გ**ნ**ათლების ხარისხის განვითარების ეროვნული ცენტრი

NATIONAL CENTER FOR EDUCATIONAL QUALITY ENHANCEMENT

Final Report on the request for Authorization of the

International University of Georgia (UNIGEO)

Expert Panel Members

Chair: Prof.Dr. Mischak Richard, University of Applied Sciences-Salzburg, Austria

Members:

Taliashvili Nino, Tbilisi State University, Georgia

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Tbilisi

September 23rd, 2018

General information on the educational institution

The International University of Georgia (UNIGEO) is a young university. It was founded about 20 years ago and has its premises in the center of Tbilisi.

UNIGEO consists currently of 2 'faculties' and 3 'clinics' or institutes (Dental clinic, Legal clinic(s) and a Business consultancy center). Some of those entities are independent units.

UNIGEO offers the following study programmes:

Bachelor's Degree Programmes:
Faculty: School of Law, Business and Humanities
- Business Administration
- Law
- Tourism
- English Philology (will be finished in 2018)

Master's Degree Programme:
- International Business Management

Faculty: Healthcare
- Certified Dentist
- Certified Dentist (in English)

There are currently **NO** PhD programmes on offer.

In September 2018, the total number of students registered at UNIGEO was 845 (according to NCEQE database) at Bachelor's and Master Level. A total of 467(!) students was suspended out of which 312 were international students

The main reason for the 'suspended status' was the admission fees for many of its domestic and international students. The university highlighted the number of requests from foreign students (Azebaijan, Bangladesh, Turkey, Egypt) to study in Tbilisi, but later in the report we will highlight the major difficulties (language support) linked with that intake.

Brief overview of the authorization site visit

The self-evaluation-report (SER) was received by the NCEQE in 2018. The evaluation panel was appointed in August and consists of 5 members, including an international higher education expert as chair, and 4 Georgian members (2 academic experts, a labor market expert and a student expert)

The SER and accompanying documents provided a rough starting point. Many points needed additional clarification and cross-checking before they could properly be interpreted and evaluated by the panel members.

The panel requested many additional handouts; were provided mostly the next day, but were in Georgian language – what the panel accepted.

In the whole SER, the panel means, not enough attention was given to visualize certain dependencies and certain links of university units. The action plan could be pretty nicely show a map of student-student, student-admin.staff, student-teaching.staff and between staff communications, and highlight the differences and actions to take.

The intense site visit took place from 4.9. – 6.9.2018. It consisted of a total of 22 interview sessions conducted by the evaluating panel with UNIGEOs senior management, academic/scientific and administrative staff, students, alumni and external stakeholders (employers) and a campus visit.

The timetable of the interview sessions was quite tense, but was mainly respected. Most of the invited persons took actually part, and in each session all members of the panel and all interviewees were involved in the debate. The discussions took place in an open and friendly atmosphere. They were generally in Georgian, with a simultaneous translation from/into English for the chairperson.

The panel reached an assessment of the UNIGEO in each of the 7 dimension required for Authorization. The discussion between the panel members were taking place mostly in the evenings after the sessions.

Overview of the HEI's compliance with standards

Summary of Recommendations

Strategic plans – 3-years and 7 years - have to be reworked and much more detailed. Crucial for its success is the monitoring. The plans/program has to signal any early deviations to Senior Management and the Deans for taking measures to align the progress with the plan.

Overruns by Cost, people and time could be avoided or at least limited to a certain amount.

The plans have also

- to include the 'vocational courses' that you plan to offer, and that students did mention
- to include the 'Medical Program' – this is strategic
- to enable a clear business continuity outlook (growth)
- to ensure the implementation of 'structural units' functions with qualified staff.

The Mission statement does not contain the top two UNIGEOs goals (Quality and Internationalization) and the panel concludes, that is does not reflect key student requirements as:
- Flexibility in the study progress for international students
- Flexibility in the 'Financial issues' with the study fee

both of which are the key reasons for the high number of suspended students !

Principles of Ethics and Integrity

UNIGEO must continually and fundamentally introduce the rules of ethics to the university community. It should plan various activities aimed at raising ethical and behavioral norms. Develop a mechanism of finding plagiarism.

Write down who is the structural unit responsible for the above mentioned processes in order to control and operate efficiently.

The development & implementation of a clear and transparent **internationalization policy** is needed. Crucial for its success is again the process/systems for monitoring management effectiveness and get an overview of the evaluation system(s).

The Educational Programmes do also need some critical improvement. The panel would strongly emphasize
- To provide financial calculations for planned programmes to ensure feasibility of the programmes;
- To Improve the update and change/modification process of all programmes.
- To update the literature in **all** programmes

To provide newly hired –and existing- academic and administrative staff with the necessary and relevant information as well as increase the quality of communication between different units, you need an improved **quality measurement & teaching/student performance.** This will enable you
- To study the problems related to high number of **student suspension** and take appropriate steps in your action plan.
- To conduct better market research related to each program and use it to improve future education programs and planning for the student body;
- To provide each functional unit with necessary space for **quality office work** and provide

secure space for the IT department;
- To be able to hire administrative staff with the qualifications necessary for their job assignments;To **improve** Learning Management System by adding necessary functionality and an English version of it.
- To include in this mechanisms/systems needed

  - for student academic performance to increase graduation rate;

  - for quality assurance according to HEI strategy and action plan and conduct thorough student surveys with the predefined periodicity and provide academic staff with the results of the surveys to improve teaching quality;

Student-centered teaching and learning organizations

- **Have clear and specific student admission requirements** and admission procedure for international students at Georgian programmes to provide sufficient language prerequisites – e.g. with a prior 4-week language course in Tbilisi.
- active and provide funds for the Career Support center;
- Engage in developing with the students **extracurricular activities**;
- Increase of students' involvement in the programme development in UNIGEO;
- Ensure students involvement in intl. exchange programs (e.g. ERASMUS+)
- Strengthening the communication with alumni;
- Have access to an online and updated alumni-data-base for follow-up of activities;
- Offer frequent activities in lifelong learning for alumni;

Add practical components to ensure that student will gain the practical skills written in the intended learning outcomes (ILOs). **Provide specific and non-trivial exams** (not only multiple-choice questions) for proper assessment of intended learning outcomes according to each syllabus.

Develop and implement a staff selection and staff invitation procedure. The selection of the criteria in the following lines is very subjective, but should be evaluated by the academic council and should **reflect objectively measurable activities**. **Make the used procedures formal and document based**

In these procedures there should be included transparent
- criteria concerning to the selection of academic staff which should deliver lectures in english language (B2)
- criteria concerning the skill requirements of administrative stafff – that should be in line with current legislation and their job descriptions
- criteria concerning to the selection and evaluation of invited staff;
- and fair rules for the competition of academic staff;
- criteria for the assessment of staffs' scientific performance;
- criteria for financing scientific activities for affiliated staff;
- regulations concerning to restriction of workload for the academic staff which at the same time occupies administrative position;
- regulations to assure adequate ratio between academic and invited staff, but considering also the number of administrative staff
- criteria for staff encouragement and remuneration;
- steps for election/appointment of the management bodies;
- and accurate workload scheme to avoid further misunderstandings;
- differences between academic and invited staff, describe and revise their functions;
- and effective system for attracting and supporting new staff and students in

   research/creative activities.

A set of recommendations is linked with the **research/publications**

- UNIGEO must continue to invest in its academic staff and its development in research publications. The reputation of a university is created by its teaching/research staff and the amount and quality of its publications.

- In selecting their future study-place, students do consider the research/publications quality.

They would like to participate to work with first-class researchers, as that normally gives them the possibility to study some terms abroad.

The final set of recommendations is with the **resources of the Campus**.

UNIGEO must

- ensure that the University environment is adapted for people with special needs;
- ensure there are sufficient number of computers for the needs of the University.;
- ensure sufficient space for administrative offices;
- ensure that University building is sufficiently ventilated;
- ensure sustainability of university's property.
- ensure that the requirements for temporary storage of medical waste are followed. The storage floor, walls and ceilings are needed to be protected from materials that are subject to wet processing and disinfection.
- ensure that the waste Storeroom is equipped with Wash stand; Drain in floor; and a Ventilation system.
- Ensure the availability of IT-System and the analytical skills for **statistical analysis of the recorded data in UNIGEO.**
- For use in the Law programme the moot court-room needs adaptation,
- For the dentistry programme - update the literature, do replace old editions (Borovski),
- update the references to old books in the syllabi (e.g. "Basics of Endodontics" 2009 by K. Gogilashvili is no longer in print)
- Informing the students and staff quarterly about the availability of 'new' library resources;
- Update the library management system;
- Establish links to International databases (e.g. EBSCO) maybe jointly with other universities of Georgia.

There are many critical points for the Financial resources/system

- The current system is of financial management and control is very weak
- Make detailed and concise financial calculations for planned programmes to ensure feasibility of the programmes;
- **Get a professional financial system in place** – collaborate with external commercial stake-holders, they must have such financial system. Monitor detailed the activities of UNIGEO and allocate funds accordingly to established procedures for administrative/academic staff as well as students for their research plans.

