



განათლების ხარისხის განვითარების ეროვნული ცენტრი
NATIONAL CENTER FOR EDUCATIONAL QUALITY ENHANCEMENT

**Higher Education Institution Authorization Experts'
Final Report**
**[Orthodox Theological Higher Educational
Establishment – Giorgi Mtatsmindeli Higher Educational
Institution of Ecclesiastical Chant]**

Expert Panel Members

Chair: Pandelis, Ipsilandis, Emeritus Professor University of Thessaly, Greece

Members:

Rusudan, Takaishvili, Vano Sarajishvili Tbilisi State Conservatoire, Georgia

Tamar, Dzvelaia, Batumi State University of Arts, Georgia

Diana Mtchedlishvili, Caucasus University, Georgia

Davit Tepnadze, Student expert, Georgia

Tbilisi
2023

Authorization Report Resume

General information on the educational institution

The institution was founded in 2006 as an “Orthodox Theological Higher Educational Establishment – Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant” by the Patriarchate of All Georgia and the support of patron Ivane Chkhartishvili, along with Tbilisi Theological Academy, to be specialized in the education of regents of Georgian chanting and dirigents of folk songs, and in 2011, it was established as an independent legal entity under the trademark name “Non-industrial (Non-commercial) Legal Entity - Giorgi Mtatsmindeli Higher Educational Institution of the Patriarchate of Georgia and a year later, .in accordance with the law of Georgia "On higher education", it was granted the status of the Orthodox Theological higher educational institution and established as "Orthodox Theological Higher Educational Establishment – Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant".

In 2014, after internal structural transformations, the institution was granted authorization by the decision of the Council of Higher Education Institution, which was renewed in 2021. Since 2015, the Higher Educational Institution of Ecclesiastical Chant has been implementing a second-level higher education educational program and began involved in scientific-research activities in practice.

As was evident by students, graduates and employers during the site visit, the authority and image of the Higher Educational Institution of Ecclesiastical Chant, both in the academic space and in society in general, grew significantly. Most of the graduates (estimated at 80%) are employed with the obtained qualifications, primarily due to successful cooperation between the University for Chant and the Georgian Chanting Foundation. Scientific/research/creative and performing activities and participation in international and local projects appear to produce tangible results.

From 2023, the Higher Educational Institution of Ecclesiastical Chant plans to expand its activities, by changing the status of the institution to secular higher educational institution after passing the authorization process. Based on this change, the University for Chant will implement new higher education in a wider field, short-term certificate programs and be more actively involved in international exchange and mobility programs and international research, overcoming the current restrictions applying to the scope of Orthodox Theological Higher Educational establishments. Nevertheless, the institution will continue respecting and operating along the founding values, offering opportunities to students, and preserving and promoting Georgian religious and cultural heritage. The initiative was enthusiastically welcomed by students, graduates and employers who emphasized the new opportunities for further development of the institution.

Recently, the Government of Georgia granted, the real estate located at No. 49 Chubinashvili Street in to the University for Chant free of charge for the duration of its existence. By the end of 2024, the University expects to move to the building under renovation at this address.

Brief overview of the evaluation process for authorisation: SER and Site visit

University for Chant submitted an extensive Self Evaluation Report (SER) to the NCEQE accompanied by supporting documentation for all the standards in Georgian and some in English language. This is the first time the Institution undergoes authorization as a secular university since the current status is Orthodox Theological Higher Educational Institution of Ecclesiastical Chant. The panel would like to express its gratitude for receiving a very detailed report including identification of strengths and areas of improvements in each area, that was analytical and well informative. The University's website, which was expected to be another significant source of information, was under continuous development, with new materials being uploaded every date until the visit. The panel requested additional documents during the site-visit, that were provided by the University.

The site visit was organized for two consecutive days – Thursday and Friday, October 19-20. Before the visit the Panel had an initial introductory meeting on Tuesday October 12, via Zoom, during which work was allocated according to the expertise of the panel members, followed by a teleconference preparatory meeting on Monday October 16th.

During the visit, the panel had the chance to meet and interview the University management team (, Rector, Head of Administration, Dean of the Faculty), the SER team, the Heads of the Programmes, the representatives of Administrative units (Educational Process Management Service, Career Development and Employment Manager, International Relation, Public Relations, Human Resources and Legal Services, Finances and Accounting, Student Support Center, representatives of students, representatives of alumni, representatives of Academic and Invited staff, Employer representatives, and the Head of the QA service. All participants were very cooperative and willing to participate in the discussion in an open and frank way.

