy		√		No	IBSU Academy

Development and implementation of programs/activities in accordance with the third mission of the university

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		

Organizing a series of meetings	√	√	√	Yes	School of Business
Organization of trainings	√	√	√	Yes	School of Business
Organization of workshops	√	√	√	Yes	School of Business
Blood donation campaign organized by law school	√	√	√	Yes	School of Law and Public Administration
Thematic workshops aimed at field professions, in which school professors and students will participate	√	√	√	Yes	School of Law and Public Administration
First aid master classes for administrative staff	√	√	√	Yes	School of Medicine
First aid master class for other school students to raise awareness	√	√	√	Yes	School of Medicine
Webinars for the general public conducted by students of the PhD program in Educational Sciences	√	√	√	No	School of Education, Humanities and Social Sciences
Initiated by the Master's Program in Digital Media and Communication, a workshop on the topical topic of "Fake and Real News and Cyber Security" is open to anyone interested.	√	√	√	Yes	School of Education, Humanities and Social Sciences
New Year's visit to Tserovani IDP settlement. Within the framework of the visit, the students of the undergraduate program of American studies will meet the pupils, a lecture about the USA will be held and a discussion will be organized.	√	√	√	Yes	School of Education, Humanities and Social Sciences

Series of meetings: "Computer technologies yesterday, today, tomorrow"	√	√	√	Yes	School of Computer Science and Architecture
Training: "Organization of public space"	√	√	√	Yes	School of Computer Science and Architecture
Training: "Interior design and ergonomics"	√			Yes	School of Computer Science and Architecture
Meeting Series: Challenges and Problems of Contemporary Architecture		√	√	Yes	School of Computer Science and Architecture
Workshop: "IoT technologies in our daily life"		√	√	Yes	School of Computer Science and Architecture
Workshop: "Modern robotics and society"		√	√	Yes	School of Computer Science and Architecture
Seasonal schools for students (computer graphics, web development; principles of architecture)	√	√	√	Yes	School of Computer Science and Architecture
Joining the Georgia network of the UN Global Compact	√	√	√	Yes	Marketing and Public Relations Department
Supporting events related to sustainable development goals from a logistical and organizational point of view	√	√	√	Yes	Marketing and Public Relations Department
Posting information about events related to the third mission in social media channels	√	√	√	Yes	Marketing and Public Relations Department
Supporting events related to the third mission from a logistical and organizational point of view	√	√	√	Yes	Marketing and Public Relations Department

Support of CSR events from logistical and organizational point of view	√	√	√	Yes	Marketing and Public Relations Department
Supporting events related to continuing education goals from a logistical and organizational point of view	√	√	√	Yes	Marketing and Public Relations Department
Posting information about events related to sustainable development goals in social media channels	√	√	√	Yes	Marketing and Public Relations Department
Posting information about events related to CSR projects in social media channels	√	√	√	Yes	Marketing and Public Relations Department

Improvement of organizational management approaches

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Adding the HR module to the electronic database		√		Yes	Human Resources Management and Development Office
Development of organizational management effectiveness system - development of administrative personnel evaluation system, which includes personnel self-evaluation, personnel evaluation by the supervisor, annual response to results.		√		Yes	Human Resources Management and Development Office
Implementation of administrative staff evaluation system (share questions)		√		No	Human Resources Management and

					Development Office
Responding to the results of the assessment of administrative staff (organization of trainings and others)	√	√	√	Yes	Human Resources Management and Development Office
Revision/improvement of selection/appointment rules and procedures in management bodies	√			No	Human Resources Management and Development Office

Development of the university startup ecosystem

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Creation of consultation hours online and in person for students and graduates	√			No	Center for Innovation and Entrepreneurship
A 2-month intensive pre-acceleration program will be developed	√			No	Center for Innovation and Entrepreneurship
The university will join international entrepreneurial/innovative associations.		√		Yes	Center for Innovation and Entrepreneurship
Development of Bootcamp program for students and graduates in entrepreneurial and innovative direction	√	√		No	Center for Innovation and Entrepreneurship