Summary of Suggestions

The panel would strongly suggest to rework the Mission statement, in order to make sure it contains UNIGEOs values and goals and is student-centered. Quality and Internationalization are the two top goals of UNIGO and are not mentioned in the Mission statement.

More focus more on student requirements (flexibility, financial)

Firmly stick to quality in faculty/research and internationalization – teaching requires English Language skills at level B2"

In the Action Plan Report (example the 1.1.-1.8.2018) whenever a task is fulfilled – (Goal5-Task1) the document with the foreign universities that have signed an exchange agreement is missing and the panel did not see the list of accepted Intl. exchange programs – and students didn't know that such programs exist.

In the Action Plan Report **several tasks are duplicated** – (Goal11-Task3 and Goal12-Task3) are identical. But what has been done? What costs? In which media (Internet, TV, Facebook, folders, …)

UNIGEO must continually and fundamentally introduce **the rules of ethics** to the university community, and plan various activities aimed at raising ethical and behavioral norms. Develop a procedures/mechanism of finding plagiarism. Define a structural unit with the task and responsibility for the 'finding plagiarism' processes in order to control and operate efficiently.

- The panel found several suggestions **the different programs**:To **improve** periodontology in the dentistry program,
- Invite qualified periodontists for this course;
- Add "assistant of the dentist" to the employment possibility of the dentistry programme;
- Involvement of professional associations in the Dentistry programme;
- Use analysis of market research in the Tourism programme to increase student numbers in the tourism programme.

Summary Table

	Standard	Complies with Requirements	Substantially complies with requirements	Partially Complies with Requirements	Does not Comply with Requirements
1.	**Mission and strategic development of HEI**	☐	☒	☐	☐
1.1	Mission of HEI	☐	☒	☐	☐
1.2	Strategic development	☐	☐	☒	☐
2.	**Organizational structure and management of HEI**	☐	☐	☐	☒
2.1	Organizational structure and management	☐	☐	☐	☒
2.2	Internal quality assurance mechanisms	☐	☐	☐	☒
2.3	Observing principles of ethics and integrity	☐	☒	☐	☐
3.	**Educational Programmes**	☐	☒	☐	☐
3.1	Design and development of educational programmes	☐	☒	☐	☐
3.2	Structure and content of educational programmes	☐	☒	☐	☐
3.3	Assessment of learning outcomes	☐	☐	☒	☐
4	**Staff of the HEI**	☐	☐	☒	☐
4.1	Staff management	☐	☐	☐	☒
4.2	Academic/Scientific and invited Staff workload	☐	☒	☐	☐
5	**Students and their support services**	☐	☐	☐	☒
5.1	The Rule for obtaining and changing student status, the recognition of education, and student rights	☐	☐	☐	☒
5.2	Student support services	☐	☐	☐	☒
6	**Research, development and/or other creative work**	☐	☐	☒	☐
6.1	Research activities	☐	☐	☒	☐
6.2	Research support and internationalization	☐	☒	☐	☐
6.3	Evaluation of research activities	☐	☐	☒	☐
7	**Material, information and financial resources**	☐	☐	☐	☒
7.1	Material resources	☐	☐	☐	☒
7.2	Library resources	☐	☐	☒	☐
7.3	Information resources	☐	☐	☒	☐
7.4	Financial resources	☐	☐	☐	☒

Signature of expert panel members

1. Richard Mischak (Chair)
2. Nino Taliashvili Nino (Member)
3. Nana Dikhaminjia (Member)
4. Ana Mikhelidze (Member)
5. Landa Lursmanashvili (Member)

Compliance of the Authorization Applicant HEI with the Authorization Standard Components

1. Mission and strategic development of HEI

Mission statement of a HEI defines its role and place within higher education area and broader society. Strategic development plan of HEI corresponds with the mission of an institution, is based on the goals of the institution and describe means for achieving these goals.

1.1 Mission of HEI
Mission Statement of the HEI corresponds to Georgia's and European higher education goals, defines its role and place within higher education area and society, both locally and internationally.
Descriptive summary and analysis of compliance with the standard component requirements
UNIGEO has a clear and concise Mission statement.
It is invited to give evidence of an innovative student-centered University.
Its teaching/learning and research functions are not highlighted to attract domestic students, but UNIGEO is identifying the role it wants to serve in Georgian and international democratic societies.
The employability of its students is achieved in many of its Programmes (Law, Tourism, Dentist)
The mission statement is somehow limited. The student development is not mentioned, and there is no reference to the aim of a preparation for the requirements of the local/international labor market.
Evidences/indicators
Self-evaluation report (SER), Strategic plan, Interviews with academic and administrative staff involved in planning, quality and internationalization
Recommendations: Rework the Mission statement, in order to make sure it contains UNIGEOs values and goals.   (Quality and Internationalization are the two top goals) -Focus more on the student requirements (flexibility, financial)
Suggestions: -Firmly stick to quality in faculty/research and internationalization – also English Language skills (B2) -Make better use of the networks established: employers (student reports) and the Alumni
Best Practices (if applicable):

Evaluation
    ☐ Complies with requirements
    ☒ **Substantially complies with requirements**
    ☐ Partially complies with requirements
    ☐ Does not comply with requirements

1.2 Strategic Development
o HEI has a strategic development (7-year) and an action plans (3-year) in place. o HEI contributes to the development of the society, shares with the society the knowledge gathered in the institution, and facilitates lifelong learning o HEI evaluates implementation of strategic and action plans, and duly acts on evaluation results.
Descriptive summary and analysis of compliance with the standard component requirements
The 3-year action plan 2018-2020 starts with

-University Priorities

-Current Situation

-Strategic Goals – a total of 12(!) with the attraction of local and int. students at the end.

The panel missed a clear message of growth over the next 3 years. Many goals are ongoing, but the panel was not able to see the timetable for future planned actions to improve that goals.

The major point is that there is NO action plan – for each goal.

An 'Action plan' is normally a detailed list of what projects (3-6 months) are launched with what budget, what headcounts, under whose leadership and with what 'SMART' objectives.

6-8 Major Goals with the detailed action plan would be on the limits of UNIGEO

- the panel had no evidence about the details of the strategic planning process (meetings, agendas, quality insurance) and was not sure about the involvement of its different stakeholders – e.g. Reply to Student/alumni feedback, demand for innovation/research, involvement of arts and creative activities during the study process, demand for human/material resources and infrastructure, etc. all this was never reported.

Evidences/indicators

Self-evaluation report (SER), Strategic plan, Interviews with academic and administrative staff involved in planning, quality and internationalization

Recommendations:

-include the 'vocational courses' that you plan to offer, and that students did mention.

-include the 'Medical Program' – this is strategic.

-the Strategic plan has to be reworked, but crucial for its success is the monitoring. Senior Management has to signal early deviations and report that to the Deans for taking measures to align the progress with the plan.

Suggestions:

-In the Action Plan Report (example the 1.1.-1.8.2018) whenever a task is fulfilled – (Goal5-Task1) the document with the foreign universities that have signed an exchange agreement is missing and the panel did not see the list of accepted Intl. exchange programs – and students interested in them

-In the Action Plan Report several tasks are duplicated – (Goal11-Task3 and Goal12-Task3) are identical. Missing is the history that goes with that goal. The panel didn't see the costs of the different media programs (Internet, TV, Facebook, folders, ….) neither.

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

☐ Substantially complies with requirements

☒ **Partially complies with requirements**

☐ Does not comply with requirements

2.   Organizational Structure and Management of HEI

Organizational structure and management of the HEI is based on best practices of the educational sector, meaning effective use of management and quality assurance mechanisms in the management process. This approach ensures implementation of strategic plan, integration of quality assurance function into management process, and promotes principles of integrity and ethics

2.1 Organizational Structure and Management

- o   Organizational structure of HEI ensures implementation of goals and activities described in its strategic plan
- o   Procedures for election/appointment of the management bodies of HEI are transparent, equitable, and in line with legislation
- o   HEI's Leadership/Management body ensures effective management of the activities of the institution
- o   Considering the mission and goals of HEI, leadership of the HEI supports international cooperation of the institution and the process of internationalization.

Descriptive summary and analysis of compliance with the standard component requirements

HEI has published its organizational structure on website. According to the Self Evaluation Report (hereinafter referred as SER) and the Statute of HEI the University consists of the following structural units:

a) Managing Bodies: Rector; Academic Board; Vice-Rector.
b) Educational Structural Units: School of Health; School of Law, Business and Humanities.
c) Structural Units: Institute of Science and Research, Quality Assurance Department, Education Department, Registry Service, Library, Chancellery, Financial Department, Legal Department, Human Resources Management Department, International Relations Department, Marketing Department, Information Technologies and Logistics Department, Career Supporting Center, Medical Assistance Department, Dental Clinic, Student Self-Government.
d) Supporting Structural Units: Rector's Office, Protection and Security Service.

It should be mentioned that students self government is independent body and according to the law on higher education (article 45.4) university's administration can't be involved in students' self government activities. According to UNIGEOs statute student self government is university's structural unit.