Requests for additional documents and evidence during the visit were handled professionally and efficiently.

During the first day, the panel visited the two sites at Zurab Anjapharidze str. 21, and Tamarashvili str. 63 in Tbilisi and reviewed the facilities available to support the teaching and learning process (auditoriums, classrooms, computer rooms, library, the studio, spaces for students and academic staff) and also facilities for hosting the administrative services, First-aid rooms, sanitary facilities, etc.

At the end of the second day the panel presented the key findings to the administration and personnel of the institution.

The panel would like to express sincere thanks for the cooperation of all participants and their participation in fruitful discussions during the visit.

Overview of the HEI's compliance with standards

The HEI is:

- **Fully compliant** with the first standard: ***Mission and strategic development of HEI***

University for Chant has a publicly stated clear mission, which drives the strategic plan of the University in the transition from an Orthodox Theological Higher Institution to a secular University. Its mission reflects the values and the prestige the HEI gained in its preceding status in the field of sacred and folklore music, and expresses its aspirations in assuming a key-role in preservation and promotion of Georgian religious and traditional music and other aspects of national cultural heritages. The University's mission is enthusiastically welcomed by its academic community (academic staff, students and alumni) and also by the employers, most of whom are directly involved in the field, who believe that the University in its new status will have more opportunities for development in teaching professional and promote research in related fields. To pursue its mission the university has presented a strategic plan for its development with main goal to achieve the transition from the status of "Orthodox Theological HEI" to a secular university, focusing on new establishing effective administration structures, improvement of university environment, infrastructure and facilities, expanding its program portfolio with Master level quality oriented educational programs and enhancing scientific research activities, strengthening their international presence and links with society. Specific actions that produce tangible and measurable deliverables that serve its mission, with necessary budget or other required resources, and clear allocation of responsibilities is presented in the University's action plans, which may need some technical improvements to ensure full consistency between budget and actions.

- **Substantially compliant** with the second standard: ***Organizational Structure and Management of HEI***

The Institution presented the proposed organizational structure in order to fulfil the goals of the strategic development plan of the University under the new status (after authorization), in which the relevant structural units and management bodies of the University for Chant are shown along with the

subordination and coordination principles. The structure is in accordance with the Georgian Law "On Higher Education," the University of Chant's statute, structural unit regulations, and other relevant draft regulations of the HEI. There is a clear demarcation of the powers that exist between subordinate structures/entities that should guarantee the efficient execution of the activities, roles and duties allocated to the structural units. Certain weakness must be addressed, mainly with respect of clear allocation of responsibility between the rector and the head of administration regarding academic matters and representation of administrative services in decision making processes.

Internal quality mechanisms are described clearly in a relative document and are in accordance to Georgian legislation. The QA unit cooperates with various structural units to ensure quality of teaching, research and services, and relative tools and methods are in place. Currently the QA unit is staffed by only one person, one more is expected to be added in the immediate future. Its role should be reoriented, emphasizing more on quality assurance and quality enhancement rather than quality control.

The HEI declares its adherence to the principles of academic freedom. The university community is familiar with and shares the principles of academic freedom.

- **Fully compliant** with the third standard: *Educational Programmes*

The "Rule for developing, approving, making changes to, and canceling educational programs of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant" includes all provisions that ensure the development of educational programs at the HEI, aiming to raise the culture of quality with the wide involvement of interested parties. Interviews with academic and invited staff, administration representatives revealed that HEI already has significant experience and purpose in this field. Under the new status of secular University, the HEI plans to offer 1 BA and 3MA programs, all of them in Georgian language. The BA and one of the MA programs are upgrades of the ones currently offered under the status of Orthodox Theological HEI. In terms of content and purpose, all programs correspond to the vision of the new status of the institution as a future university.

Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant plans to offer 1 BA and 3MA programs under the status of secular University, all of them in Georgian language. The BA and one of the MA programs are upgrades of the ones currently offered under the status of Orthodox Theological HEI. In terms of content and purpose, all programs correspond to the vision of the new status of the institution as a future university. The design and structure of the programs conform to the standard and are presented in a clear form that includes name, goals and learning outcomes, qualification, curriculum that includes compulsory, and elective courses in the corresponding field as well as Faculty mandatory and elective courses with the corresponding weight of ECTS, methods, and forms of achieving the learning outcomes. Admission requirement for both BA and MA courses have been revised compared to those in place under the Orthodox Theological HEI status and conform to national standards. According to the expert panel, all the courses are compliant and contribute to the professional development and formation of the students through these programs, although some amendments are required in the MA in History of Christianity program.