Activities				Connection with the	Responsible unit or school
Creating an intra-university start-up financing program			√	Yes	Center for Innovation and Entrepreneurship
Developing a guidance document related to intellectual property and patents		√		No	Center for Innovation and Entrepreneurship
Development of an international mentoring network		√		No	Center for Innovation and Entrepreneurship
During the next 3 calendar years, at least 20 Startup Day authors will benefit from the university's support	for three years			Yes	Center for Innovation and Entrepreneurship
Fundraising by a university-affiliated startup to implement an idea			√	Yes	Center for Innovation and Entrepreneurship
2% of the university's income is provided for financing student initiatives (in the third academic year it should be 2%)			√	Yes	Center for Innovation and Entrepreneurship
Creating a common workspace for student clubs and unions at the university for at least 30 people			√	Yes	Center for Innovation and Entrepreneurship

P11 Increasing the efficiency of electronic systems and databases for managing university processes

Activities	Performance period			Connection with the	Responsible unit or school
	2024-25	2025-26	2026-27		

				budget ('yes' / 'no')	
Overview of the existing system	√	√	√	No	Information technologies
Refactor the current database structure	√	√	√	No	Information technologies
Updating the core code of applications	√	√	√	No	Information technologies
Implementation of automatic data collection for reports	√	√	√	No	Information technologies
Increased user-friendly interface design	√			No	Information technologies
Enhancing user experience through responsive design	√			No	Information technologies
Data structure analysis for better performance	√	√	√	No	Information technologies
Refactoring the application to accommodate current issues	√	√	√	No	Information technologies

Strategic Objectives and Activities of the Resource (R) Benchmark

Attracting and retaining highly qualified academic staff

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Planning professional development events for academic staff, sharing best	√	√	√	Yes	Schools

practices, workshops for academic staff					
Attracting/retaining new academic staff	√	√	√	Yes	Schools
Promotion of scientific work of academic staff	√	√	√	Yes	Schools
Academic staff satisfaction control and appropriate response	√	√	√	No	School, Internal Quality Assurance Office
Increasing the number of academic staff every year	√	√	√	Yes	Schools
Practitioner, involvement of well-known lawyers, notaries and active judges in Georgia in academic activities	√	√	√	Yes	School of Law and Public Administration
Numerical indicator - focused on the growth of academic staff (first year +2%, second year +4%, third year +6%)	√	√	√	Yes	School of Medicine
School of Medicine Numerical Rate of Affiliated Academic Staff Growth (First Year +2%, Second Year +4%, Third Year +6%)	√	√	√	Yes	School of Medicine
1.1% increase in the number of affiliated staff of the School of Medicine)	√	√	√	Yes	School of Medicine
Reviewing the salary policy of academic staff and developing a plan for corresponding changes	√			Yes	Human Resources Management and Development Office
Reviewing the procedures for planning, selecting, appointing academic staff and maintaining personnel (analytics of development, achievement of	√	√	√	Yes	Human Resources Management and

Activities	Performance period			Connection with the budget ('yes'/'no')	Responsible unit or school
					Development Office
Planning developmental events for academic staff	√	√	√	Yes	Human Resources Management and Development Office
Planning appropriate events to share achievements and experiences among academic staff (sharing of best practices by academic staff, conducting presentations, trainings with high academic achievements, e.g. publishing articles in indexed journals, etc., for junior academic staff, postdoctoral fellows and other interested parties)	√	√	√	No	Human Resources Management and Development Office
Evaluation of the effectiveness of the planned measures	√	√	√	No	Human Resources Management and Development Office

Attracting and retaining highly qualified administrative staff

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Development of employee satisfaction questionnaire and their annual survey	√	√	√	No	Human Resources Management and

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
					Development Office
Planning development events/trainings for administrative staff	√	√	√	Yes	Human Resources Management and Development Office
Contingency of administrative staff contingent with academic staff, students according to authorization standards	√	√	√	Yes	Human Resources Management and Development Office
Evaluating the performance of administrative staff and responding to the results	√	√	√	Yes	Human Resources Management and Development Office
Development of a motivational system for administrative staff (New Year's event, corporate evening, out-of-town meetings, etc.)	√	√	√	Yes	Human Resources Management and Development Office

Acquisition/development of library resources

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Organization of events/trainings/workshops for efficient use/development of library resources	√	√	√	Yes	Library
Creating a comfortable environment for readers to meet the requirements of students and university staff in order to promote learning and research activities	√	√	√	Yes	Library