Experts' panel interviewed the rector of HEI, who at the same time is founder and director of UNIGEO. Rector mentioned that she has not been involved in learning processes and other activities for 2 years, so she was not familiar to many issues. For example she did not know if the tuition fee of the students from Bangladesh had been already returned. She said that she should ask the financial manager about this issue.

HEI has elaborated the statute which describes functions of university's structural units. According to the statute of HEI and job description of the head of quality assurance department, Quality Assurance Department has been established for the purpose of systematic evaluation of the academic and scientific work in the University and also the quality of staff's professional development; it supports permanent improvement of the quality of education in the university with internal and external evaluation procedures; also it is responsible for strategic development. It should be mentioned that only one person is responsible for implementing abovementioned functions. In addition the head of QA department is at the same time the acting head of education department. It is impossible for one person to fulfill abovementioned functions in a proper and timely manner. During interview the head of QA department mentioned that she has been occupying these 2 positions for 1 year.

It should be mentioned that the head of HR department is at the same time the acting manager of chancellery. She is the only one person who is responsible for these duties. According to the statute (article 21) HR department should use personnel activity assessment and satisfaction research for managing and developing the personnel. Experts' panel asked the head of HR to provide report and analysis how she performs abovementioned activity, she provided just one page, which was not even signed and it was impossible to figure out how are these results used in staff management and development processes.

According to the statute (article 25),,Information Technology and Logistics Department is a structural unit of the University which determines the managing policy of information technologies and ensures good organizing of infrastructure; University Information Technology and Logistics Department is governed by the head of the department". It should be underlined that the head of above mentioned department has qualification in dentistry. During interview he mentioned that he did not have experience in IT field. HEI has only one IT specialist who is responsible for issues relating to this field. It should be mentioned that with above mentioned staff it is impossible to perform duties in appropriate way.

According to the statute (article 20) legal department is responsible for Representation of the University in relation with the court and the third persons in accordance with the rule established by the Legislation. Experts panel figured out that lawsuit was filled against the

HEI, but the head of legal department was not able to answer questions and give any kind of information about dispute. She mentioned that outsourcing company deals with the issue and she was not following up.

Experts' panel interviewed the financial manager and asked him about the issues concerning the debt, seized property and reimbursement of tuition fee for the students from Bangladesh. Financial manager was not able to answer why was the property seized, what amount of money was the subject of dispute and why had not he mentioned about this risk in the plan of business continuity.

Experts' panel interviewed dental clinic administrator. During the interview panel figured out that dental clinic works every day except Sunday, business hours: 10:00 – 19:00. Dental clinic administrator is the only one person who is responsible for her duties, according to the above mentioned schedule her workload is more than 40 hours per week. It should be underlined that according to the labor code of Georgia (article 14) employees' working hours per week should not exceed 40 hours.

Structural units of HEI does not ensure implementation of their activities and can't be in line with the goals set in the strategic plan.

Procedures for election/appointment of the management bodies of HEI are not transparent, equitable, and in line with legislation. It should be underlined that according to the statute (article 6) rector at the same time is director. HEI does not have criteria for her selection.

Decisions of the management body related to academic and administrative issues, are not made in timely and effective manner. HEI does not have Mechanisms for monitoring management effectiveness and evaluation system. It should be underlined that students from Bangladesh who transferred their tuition fee in 2017 and due to the problem of border crossing were unable to continue studying asked to return their money, according to the documents HEI only in 2018 prepared contracts according to which UNIGEO is going to return 70% of paid money. It should be underlined that provided agreements were not signed by the university.

Institution does not have electronic document processing system. During the site visit experts' panel figured out that the system which is used by chancellery is only used for the filing purpose.

HEI does not have a plan, which ensures continuity of all major business processes taking place at the institution. Existing plan does not take into account all possible risks and mechanism for their prevention, HEI does not have a strategy for risk mitigation. HEI did not take into account risks such as: debt and current dispute.

HEI could not provide systematic, specific and clear Internationalization strategy, also HEI had not developed Mechanisms for international cooperation and internationalization and assessment of their effectiveness. Panel interviewed students about exchange programs and figured out that students did not have information about what kind of exchange programs are available at university. Some of them took part in only short term (1 week) exchange visits.

Evidences/indicators

Statute of University, Structure, Rules on election/appointment

Self-evaluation report (SER), Website www.unigeo.edu.ge; Site-visit,

Strategic plan, Interviews with academic and administrative staff involved in planning, quality and Internationalization policy, Interviews with: Rector, Students, HR department, QA office, Dental clinic, Legal office, Financial manager, IT and logistics department

Recommendations:
1. Develop & implement clear and transparent internationalization policy and its monitoring mechanisms;
2. Develop mechanisms/systems for monitoring management effectiveness and

get an overview of the evaluation system(s)

3. Elaborate transparent procedural steps for election/appointment of the management bodies;
4. Develop electronic system for document processing and **statistical use**.
5. Develop functional/clear business continuity plan;
6. Ensure the implementation of structural units' functions in a coordinated manner with qualified staff.

Suggestions:

Best Practices (if applicable):

Evaluation
- ☐ Complies with requirements
- ☐ Substantially complies with requirements
- ☐ Partially complies with requirements
- ☒ **Does not comply with requirements**

2.2 Internal Quality Assurance Mechanisms

o Institution effectively implements internal quality assurance mechanisms. Leadership of the institution constantly works to strengthen quality assurance function and promotes establishment of quality culture in the institution.

o HEI has a mechanism for planning student body, which will give each student an opportunity to get a high quality education.

Descriptive summary and analysis of compliance with the standard component requirements

Institution does not effectively implement internal quality assurance mechanisms. Document describing mechanisms of quality assurance is very general and does not properly define all necessary mechanisms for monitoring and improvement of university quality. During interviews with administrative and academic staff different units provided contradicting information regarding HEI action plan, personnel satisfaction surveys, student surveys, assessment of scientific work of academic staff, solution of problems with non-Georgian students.. Institution has developed mechanisms for evaluation and improvement of educational programmes, though their implementation is inconsistent. Some programs, like dentistry, have actively involved all stakeholders to improve the programs, and some programs, like tourism, use less evaluation by stakeholders and do not elaborate clear strategy for improvement. Main problems revealed related to quality assurance mechanisms are:

- Student surveys: questionnaires are fulfilled on paper, do not show what percentage of the group took part in the survey, therefore, how reliable they are. Professors rarely are notified about survey results. The only information most professors got was that one question of the survey assesses qualities of the professor, for example friendliness and the professors are given certificates at the end of the year party according to this question. According to the interviews with academic staff, they are not notified about results of students satisfaction by their teaching or the improvements students suggested.
- Market research provided by HEI is very simple, based on analysis of jobs published on one website hr.ge on a one randomly chosen day.
- Survey of alumni is conducted only once, for 64 alumni and analysis is given on one page.
- HEI insists that they are monitoring student's academic performance and using the results for improvement of teaching process. Student database shows that out of 845 students (data does not include freshmen of 2018-2019 academic year) 467 has suspended status, among them 150 Azerbaijan citizens (HEI has total 337 Azerbaijan students). Administrative staff explains this by inability of students to pay fee, though interviews with

academic staff shows that Azerbaijan citizens have difficulty to study on Georgian language programs. HEI says that they are providing free Georgian language courses for non Georgian speakers, though participation is low. Also HEI does not investigate reasons for low student graduation rate (16.9%) and do not have clearly defined steps for increasing graduation rate.

- HEI does not provide necessary material resources for quality assurance. Several units are given one room with a few working desks and it is not clear how they fulfill various functions simultaneously in one room. Also, HEI server was put in one cupboard whose doors can't be locked and situated in the usual classroom;
- High number of suspended status students proves that planning of student body is done ineffectively;
- Information resources are not used effectively: Learning Management System works poorly, has limited functionality and does not have proper English version for international students; During the visit administrator of LMS had hard time to log in the system due to internet issues, could not show any syllabus or learning materials accessible to students in the system.
- Last year HEI renewed almost half of its academic and administrative staff. During the interviews most respondents could not answer the questions directly related to their job and explained this by the fact that they are recently appointed. Crucial information is not fully given to some units. For example, head of financial unit could not properly explain how much money is disputed at court as the debt of HEI and head of legal department could not explain what kind of court process is HEI involved. This information was also unknown to the strategic development team. It shows that HEI do not provide necessary actions for integrating new staff in the work environment and giving necessary information.
- Key personnel of some units were directly appointed and lack necessary qualification. For example: head of marketing is recently graduated from the same HEI with bachelor degree and had limited work experience before, head of IT department do not have any qualification in IT, worked as an HEI's Dentistry Clinics administrator before taking this job and could not answer any questions related to IT processes or issues at HEI.