In all the programs the outcomes are presented in the following form: knowledge, skills, responsibility and autonomy and are assessed in accordance with legislation in Georgia and compliant with the standard. Assessment methods include tests, essay, demonstration, presentation, discussion, performance of practical/theoretical task, work in a working group, participation in discussion, report, written assignment, etc. and are measured by specific assessment criteria determining the level of achievement of the learning outcomes.

- **Fully compliant** with the fourth standard: *Staff of the HEI*

The personnel policy of the University is reflected in its Statute, internal regulations, provisions of structural units, faculty provision, labor contracts and other regulatory documents. Academic staff, invited staff, are competent in the specialized area, dedicated and professionals in the field. The HEI has enough qualified specialists to introduce and conduct practical activities. Teaching staff undergoes continuous training in matters related to teaching and learning and considers that the University cares for and supports their professional development. Administrative staff support the service units of the university in an efficient way and overall shows high professionalism, commitment, and responsibility.

The employee's job description document contains the subordinate authority, responsibility, communication area, etc. for each position. HEI has specific policies in place that describe the forms of staff incentives for increasing employee motivation and appreciation of work.

Affiliation of the academic staff of the University for Chant is regulated by documents: Rule of Affiliation of Academic Staff and Rule of the Workload of Academic and Invited Staff. The university has a workload chart for academic and visiting staff, which is updated every semester and defines individual functions and duties. The Academic Staff Workload Rule assumes that academic staff also teach at other higher education institutions, and this may require adjustment for university staff who have signed an affiliation agreement. Overall, the workload of academic and invited staff is adequate for the university to carry out its educational programmes.

- **Substantially compliant** with the fifth standard: ***Students and Their Support Services***

Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant has the relevant documentation for the assignment, suspension and termination of student status and qualification granting for each educational level, which is in line with current legislation, public, and accessible for interested parties on HEI website. Due to current status of HEI students cannot take mobilities from or to other HEI, and no student self-government exists, although a draft of "student self-government regulations" is in place to be implemented under the new status. The contract between the HEI and its students contains information about students' rights and obligations, covers all areas of interest for both parties, and current students provided evidence of appealing procedures against their academic results/grades. Support to students is provided in both formal and informal ways and includes, consultation about admission exams, induction process upon enrollment, obligatory office hours, electronic communication with teachers, and continuous counselling about their studies, feedback mechanisms, and an electronic platform that supports the learning and teaching process. Through several memorandums of cooperation with employers, the HEI ensures promotion of employment and internships, as well as full-fledged professional practice. The "Georgian Chant" charity foundation has played an essential role in promotion of student employment since the establishment of the institution. Besides the academic activities students often participate in various concerts and festivals. Achieving the status, the HEI will be able to extend international mobilities through bilateral cooperations and the Erasmus+ program, beyond the existing cooperation with Notre Dame University in USA and other cultural organizations in Europe. Finally, the institution supports students both financially (e.g. no tuition fees for Bachelor students and scholarships) and socially (e.g. accommodation for students outside Tbilisi area)

- **Fully compliant** with the sixth standard: ***Research, development and/or other creative work***

The institution has a significant scientific, research and creative activity within the specificity of its field, well recognized by professionals and interested parties. Research/creative and performance activities in the institution are led by the Dean of the Faculty. Programmes are monitored periodically by a special commission with the involvement of the Quality Assurance Service. Within this framework current output of relevant activities includes scientific publications and methodical/manual literature, recording/preparing audio albums and CDs of ecclesiastical music, participation in scientific and methodical conferences and forums, participation in concerts, festivals and competitions. Organizing scientific conferences, etc.

The academic and invited staff members are involved in scientific-research and creative activities. The scientific activities are financed from the faculty and the university budget; besides, they are supported by the Ministry of Education and Science of Georgia, the "Georgian Chanting" charity fund and the Shota Rustaveli National Science Foundation of Georgia.

A plethora of activities in the creative and performing direction have been carried out both nationally, and internationally, while other important projects like Preparation and publication of the Seat-less Hymn of All Saints' Chanters and Digitization of the manuscript of the Chijavadze-Gvakharia musical dictionary preserved in the National Archives of Georgia and preparation of the electronic edition are in progress. The institution promotes the involvement of young researchers in scientific projects. Young researchers, students and alumni are involved in the on-going projects.

The HEI under its proposed status plans to start new master level programs that would add to research capacity. The rules for the preparation, assessment and defense of the master's thesis are described clearly in Master regulations. The evaluation questionnaire of the master's thesis supervisor is presented as a separate document, which the university will use for improvement of the research direction. The plagiarism detection Turnitin programme will be launched at the university to prevent and detect plagiarism.