Ensuring the availability of scientific research papers	√	√	√	No	Library
Implementation of measures related to library activities and familiarization with the rules of using the library	√	√	√	No	Library
Establishing connections, sharing information with local and international libraries for the purpose of deepening/membership	√	√	√	No	Library
Meetings on the use/use of electronic databases with undergraduate, master's, doctoral students, community leaders, academic staff	√	√	√	No	Library
Observing the rate of usage of bases in the annual dynamics, if necessary, implementing additional activities to increase the rate	√	√	√	No	Library
Purchase of electronic databases: 1. EBSCO, 2. University Consortium, 3. Hein Online	√	√	√	Yes	Library

Acquisition/development of resources needed for educational and/or research activities

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Updating of educational literature in syllabuses of educational programs	√	√	√	Yes	All schools
Encouraging/improving the use of electronic databases in doctoral programs	√	√	√	No	School of Business, School of

					Education, Humanities and Social Sciences, School of Computer Science and Arcitecture
Maintenance/improvement of business school lab infrastructure	√	√	√	Yes	School of Business, Department of Procurement and Logistics
Working on the MY IBSU application		√		No	Information Technologies
Arrangement of OSCE greenhouses	√	Yes			School of Medicine
Creation of the OSCE Bank	√	Yes			School of Medicine
Organization of additional clinical skills laboratories	√	√	√	Yes	School of Medicine
Updating the study literature in the program in order to develop the syllabi	√	√	√	Yes	All schools
Improving the infrastructure of the lab - within the framework of simultaneous translation courses of the American studies program	√	√	√	Yes	School of Education, Humanities and Social Sciences, Department of Procurement and Logistics
Improving the material and technical base of the School of Computer Science and Architecture	√	√	√	Yes	School of Education, Humanities and Social Sciences,

					Department of Procurement and Logistics

Internationalization at the level of administrative and academic staff

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Lectures by foreign academics and visiting professors	√	√	√	No	Schools, International Relations Office
Involvement/facilitation of academic staff in exchange programs	√	√	√	Yes	Schools, International Relations Office
Involvement/facilitation of administrative staff in exchange programs	√	√	√	Yes	Schools, International Relations Office
Involvement/facilitation of academic staff in Erasmus+ programs	√	√	√	No	Schools, International Relations Office
Involvement/facilitation of administrative staff in Erasmus+ programs	√	√	√	No	Schools, International Relations Office
Increase the number of international supervisors in the doctoral program in business administration	√	√	√	Yes	School of Business, International Relations Office
Publication of joint research papers of international supervisors, local supervisors and doctoral students involved		√	√	Yes	School of Business, International

in the doctoral program in international scientific journals/international conference proceedings					Relations Office
International invitation 4 times a year	√	√	√	Yes	School of Law and Public Administration International Relations Office
Attracting foreign staff at the academic level	√	√	√	Yes	School of Medicine, International Relations Office
Attracting foreign staff at the administrative level	√	√	√	Yes	School of Medicine, International Relations Office
Academic and visiting staff retention percentage	√	√	√	Yes	School of Medicine, International Relations Office
Increasing the number of international supervisors in the Educationa sciences doctoral program	√	√	√	Yes	School of Education, Humanities and Social Sciences, International Relations Office
Attract more international speakers to the International Research Conference on Education, Language and Literature (IRCEELT)	√	√	√	Yes	School of Education, Humanities and Social Sciences, International Relations Office

Activities	2024-25	2025-26	2026-27	Connection with the budget ('yes'/'no')	Responsible unit or school
Publication of joint research papers of international supervisors, local supervisors and doctoral students involved in the Education sciences doctoral program in international scientific journals/international conference proceedings	√	√	√	Yes	School of Education, Humanities and Social Sciences, International Relations Office
Every year, active cooperation with the US Embassy within the framework of the "English Language Fellow (EL Fellow) Program" project	√	√	√	No	International Relations Office
Active cooperation with the Francophonie Agency within the framework of inviting French language specialists	√	√	√	Yes	International Relations Office
Applying for the visits of foreign specialists on the basis of addressing the schools	√	√	√	Yes	International Relations Office
Facilitating the recruitment of foreign staff for schools	√	√	√	No	International Relations Office
Informing academic and administrative staff about various international internships, exchange programs, research and short-term training projects	√	√	√	No	International Relations Office

Development of university infrastructure

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		

Administrative staff satisfaction survey on university infrastructure	√	√	√	No	Human Resources Management and Development Office
Student satisfaction survey on university infrastructure	√	√	√	No	Internal Quality Assurance Office
Academic staff satisfaction survey on university infrastructure	√	√	√	No	Internal Quality Assurance Office
IT infrastructure upgrade	√	√	√	Yes	Procurement Service
Improvement of university spaces	√	√	√	Yes	Procurement and Logistics Service