Evidences/indicators
1. The quality assurance mechanisms and evaluation of their efficiency (Annex -6)
2. HEI self-evaluation report (Annex-7)
3. Student body planning methodology (Annex –8)
4. Interviews with HEI management; students; administrative staff; academic staff;
5. Student database;

Recommendations:
- Define proper mechanisms for quality assurance according to HEI strategy and action plan;
- Conduct thorough student surveys with the predefined periodicity and provide academic staff with the results of the surveys to improve teaching quality;
- Conduct better market research related to each program and use it to improve education programs and planning student body;
- Clearly define problems related to high number of student suspension and include proper steps in action plan;
- Develop monitoring mechanisms for student academic performance to increase graduation rate;
- Provide each functional unit with necessary space for quality work and provide secure space for IT department;
- Improve Learning Management System: add necessary functionality and English version;
- Hire administrative staff with the qualification necessary for their job fulfillment;
- Provide newly hired academic and administrative staff with the necessary information and increase communication between different units;

Suggestions:

Best Practices (if applicable):

Evaluation
☐ Complies with requirements ☐ Substantially complies with requirements ☐ Partially complies with requirements ☒ **Does not comply with requirements**

2.3. Observing Principles of Ethics and Integrity

- o HEI has developed regulations and mechanisms that follow principles of ethics and integrity. Such regulations are publicly accessible.
- o Institution has implemented mechanisms for detecting plagiarism and its prevention.
- o HEI follows the principles of academic freedom.

Descriptive summary and analysis of compliance with the standard component requirements

The University has developed a document "The rules of ethics" which provides of the protection of ethics and good faith principles. This document is available publicly at the university website. The university society is aware of the existence of this document. However, it should be noted that the university does not have an effective mechanism/procedure for finding out the plagiarism.

To plan to purchase an IT-program that helps to find plagiarism in one thing, to adapt and use it for all the papers and reports that are prepared for the classes is another. The rigorous use to identify such unethical behavior by the student needs to be established.

Interviews show that during existence of the university there was no case of plagiarism, students and staff have not properly understood the concept of plagiarism and academic freedom. In ,,The rules of ethics'' it is indicated that in case of necessity the university rector recalls the Council of Ethics, who notes during the interview that she has not been involved in the above-mentioned processes for the past two years. The interview also shows that neither the quality nor the scientific department controls this direction.

Evidences/indicators

The rule of ethics, interview

Recommendations:

Write down who is the structural unit responsible for the above mentioned processes in order to control and operate efficiently.

The University must continually and fundamentally introduce the rules of ethics to the university community

Suggestions:

Plan various activities aimed at raising ethical and behavioral norms. Develop a mechanism of finding plagiarism.

Best Practices (if applicable):

Evaluation
☐ Complies with requirements ☒ **Substantially complies with requirements** ☐ Partially complies with requirements ☐ Does not comply with requirements

3. Educational Programmes

HEI has procedures for planning, designing, approving, developing and annulling educational programmes. Programme learning outcomes are clearly defined and are in line

with the National Qualifications Framework. A programme ensures achievement of its objectives and intended learning outcomes

3.1 Design and Development of Educational Programmes
HEI has a policy for planning, designing, implementing and developing educational programmes.

Descriptive summary and analysis of compliance with the standard component requirements

International University of Georgia UNIGEO implements the following educational programmes

- BA programmes of Law, Business, Tourism, English Philology (phased out since 2018),
- MA programme of International Business Management and one-level educational programme of dentistry in Georgian and English languages).

HEI has provided well-defined methodology for planning and designing of educational programmes. In line with current legislation, the institution has developed regulations and procedures for approving, amending, and annulment of educational programmes. According to this document, institution, while making decisions on planning, designing, implementation, development and annulment of the educational programmes, should consider requirements of labor market, feedback from alumni and employers, results of students and alumni satisfaction surveys, students' academic performance monitoring results, consultations with professional associations, best local and international practices;

Interviews with alumni and market representatives show their involvement in programme development. However, mechanisms defined in the HEI methodology are not always properly implemented. For example:

- Dentistry programme does not involve professional associations in its development; In the renewal of dental educational program it is desirable to involve Georgian Dental Association, Georgian Association of periodontology, which can provide qualified and contemporary recommendations.
- HEI plans to apply for accreditation of medical programme in 2019, however does not defines its budget and feasibility in the action plan.
- HEI has only 24 active students (by summer 2018) on tourism programme and according to the programme head, only reason of this is insufficient branding of HEI.
- Periodontology has a significant place in modern dentistry, experiencing permanent development, and in this background, the dentistry program teaches the old classification, no existing diseases, outdated treatment methods. There is no study of the methods of modern diagnosis of the disease, filling the "periodontal map", which is the gold standard for leading European and American specialists.
- The literature in Dentistry programme needs updating. For instance: Fundamentals of Endodontic 2009 by K. Gogilashvili is no longer printed; Therapeutic Dentistry E.V. Borovsky edition, Tbilisi 2007-The 2010 edition is out. Pharmacotherapy of periodontal diseases TB. 2009 by Iverieli M. Abashidze N; Diseases of oral mucosa by Iverieli M. Abashidze N. Gogishvili Gogebashvili N; 2012; In periodontology there is a 2016 manual "Basic and Clinical Periodontology".
- From the interview it becomes clear that most of the graduates work as a "dentist assistant" before the residency, therefore, to the employment sphere provided by the graduate Program: Practical Activity - Junior Doctor (Junior doctor performs a doctor's function) indicating the subject of the right to independent medical practice and responsibility (Law on medical activities, article 5), pedagogical and scientific activity, may be added the third, "assistant of the dentist". The profession of "dentist assistant" is confirmed and therefore, the profession of "Dental Assistant" should be added in the field of dental employment program, which is considered for graduated students.
- For all the programs running the panel didn't see the how the most recent results of labor requirements and information from the labor market were incorporated. The adaptation of the programs was not evident, and the panel couldn't follow the documented implementation of one student/Alumni request over the period of adaptation.

- The planning and modification process with the different stakeholders was for the panel also not evident and not documented.
- According to administrative and academic staff, foreign students on Georgian language programs have difficulties to study in Georgian, but no changes were made to the programs to decrease number of suspended status foreign students.

Evidences/indicators
1. Self-evaluation report of HEI;
2. Procedures of planning, designing, approving, developing, changing and cancelling the educational programmes;
3. Description of programmes;
4. Interviews with HEI management; students; administrative and academic staff;
5. Student database;

Recommendations:
- Provide financial calculations for planned programmes to ensure feasibility of the programmes;
- Improve the update and modification process of all programmes.
- Dentistry programme does not involve professional associations in its development; In the renewal of dental educational program it is desirable to involve Georgian Dental Association, Georgian Association of periodontology, which can provide qualified and contemporary recommendations.
- Update the literature in **all** programmes.

Suggestions:
- Involvement of professional associations in the Dentistry programme;
- Improve periodontology in the dentistry program and invite qualified periodontist for this course;
- Use analysis of market research in the tourism programme to increase student body in the tourism programme;
- Add "assistant of the dentist" to the employment possibility of the dentistry programme;

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

☒ **Substantially complies with requirements**

☐ Partially complies with requirements

☐ Does not comply with requirements

3.2 Structure and Content of Educational Programmes

o Programme learning outcomes are clearly stated and are in line with higher education level and qualification to be granted
o With the help of individualized education programmes, HEI takes into consideration various requirements, needs and academic readiness of students, and ensures their unhindered involvement into the educational process.

Descriptive summary and analysis of compliance with the standard component requirements

The educational programmes are designed in accordance with the transfer system of European credits (Bachelor's programme - 240 ECTS credits, one-level programme - 300 credits, MA programme -120 credits). Programme learning outcomes are clearly stated and are in line with higher education level and qualification to be granted. However, high number of suspended status students and low rate of graduation prove that programme structure and content does not ensure logical connection between all of its components and achievement of learning outcomes by a student with an average academic performance within a reasonable timeframe.

HEI has regulations for Individualized education programmes, that offer students appropriate formats and conditions of teaching-learning and assessment to students with different requirements, special educational needs, and different academic readiness as well as opportunities for adapted environment and appropriate human resources. However, Academic staff and Georgian students frequently mentioned that Azerbaijan students have difficulties to study in Georgian programmes due to poor

knowledge of Georgian language. Also, During the interview one Azerbaijan senior student had hard time to communicate in Georgian. However, programme admission requirements and programmes structure weren't changed to ensure that international students studying at Georgian language programmes have necessary prerequisites to manage the study process. Georgian students also mentioned that Azerbaijan students were helped during the classes by the translator, however this was not confirmed by academic and administrative staff of HEI.

The programmes offer number of non-compulsory elective courses, but during the interviews all current students confirmed that classes are chosen for them and they can choose elective course by their own if they require it from administration. Also, Learning Management System currently does not allow students to see and choose elective course on their own, though it is planned to add this functionality.

Teaching and learning methods used within the educational programme reflect specifics of the field and mostly ensure achievement of learning outcomes of the programme, though some courses need to add more practical components to ensure that students acquire practical skills defined in the learning outcomes.

Information on programmes is published on the web-page of UNIGEO.

Evidences/indicators

1. Self-evaluation report;
2. Procedures of planning, designing, approving, developing, changing and cancelling the educational programmes;
3. Description of programmes;
4. Interviews with UNIGEOs management; students; administrative and academic staff;
5. Student database;
6. Web-page;

Recommendations:

- Change admission requirements for international students at Georgian programmes to provide sufficient language prerequisites;
- Add practical components to ensure that student gained the practical skills mentioned in the learning outcomes;

Suggestions:

Best Practices (if applicable):

Evaluation:

☐ Complies with requirements

☒ **Substantially complies with requirements**

☐ Partially complies with requirements

o ☐ Does not comply with requirements

3.3 Assessment of Learning Outcomes

HEI has law-compliant, transparent and fair system of learning outcomes assessment, which promotes the improvement of students' academic performance.

Descriptive summary and analysis of compliance with the standard component requirements

According to student interviews, all final exams are conducted in the examination center and mainly by multi-choice tests. Multi-choice test can not fully assess the learning outcomes defined in the syllabuses. This is especially a problem in the dentistry program, where only theoretical knowledge is evaluated in the mid-term and final exams. It is necessary to introduce objectively structured clinical examination to evaluate the subjects of dental direction.

Georgian students, as well as alumni mentioned that their Azerbaijan classmates have separate exams, that does not provide a law-complaint and fair assessment system, though this was not confirmed by academic and administrative staff.

Evidences/indicators

1. Self-evaluation report;
2. Procedures of planning, designing, approving, developing, changing and cancelling the educational programmes;
3. Description of programmes;
4. Interviews with HEI management; students; administrative and academic staff;

| 5. | Student database; |

Recommendations:

Provide specific and different type exams for proper assessment of intended learning outcomes (ILO) according to each syllabus.

Students must be treated fair and equal in exams. The panel head fron the students, that there were occaisional different dates for the exam according to their countries of origin.

The appellation system in UNIGEO was not explicitly shown, the panel strongly recommends a unique system for all programmes and make the process known to all students.

The verification of ILO with multiple choice test at the final exam is not apporpriate

Suggestions:

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

☐ Substantially complies with requirements

☒ **Partially complies with requirements**

o ☐ Does not comply with requirements

4. **Staff of the HEI**

HEI ensures that the staff employed in the institution (academic, scientific, invited, administrative, support) are highly qualified, so that they are able to effectively manage educational, scientific and administrative processes and achieve the goals defined by the strategic plan of the institution. On its hand, the institution constantly provides its staff with professional development opportunities and improved work conditions.

4.1. Staff Management

o HEI has staff management policy and procedures that ensure the implementation of educational process and other activities defined in its strategic plan.

o HEI ensures the employment of qualified academic/scientific/invited/administrative/ support staff.

Descriptive summary and analysis of compliance with the standard component requirements

The University is obliged to have staff management policy and procedures that ensure the implementation of educational process and other activities defined in its strategic plan. Staff management policy should include staff attraction, selection, hiring and professional development mechanisms, also principles of remuneration and encouragement, which takes into consideration employees performance evaluation results. The University should use staff evaluation and satisfaction survey results in the process of staff management. Staff must be involved in decision-making processes.

According to SER UNIGEO has admission rules, requirements for the administrative and supporting staff and job descriptions of recruited staff.

This document establishes the rules of procedure for admission of administrative, supporting and invited staff to the job and the requirements set for the staff, also it determines the job descriptions for the employed staff. It should be mentioned that according to this document HEI does not have criteria for selection of invited staff. Administrative staff is selected upon competition. It should be underlined that during interviews (HR department, head of legal department), the panel figured out that the dean/head of legal department were selected without competition.

HEI breaches its own regulations. It should be also mentioned that more than 50% of staff is newly appointed (vice –rector, head of legal department, librarians, it specialist, head of international department, dental clinic administrator, deans, head of HR department, head of marketing department, head of research institution etc.)

Staff attraction and retention regulations are also missing.

HEI has developed job descriptions and qualification requirements. It should be mentioned that in some cases qualification requirements are missing. For example: no qualification requirement is set for the head of IT and logistic department, the head of this department has qualification in dentistry, no qualification requirement is set for librarian. According to job description librarian should have no less than 1 year of work experience. According to CV of librarian she has no working experience as librarian, she was call center operator. According to the qualification requirements and job description of the deputy head of learning processes candidate should have MA degree and working experience in educational field no less than 5 years. Person who was appointed on above mentioned position does not have sufficient work experience and she does not hold MA degree (according to her CV).

HEI has not defined the qualification requirements for invited staff, some of administrative Staffs' qualifications are not in line with HEI qualification requirements.

HEI has rule on selecting academic staff. According to this regulation academic staff takes part into competition which is announced in line with current legislation. It should be underlined that according to the above mentioned rule HEI did not define the criteria of assessment of candidates who are taking part into competition. According to the law on higher education (article 34) An academic position may only be held by open competition, based on the principles of transparency, equality and fair competition. Experts' panel asked HR department to provide minutes of competitions. Minutes did not include any information about assessment process, scores etc. HEI does not have fair and transparent procedures for selection of academic staff. It should be mentioned that according to the rector's order ,,on announcing competition for academic positions" candidate who should apply for dentistry program (which operates in English language) is obliged to prove knowledge of English language, pass exam (organized by HEI) or provide B2 level certificate. After the competition Sopio Puturidze was elected as an assistant-professor who delivers lectures on dentistry program (operated in English language). According To provided documents Sopio Puturidze has FCE B2 level certificate which confirms that she has been awarded grade C. B2 level is not sufficient for delivering lectures in English language.

Panel asked HEI to provide students exam papers. According to these exam papers students are not evaluated fairly. We can discuss some examples: Course – labour law, lecturer Nino Bakhtadze – according to the final exam paper maximum point is 30, 25 points are awarded if student correctly answers multiple choice test and 5 points are given for case solution. Student received 21 points which were not awarded into fair manner because student had 6 mistakes and had not solved case. Lecturer should have given 19 points. It should be mentioned that in above mentioned test questions 3 and 22 are same, 4 and 21 are same.

Invited lecturer Nino Kerdzaia which is leading the course in notary law has no practical experience in notary field, she also does not have experience in teaching. According to her CV she has only passed notary qualification exam.

HEI provided final exam paper, course torts – lecturer Giorgi Sulakadze. It should be underlined that the content of tests is not in line with the content of above mentioned course. Test consists the issues which should be covered by the course of civil procedure.

HEI does not ensure the employment of qualified academic/invited/administrative staff.

According to the HR management policy forms of staffs' evaluation and encouragement are defined by the order of rector. Panel asked HEI to provide this order. Panel figured out that order does not contain any detailed information concerning to the above mentioned issues. According to HR management policy invited and academic staff are evaluated in the end of semester, administrative staff is evaluated in the end of year. Panel interviewed the invited staff and asked about the assessment of their performance. Invited staff was not familiar to assessment criteria, some of them said that according to current practice best employees were granted certificates. Concerning to the evaluation of academic staffs' performance panel interviewed the head of research institution, she told that detailed procedures for assessment were not defined and her department was working on this issue. HEI assesses academic staffs' scientific activities and for each activity relevant points are defined, but afterwards there are not transparent and clear procedures how academic staff is encouraged. HR provided report on the surveys of staffs' satisfaction and selfevaluation. This document was very basic and was not signed. HR mentioned that they had ,,blue box" and employees were putting their wills in that box. Afterwards Vice-Rector according to employees' wills was encouraging them. Criteria and procedures are missing, above mentioned information is not document based. HEI has not defined principles of remuneration and encouragement, which should take into consideration employees performance evaluation results. Institution does not utilize staff evaluation and satisfaction survey results in the process of staff management.

According to HR management policy HEI ensures staffs' professional development, but mechanisms are not clear and transparent. HEI has not elaborated criteria concerning to funding activities for staffs' professional development.

During interviews Panel figured out that academic staff was involved in decision making processes. It should be underlined that HEI has academic council, which is governing body and some of academic staff is elected in this council.

HEI has developed affiliation terms and conditions.

HEI did not have Procedures ensuring the integration of new employees into work environment and their efficient involvement into the working process. During interviews panel figured out that newly appointed staff (dean) had staff meeting. HEI should develop regulations on this issue.

According to SER HEI totally has 38 affiliated academic staff, 106 invited staff, which is involved in teaching processes, 25 administrative/support staff and 378 students (467 students have suspended status).

The marginal number of students requested by the HEI	800
Actual marginal number of students	600

High number of affiliated academic staff ensures sustainability of programs, according to the above mentioned ratios it could be difficult to reach the aim. 378 students are served by 25 administrative and support personnel. This number of staff is not sufficient to provide effective service for 600 or 800 students.

Evidences/indicators
1. SER;
2. Admission rules, requirements for the administrative and supporting staff and job descriptions of recruited staff;
3. HR management policy;
4. Interviews with: HR, invited staff, head of research institute, administrative staff;
5. Personnel files;
6. Exam papers;
7. Affiliation terms;
8. Rule on selecting academic staff;
9. Order on announcement of competition;
10. Report on staffs' satisfaction and self evaluation survey results;
11. Academic staffs' scientific assessment procedures; Minutes.