Strategic goals and activities of the financial (F) benchmark

Financial sustainability

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
EBITDA Margin	√	√	√	Yes	Finance Department
Net Profit Margin	√	√	√	Yes	Finance Department

Increase in income

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Controlling the rate of income growth	√	√	√	No	Finance Department

Diversification of income

Activities	Performance period			Connection with the budget ('yes' / 'no')	Responsible unit or school
	2024-25	2025-26	2026-27		
Control of the rate of income received from foreign (non-resident) students	√	√	√	No	Finance Department
Controlling the rate of income from dual programs	√	√	√	No	Finance Department

Mechanisms for monitoring the implementation of strategic development and action plans

The Strategic Development Office of the International Black Sea University monitors the implementation of the university's strategic development and action plans. The purpose of monitoring is to facilitate and evaluate the achievement of the strategic directions and tasks defined by the strategic development plan and action plan of the university.

Monitoring of implementation of strategic development and action plans and response to evaluation results is carried out once during the academic year (at the end of the spring semester), based on which annual monitoring reports are prepared.

Monitoring of strategic development and action plans of the university includes the following stages:

1. Organization of the monitoring process

2. Search for information

3. Monitoring and evaluation

4. Feedback and response

5. Determining the need to modify strategic development and action plans

1. Organization of the monitoring process - the monitoring process is managed by the Strategic Development Office, which at the beginning of each semester ensures communication with the relevant structural units/schools and their access to the necessary information; In particular, the office will introduce their strategic tasks, measurement indicators, targets and timelines of activities planned for strategic tasks. During the semester, meetings will be scheduled to discuss the activities of structural units/schools and to supervise the process. During the semester, structural units/schools periodically record information and reflect the status of the activities in the form shared by the Strategic Development Office.

2. Information tracking - at the end of each semester, the Strategic Development Office requests activity reports from the structural units/schools (specifically performance/achievement reports of activity and measurement indicators). If necessary, the office will schedule additional meetings to review performance reports. In the forms shared by the service, responsible units/schools report their activities; After which the received information will be sorted and processed.

3. Monitoring and Evaluation - The purpose of monitoring is to evaluate the implementation of the action plan both quantitatively and qualitatively. The Strategic Development Office will monitor the annual reports of activities planned and implemented by structural units and schools. The structural unit/school responsible for the implementation of the action plan shall submit a performance report in accordance with the form developed by the Strategic Development Office. It is important that the monitoring report presents information about the activities carried out within the time frame with

appropriate confirmation, as well as the hindering factors identified in the implementation process, in order to assess the risk factors and, if necessary, revise them.

The office will evaluate the activity reports of structural units/schools of the university. Initially, it will compare the planned and implemented activities, check the relevance of the presented evidence, and then evaluate the comparison with the strategic tasks, measurement indicators and targets defined by the strategic development plan and action plan of the university. Each objective will be measured against the relevant measurement indicator, and the target of the measurement indicator will be realized against the target achieved in the given time.

The annual report prepared by the Strategic Development Office will be submitted to the Management Board with relevant annexes.

4. Feedback and response - Feedback and response to evaluation results is an important process to facilitate the achievement of the university's strategic and action plans. The Strategic Development Office will communicate the results of the evaluation of the structural units/schools to the respective responsible units and develop recommendations that will be discussed with the respective units/schools.

5. Determining the need to modify strategic development and action plans - at the end of the academic year, the Strategic Development Office reviews the activity reports and results of structural units/schools and determines the need to modify the goals, indicators, targets and activities of the strategic development plan and action plan of the university.

Modify strategic development and action plans

Modification of strategic development and action plans is carried out when the following is necessary:

1. Modification of strategic objective(s) - when internal or external factors/changes affect the strategic objective.

2. Modifying the measurement indicator(s) - when there is no alignment between the strategic task and its measurement indicator(s) for the perfect performance of the task.

3. Modifying the activity(s) - when the action plan contains insufficient number of activities to achieve the measurement indicators and strategic objectives.

The Strategic Development Office will develop an updated version of the Action Plan and submit it to the Governing Board for consideration. As needed, the founders' meeting will approve modified, updated versions of the strategic development and action plans.