Recommendations:
1. Develop selection procedures for invited staff;
2. Develop staff attraction, retention and professional development mechanisms;
3. Elaborate qualification requirements for administrative staff which should be in line with job descriptions;
4. Develop criteria concerning to the evaluation of invited staff;
5. Develop transparent and fair rules for the competition of academic staff;
6. Develop transparent criteria for the assessment of staffs' scientific performance;
7. Develop transparent and objective criteria for staff encouragement and remuneration;
8. Make procedures formal and document based (for example newly appointed staff involvement in working environmnet) ;
9. Attract qualified academic and invited staff to ensure students fair evaluation;
10. Qualification requirements for academic staff should be in line with current legislation and functions. Develop relevant criteria concerning to the selection of academic staff which should deliver lectures in english language;
11. To Increase number of affiliated academic staff and make adequate ratio between academic and invited staff, To increase number of administrative staff.

Suggestions:

Best Practices (if applicable):

Evaluation
☐ Complies with requirements ☐ Substantially complies with requirements ☐ Partially complies with requirements ☒ **Does not comply with requirements**

4.2. Academic/Scientific and Invited Staff Workload

Number and workload of academic/scientific and invited staff is adequate to HEI's educational programmes and scientific-research activities, and also other functions assigned to them

Descriptive summary and analysis of compliance with the standard component requirements
The workload of academic/scientific and invited staff should be adequate for the University's educational programs and scientific-research activities, and also other functions assigned to them. The University should have a workload scheme for academic and invited staff and methodology of determining the number of academic, scientific, and invited staff in relation with academic programs. According to SER and labour contracts Maximum weekly workload of the affiliated academic staff is determined in accordance with the following scheme: a) Auditorium activity - no more than 24 hours; b)Scientific activity, including supervision of Master's/PhD theses, introduction of field-specific literature, working with the colleagues and administration, consulting the students , preparing the examination topics, checking the written papers, working on the electronic database of the teaching process etc. - 16 hours. It should be mentioned that UNIGEO is a teaching university and does not have PhD students, so it is under question how affiliated academic staff is going to supervise PhD students. It should be underlined that contracts of invited and academic staff are the same. Academic and invited staff has the same duties and they get salary for each delivered lecture. According to the contracts affiliated academic staff also gets salary only for teaching activities, not monthly but hourly for each delivered lecture. Actually academic staff does not get salary for scientific performance. In fact HEI has ,,invited" academic staff who is responsible only for delivering lectures. According to this remuneration system fullfilment of research activities may be questioned. During interviews (Dean and academic staff) panel figured out that in some special cases affiliated academic staff receives salary for scientific activities. It should be underlined that according to the contract HEI is obliged to finance scientific activities of affiliated staff, but no transparent and fair procedures are defined. According to the contracts academic staff has defined affiliation only for one year. Concerning to this issue program sustainability can't be ensured. HEI does not have restrictions for academic staff which at the same time is occupying administrative position. According to provided workload scheme affiliated associate professor Roza Rokhvadze had 138 hour workload (per year), as an affiliated associate professor she has an obligation to be involved in research activities. At the same time she is the head of international relations department and member of academic council. HEI has staffs' workload scheme which includes only teaching workload, information about scientific/research/creative/performing and other workload according to academic staff's functions and duties is not concluded. Panel asked HEI to provide written information about staffs' workload which was provided by them. Above mentioned documents and workload scheme provided by HEI are not in line. For example: according to workload scheme Lekso Lemonjava has 15 hour workload at other universities, according to the presented document his workload is 18 hour. HEI has Methodology of determining the number of academic and invited staff in relation with academic programs.

Evidences/indicators
1. SER;

2. Contracts;	
3. Interviews (dean, academic staff);	
4. Workload scheme;	
5. Methodology for planning number of academic/invited staff.	

Recommendations:

1. Develop regulations concerning to restriction of workload for the academic staff which at the same time occupies administrative position;
2. Elaborate accurate workload scheme to avoid further misunderstandings;
3. Develop transparent procedures for financing scientific activities for affiliated staff;
4. Ensure differences between academic and invited staff, revise their functions.

Suggestions:

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

☒ **Substantially complies with requirements**

☐ Partially complies with requirements

☐ Does not comply with requirements

5. Students and Their Support Services

HEI ensures the development of student-centered environment, offers appropriate services, including career support mechanisms; it also ensures maximum awareness of students, implements diverse activities and promotes student involvement in these activities. HEI utilizes student survey results to improve student support services

5.1. The Rule for Obtaining and Changing Student Status, the Recognition of Education, and Student Rights

o For each of the educational levels, HEI has developed regulations for assignment, suspension and termination of student status, mobility, qualification granting, issuing educational documents as well as recognition of education received during the learning period.

o HEI ensures the protection of student rights and lawful interests.

Descriptive summary and analysis of compliance with the standard component requirements

The rules for obtaining and changing student status, recognition of education, and protection of student rights appear, that they are not properly managed by the UNIGEO. The regulations for assignment, suspension and termination of student status, mobility, qualification granting and recognition of education and courses are described in the document, provided by UNIGEO. The information regarding these issues isn't public and accessible to students and other stakeholders. UNIGEO doesn't provide structured admission procedures for foreign students. There aren't defined requirements for enrollment at University. During the site-visit, it has also been appeared that the above-mentioned procedures aren't transparent and appropriately implemented.

The University doesn't ensure effective and timely implementation of the abovementioned procedures in order to protect student rights and lawful interests.

There are a lot of students (53% of total quota) who suspended their student's status. UNIGEO doesn't provide any analyzed statistics regarding this issue.

Foreign students especially students from Azerbaijan who were enrolled on Georgian programmes have problem with the Georgian language. During interviews the panel figured out that students from Azerbaijan due to this issue of Georgian language were not able to participate in students self government. Foreign students were not elected in students self government.

Contrary to the centre's request UNIGEO did not ensure attendance of all foreign students which were listed in the agenda. During second session of interview with students it appeared that foreign students had issues concerning to Georgian language.

The contract between UNIGEO and a student protects student rights and lawful interests, but during site-visit, it has been revealed that the students weren't able to receive more clarifications or additional information regarding any records of the contract in prior to sign it, in order to get acknowledged with terms and conditions of the agreement.

HEI doesn't provide any written mechanism for the protection of student rights and lawful interests, for the discussion of students' appeals related to the work of academic and administrative bodies. Despite this, the students have confirmed that they have used the complaint/claim submission system that has led to the relevant and fair decisions by the institution.

Evidences/indicators
- o Publicity of Information (https://unigeo.edu.ge/ge/attachments/Maregulirebeli-Wesi.pdf).
- o Interview results;
- o Copy of student contract;
- o Regulation documents;

Recommendations:
- o Increase of students' involvement in the programme development in UNIGEO;
- o Develop admission requirements and procedure;
- o Publicity of Information;
- o Develop the data-base for follow-up of student status suspended students

Suggestions:

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

☐ Substantially complies with requirements

☐ Partially complies with requirements

☒ **Does not comply with requirements**

5.2 Student Support Services
- o HEI has student consulting services in order to plan educational process and improve academic performance
- o HEI has career support service, which provides students with appropriate counselling and support regarding employment and career development
- o HEI ensures students awareness and involvement in various university-level, local and international projects and events, and supports student initiatives
- o HEI has mechanisms, including financial mechanisms to support low SES students

Descriptive summary and analysis of compliance with the standard component requirements

UNIGEO doesn't ensure the development of student-oriented environment. They partially offer appropriate services, but students aren't informed regarding these services.

The university has the Career Support Center in charge of providing professional orientation and other information regarding employment and career development. There are no surveys conducted yet providing satisfaction rates regarding this center.

The university doesn't promote extracurricular activities that have been confirmed by the students. UNIGEO doesn't carry out trainings about various topics, doesn't ensures/encourages students' inclusion in different extracurricular activities.

The university doesn't conduct surveys of its students regarding their personal, professional and academic development.

However, during the site-visit, it has been revealed that the institution doesn't have a network and a

registration system of the alumni. Therefore, establishing a strong alumni network and conducting regular follow-up will help UNIGEO to have more realistic information regarding the development and the achievements of their students after graduation.

The University creates opportunities for students` international mobility and participation in various projects, but they are incomplete. University partially ensures students awareness on various intentional projects and events carried out outside of the institution. The low satisfaction rates of the students who have referred to the administration for getting information about exchange programs have been revealed during the site-visit.

The university takes into consideration students` socio-economic status and provides flexible payment mechanisms of tuition fees. Despite this, there are a lot of student, whose status is suspended for this reason. The panel also found that there is not enough done from UNIGEOs site to overcome that situation.

Evidences/indicators
- o Publicity of Information (Web-page);
- o The Statute of the Career Support Center;
- o Socially Vulnerable Students' Support Mechanisms;
- o Interview results;

Recommendations:
- o Develop the Career Support center;
- o Develop extra-curricular activities;
- o Ensure students involvement in exchange programs;
- o Strengthening the communication with alumni;
- o Creating the data-base for follow-up of alumni;
- o Offering more activities in lifelong learning for alumni;

Suggestions:

Best Practices if applicable):

Evaluation

☐ Complies with requirements

☐ Substantially complies with requirements

☐ Partially complies with requirements

☒ **Does not comply with requirements**

6. Research, development and/or other creative work

Higher Education Institution, considering its type and specifics of field(s), works on the strengthening of its research function, ensures proper conditions to support research activities and improve the quality of research activities

6.1 Research Activities
o HEI, based on its type and specifics of its fields, carries out research/creative activities. o Ensuring the effectiveness of doctoral research supervision o HEI has public, transparent and fair procedures for the assessment and defense of dissertations which are relevant to the specifics of the field
Descriptive summary and analysis of compliance with the standard component requirements
The number of academic and research staff should be able to effective supervision of the research project.
The allocation of students to research work is not transparent, and the panel thinks that a good scientific reputation for UNIGEO is based on a distinguished research record of its academic staff. The panel was shown that most of the publications were in Geogian and there were no numbers of referencing to the article available. Int. Journals and the referencing numbers are crucial for today's judging of research quality.

Currently there is noDoctoral academic degree –or PhD- granted.

Evidences/indicators

- o   CVs of academic staff – publication lists,
- o   Site visits and interview results;

Recommendations:

UNIGEO should continue to invest in its academic staff and its development in research publications.

A great part of reputation of a university is besides his staff the amount and quality of publications.

Students would like to participate to work with first-class researchers, and that normally gives them the possibility to study abroad.

Suggestions:

The possibilities of joint research must be encouraged. Lines of research areas should be nominated in both schools (gender issues in different countries compared, vertical analysis of issues – over time).

With the help of int. Universities the access to top journals is also much easier

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

☐ Substantially complies with requirements

☒ **Partially complies with requirements**

☐ Does not comply with requirements

6.2. Research Support and Internationalization

- o   HEI has an effective system in place for supporting research, development and creative activities
- o   Attracting new staff and their involvement in research/arts-creative activities.
- o   University works on internationalization of research, development and creative activities.

Descriptive summary and analysis of compliance with the standard component requirements

The University alters finding and bringing the information on the new grant competitions, the specifications of the work of the state and international scientific funds for the university personnel, the introduction of the competition conditions and the consultation in the project management;

There is no evidence about students, to participate in scientific research studies, involve students in scientific grant projects and scientific research activities, bringing professors from abroad and organizing their lectures in the university.

The university has a budget for scientific research, but does not have criteria on how to choose a specific survey that will be financed.

UNIGEO does not have a strategy to attract and increase the staff involved in the survey.

The publications of academic personal don't go beyond the border of Georgia, The works which are given from the university are published in one university edition "Universal".

In the interview we did not receive an answer from the head of the Scientific Department on the mechanism of selection of the abstracts, whether they involved the external expert.

Because of the fact that this person was a new employee, still was working in this direction and was ready to take effective steps, there was no specific strategy. UNIGEO tries to establish international contacts with European universities; for this purpose the senior management was in Germany and signed a memorandum for future co-operation.

Evidences/indicators

Internationalization.docx, Research Conducted at International University of Georgia ANNEX 49, interview results.

Recommendations:

Academic staff must publish works in international editions. Develop transparent criteria for research financing. Help cooperation between foreign and local professors.

The university must develop an effective system for attracting and supporting new staff and

students in research/arts-creative activities.

Suggestions:
UNIGEO should offer a few postgraduate programmes, allowing foreign students on its campus.

Best Practices (if applicable):

Evaluation
☐ Complies with requirements
☒ **Substantially complies with requirements**
☐ Partially complies with requirements
☐ Does not comply with requirements

6.3. Evaluation of Research Activities
HEI has a system for evaluating and analyzing the quality of research/creative-arts activities, and the productivity of scientific-research units and academic/scientific staff.

Descriptive summary and analysis of compliance with the standard component requirements
The evaluation of the research activities of individual researches as well as of research institutes is a complex and difficult task.
Measured is usually the number of publications and the quality of the journals, the participation and the presentations at conferences and seminars (domestic or Intl.) and the funding received. In the overall evaluation of course each of those criteria is weighted differently.
The panel could not examine a 'system' that UNIGEO is using.
There was no 'procedure' according to that
- Funds were distributed/allocated to an individual academic - Funds were distributed/allocated to the institute. - Expenses of conference participation were paid, - Research budgets were allocated/monitored and used
The panel found that UNIGEOs evaluation system of research activities is very basic and needs further development to stimulate research activities of its academic staff.
This EMIS needs to register the history of funds allocated/used to each individual research project, but also then summarized to School/institute/academic staff/student

Evidences/indicators
Discussion with academic staff, SER,

Recommendations:
Provide the students and alumni with a list of annual publications and conference participation/talks
Activate the Student counsel to arrange meetings of current students with the most successful academic staff – so that they can learn what state-of-the-art research is.

Suggestions:
Research for Fund raising must be encouraged (domestically and internationally). There are several institutes that would welcome studies and provide grants. The demand process is lengthy, but once the documents correctly registered, the chance for getting funds is good – and can be copied by other institutes in the future.

Best Practices (if applicable):

Evauation
☐ Complies with requirements
☐ Substantially complies with requirements
☒ **Partially complies with requirements**
☐ Does not comply with requirements

7. Material, Information and Financial Resources

Material, information and financial resources of HEI ensure sustainable, stable, effective and efficient functioning of the institution, and the achievement of goals defined through strategic development plan.

7.1 Material Resources

- o The institution possesses or owns material resources (fixed and current assets) that are used for achieving goals stated in the mission statement, adequately responds to the requirements of educational programmes and research activities, and corresponds to the existing number of students and planned enrolment.
- o HEI offers environment necessary for implementing educational activities: sanitary units, natural light possibilities, and central heating system.
- o Health and safety of students and staff is protected within the institution.
- o HEI has adapted environment for people with special needs

Descriptive summary and analysis of compliance with the standard component requirements

According to SER The university owns 3200 sq.m of major building at the central district of the capital (1454 sq.m of educational space, 1746 sq.m of auxiliary space). According to the extract from the public registry HEI owns 2752 sq.m. building. It should be mentioned that according to the extract from public registry above mentioned property is seized. Panel interviewed the rector of HEI about this issue. The rector said that HEI bought the property in 2014, cost of property was 1.5000000 USD. HEI paid 1.4000000 in advance and had to pay 100000 USD after signing the contract.

Rector explained that she had delayed paying and this became the reason of dispute. According to the purchase contract purchaser paid 1044755.36 in advance and after signing the contract purchaser was obliged to pay rest of money – 455244.64. panel asked HEI to provide lawsuit. According to the lawsuit the subject of dispute is unpaid 269184 USD. Panel figured out that current dispute caused seizing of property. It should be underlined that HEI has debt – 1230000 USD, the length of debt is 10 year. According to the budget HEI per year for the debt pays 489841.13 Georgian lari (approximately 1950000 USD). Above mentioned property of HEI is also mortgaged.

According to the SER The material resources of the university (movable and immovable properties) are used in order to achieve the goals determined by the institution mission, they properly meet the requirements of the educational programs and research activities and comply with the existing and/or planned student quantity, the educational space of the university is equipped with proper inventory. Academic space is allocated for the academic staff as lecture halls (with proper desks and tables), informational-communication technologies are accessible for the students as well as for the professors-teachers at any time during the day. The institution has uninterrupted internet connection. The students and professors and teachers also use wireless internet connection.

During site visit panel figured out that HEI has 1 computer class (equipped with 27 computers), 10 classrooms, 1 moot court room, 1 conference hall, 3 laboratories, professor office (was not equipped), dental clinic (equipped with relevant material resources), library (equipped only with 4 notebooks), archive, administrative offices (equipped with computers, printers). HEI has the lack of space. Student self government, business consultancy center, legal clinic and career supporting center were located in one room, IT and logistics department and marketing department were located in one room, medical cabinet was located in dental clinics' X-ray room (during site visit medical staff was not in place), Waste storage, in the dental clinic, does not meet norms; there must be separated place by ventilation and drain. This is defined in the waste management technique. HR department, registry office and chancellery were located in one room, vice-rectors' office and both schools were located in one room, institute of research and international relations department were located in one room (room was equipped only with one computer, working environment was defined for one person). Moot court room was very basic, in fact it was simple classroom equipped with chairs and tables.

It should be underlined that HEI currently has 378 students and has requested 800 students. Above mentioned number of material resources is not sufficient to ensure implementation of learning process for 800 students in a proper manner.

Classrooms were equipped with desks, chairs, tables and blackboards. Head of it and logistics department explained that HEI had portable projectors and lecturers were using them during presentations.

HEI has divided sanitary units, which has continuous water supply. Sanitary units did not have ventilation system. Ventilation system was missing in the whole building, HEI did not provide

Document certifying orderly operation of ventilation systems, and timeframe for their validity. HEI has uninterruptible artificial lights.

The institution has central heating system, there is natural day-lighting, safety of the staff and students and their health is protected, fire extinguishers are placed throughout the building, the institution did not have adapted environment for people with special needs, HEI had a special equipment on the stairs but it was useless and it was impossible to use it independently. Panel interviewed the head of IT and logistics department concerning to this issues. The head of department said that HEI has signed contract with natural person who was going to purchase elevator for the university. HEI was going to install the elevator outside the building. Panel asked HEI to provide abovementioned document. This document appeared to be very general and did not contain details. According to this document Nazir Muhammad Imran was taking obligation to equip building with the elevator after university should get authorization. It should be underlined that preparatory work for projecting had not started yet.

Institution has developed fire prevention and safety, order mechanisms and has appropriate inventory in place. Fire equipment is located on each floor of the building. Evacuation plans were not approved by competent agency. Building does not have additional emergency exit(s) (where doors open inside out, and cannot be made of iron)

HEI has security video recording and storing facilities installed both inside and outside of the buildings, throughout the premises. HEI building location provides students and academic/administrative staff with safe environment that is appropriate for education purposes. The University did not provide contracts with staff responsible for security and provision of medical assistance. Panel interviewed the person who is responsible for the security of university and he mentioned that HEI had signed contract with organization which ensures security of university after the period when universities' security staff finishes working hours.

Evidences/indicators

- o purchase contract;
- o contract on debt;
- o Budget;
- o lawsuit;
- o extract from public registry;
- o Tour of the facilities;
- o 7.interviews (head of IT and Logistics department, Rector);
- o contract on security;
- o Conclusions on Building safety;
- o Documents certifying the possession of fire prevention and security cameras;
- o Fire prevention and safety, First Aid, and Order mechanisms;
- o agreement about purchasing the elevator;
- o Receipts certifying payment of electricity, water and natural gas utilities;
- o Documents confirming the acquisition of inventory;
- o SER.

Recommendations:

1. Ensure that the University environment is adapted for people with special needs;

2. Ensure there are sufficient number of computers for the needs of the University;

3. Ensure sufficient space for administrative offices;

4. Ensure that University building is sufficiently ventilated;

5. Establish moot court room appropriate for the needs of the University;

6. Provide an appropriate medical cabinet for the needs of the University;

7. Ensure sustainability of university's property.

Suggestions:

Waste management should be based on "Waste Management technical regulations" and there must be isolated area with drain and ventilation.

Hereby, the panel wants to refer to "Technical Regulations - On Approval of Sanitary Rules for Collection, Preservation and Maintenance of Wastes of Treatment and Preventive Facilities".

Best Practices (if applicable):

Evaluation

    ☐ Complies with requirements

    ☐ Substantially complies with requirements

    ☐ Partially complies with requirements

    ☒ **Does not comply with requirements**

7.2. Library Resources

Library environment, resources and service support effective implementation of educational and research activities, and HEI constantly works for its improvement.

Descriptive summary and analysis of compliance with the standard component requirements

UNIGEO has library that includes reading hall, group workplace, IT equipment space (4 computers only) and book archive (not field related books). Library stock includes textbooks from which most of them are very old.

The University has regulations for using library. This regulation is available in Library, but only in Georgian language.

The library staff (2) were just hired and could therefore not give any valid statements about the previous use. Their assistance in answering the questions was limited as well as the access to the library databases. The panel could not see any of those features.

The electronic catalogue was used and tested. The panel didn't see any recording of library acitivity by the students of the programmes (e.g. the time and duration of their library searches, topics of interest, search history).
Some of main literature listed in the syllabi aren't available in the library of the University. (For example: K.Giorgadze, "Radiation Diagnosis and Therapy", 2002)

New books aren't added in stock regularly. UNIGEO has 4 computers connected to internet as well as Wi-Fi. According from interviews students are not using the library frequently, moreover, the majority of the students possesses incomplete information regarding availability of electronic resources and existing operational rules.

UNIGEO needs an update of the library management system; further facilitation of internationalization and development of international partnership networks is needed;

Evidences/indicators

- o Statistics for use of electronic library databases;
- o Library rules;
- o Agreement of electronic library databases;
- o Interview discussions;

Recommendations:

- o Informing the students and staff regarding the available library resources;
- o Develop domestic/international partnership to access international databases (EBSCO,etc.)
- o Update the library management system to see the interest of the students.

Suggestions:

Best Practices (if applicable):

Evaluation

    ☐ Complies with requirements

    ☐ Substantially complies with requirements

    ☒ **Partially complies with requirements**

    ☐ Does not comply with requirements

7.3 Information Resources

o   HEI has created infrastructure for information technologies and its administration and accessibility are ensured
o   Electronic services and electronic management systems are implemented and mechanisms for their constant improvement are in place
o   HEI ensures business continuity
o   HEI has a functional web-page in Georgian and English languages.

Descriptive summary and analysis of compliance with the standard component requirements

UNIGEO has in a few places computers installed where the students can access the Education Management Information System (EMIS). This System the panel could **not see in full function** as there was no account (guest1) for testing installed. The librarian had several messages to read and was therefore unable to show as the system.

The –current- system layout requires the reading of all messages, before you can access any function.

It is claimed, that the system can reserve books, is used to distribute the handouts/reading material to the students, and of course for the interaction between academic and administrative staff. This is another channel to communicate with the students, the other one frequently used in FACEBOOK.

The system is outsourced and is supported with an UPS also while the electricity is down.

Evidences/indicators

- o   SER, Campus visit,
- o   Discussion with IT-manager,
- o   Website Analysis – Georgian and English
- o   Access to the system with librarian
- o   Statistics for use of electronic library databases;
- o   Interview discussions;

Recommendations:

The EMIS must be redesigned as the only communication tool with students, staff and employers. Paralles communication channels are counter-effective, as you always miss some users (which are not on both).

The use of the library services and the EMIS must be monitored and verfied (Who is using it unauthorized? Who is downloading what amount of data?). Statistical evidence should be used to either increase the services available, or offer new services (domestic databases for Tourism and Law).

Statistical reports should be used to see the interest of students and staff – what sites are freqently used, what data/information could be used for the classroom.

Some classrooms were equipped to use in the classes new media, but not all. Its use should be encouraged throughout the teaching staff.

Suggestions:

Best Practices (if applicable):

Evaluation

☐ Fully complies with requirements

☐ Substantially complies with requirements

☒ **Partially complies with requirements**

☐ Does not comply with requirements

7.4 Financial Resources

- o   Allocation of financial resources described in the budget of HEI is economically achievable
- o   Financial standing of HEI ensures performance of activities described in strategic and mid-term action plans
- o   HEI financial resources are focused on effective implementation of core activities of the institution
- o   HEI budget provides funding for scientific research and library functioning and development
- o   HEI has an effective system of accountability, financial management and control

Descriptive summary and analysis of compliance with the standard component requirements

UNIGEOs financial situation is very questionable

It has two open issues that the panel raised – but did not get concise answers.

-   Purchase contract of the building and its seizure

- Enrolment fee of 51 Students from Bangladesh – they were not admitted and ask for refunding. Apparently other measures were taken – certain students study in Russia.

The financial management of UNIGEO should cover its current expenses with its current income. The panel had no evidence of this. The panel were provided with certain bank details that showed certain transactions (pay-in) of the students from Bangladesh and related to that certain transactions (pay-out) to a certain account.

The budget details the panel had seen, have not included

- Expenses for the creation of the new Medical School
- Expenses for the creation of vocational services offered
- Plans in growth of income from the future number of students

The Financial reports (Budget) were in separate Excel-sheets for Faculties and its schools. There was

- no historical view possible
- no consolidated view for both faculties possible
- no consolidated plan for the Income/Expenses until 2021,
- no explicit budget providing funding for scientific research and library functioning and development

it was difficutl for the panel to assess the correctness. No external firm has valued the reports about their legal correctness.

There were several sheets –in Georgian- that showed certain development, but isolated and not in context of UNIGEO.

The problem with a fake-diploma that appeared in the UK is in theory a -reputational risk- but that could become expensive, if the clearance of the situation is not actively searched and published at the end by UNIGEO. It was before the time of the current senior management, but that is not known to all the international community that will receive/send students to you.

The allocation to student support activities was not explicit allocated.

The allocation of funds to further develop the library or the explicit dedication of funds for the future achievement of its goals was not possible.

The likelihood of adjustments and reviews mean that a professional financial system should be installed. In the future the requests for detailed reporting will increase due to internationalization, research activities and the availability of additional Medical Studies and vocational services.

Evidences/indicators
SER, 3-year and 7-years strategic plan, interviews with financial manager

Recommendations:
The current system is of financial management and control is very weak.
Get a professional financial system in place – collaborate with external commercial stakeholders, they must have such financial system. Monitor in detail the activities of UNIGEO and allocate funds accordingly to **established procedures** for administrative/academic staff as well as students for their research plans.

Suggestions:
Allocate funds for postgraduate and interantional students, keep the support of start-ups, not only in the dental clinic, but also in the Consulting area.

Best Practices (if applicable):

Evaluation
☐ Complies with requirements
☐ Substantially complies with requirements
☐ Partially complies with requirements
☒ **Does not comply with requirements**