- **Substantially compliant** with the seventh standard: ***Material, information, and financial resources***

The infrastructure of the University in terms of lecture halls, laboratories, clinical facilities is adequate to support the teaching and learning process, for the planned number of students. The main building provides a pleasant teaching and learning environment. The additional facilities at a second building that was granted to University for Chant by TSU for use for a period of 6 years needs some upgrading (although the main building is adequate at the level of projected number of students). Library facilities are sufficient for the current enrolment and certainly can serve adequately staff and students within the projections of the University for the strategic plan period. Library working hours are from 9 am to 8 pm Monday to Friday and from 10 am to 3 pm on Saturday. Library services include electronic catalogue, access to the Patriarchal Library and inter-library services and also scanning and printing facilities for staff and students. The stock of books, CD/DVDs and Notes is sufficient to cover the needs of students and covers the syllabi needs of the programs. Library staff is competent and undergoes continuous training. IT services are provided by outsourcing and free Wi-Fi access is available to staff and students. The electronic teaching and learning subsystem and the library's electronic catalogue and services is fully functional; the implementation of the electronic case management system is in progress – not completed yet, and the website is available both in Georgian and English language, with the later still being fed with information.

The main source of income is the Ministry of Education of Georgia, the Patriarchate of Georgia, the Rustaveli National Science Foundation, and donations from individuals and other legal entities. Currently only a slight part of the income comes from students' tuition fees; this is expected to change under the new status where master students will pay tuition fees. Allocation of financial resources is based on the priorities outlined in the Strategic Development Plan. The budget is carefully constructed to support all the activities included in the plan and provides a specific budget line for each activity. Income and expenses projections must be revised when the University is in a position to announce the offering of new programs and estimate the increase in number of academic and invited staff and students.

Response to argumentative position of University for Chant

On November 24th, 2023, the panel received the argumentative position document, which included the remarks of University of Chant on the recommendations made by the panel.

The panel, after examining the arguments, notes the following:

- i. Overall, the recommendations are well received by the University. In many cases the University states that changes have already been made or are in progress or have been planned to take effect upon authorization.
- ii. Compliance of HEIs to the authorization standards is examined regarding the University's capacity of being fully prepared and ready to start the operation on the day of the evaluation. In that respect the panel took into consideration that many documents presented during the site visit are in the form of draft regulatory rules that will be implemented by University for Chant upon authorization according to the legislation. The mechanisms for the legal entry of the said rules into force were, to a large extent, envisaged and legally established. However, the panel considers it important that these recommendations, which in principle are accepted by the HEI, to be included in the authorization report to ensure smooth transition of the HEI to University status.
- iii. Taking into considerations, the argumentative position of the university: the recommendation "*It is recommended to add career development manager position in its structure*" (standard 5.2) was removed and narrative part was revised accordingly, the two recommendations in standard 4.1 were combined in one, since they were referring to the same issue, and the recommendation "*Adopt safety*

regulations for the emergency exits at both buildings” (Standard 7.1) was modified to address this issue only for the building at 49 Chubinashvili Street.

iv. When required, necessary revisions and clarifications were added in the report.

Summary of Recommendations

1. Ensure consistency between Strategic plan, Target indicators and University budget.
2. Include provisions and tasks for recruitment of Academic, Invited and Administrative staff in the Action plan.
3. It is recommended that all important structural units participate in the decision-making process.
4. To guarantee the efficient and transparent allocation of roles and duties, it is recommended that the HEI reviews its organizational chart and statutes of structural units prior to their implementation in a way that guarantees optimization of operations.
5. Ensure that all regulations that are currently approved as drafts, are implemented in practice.
6. Make sure that the philosophy of quality assurance, as opposed to quality control, is applied throughout the entire process of developing educational programs.
7. Implement the planned Quality policy and internal mechanisms to improve the quality assurance service's performance and support the establishment of a high-quality culture at the University.
8. Ensure that the methodology for planning the student body takes into consideration measurable indicators and benchmarks approved by the institution.
9. Qualification awarded under the History of Christianity program should be formulated as MA in History of Christianity in the documentation in both languages. Ensure consistency between the title and content of the program.
10. Pedagogical elements in the programs must be strengthened, so that programs are aligned to the vision of the University.
11. Implement the Rule for evaluating the academic, scientific research/creative activities and professional development of academic and invited staff and within this framework introduce the policy that each member of the academic staff is required to submit and agree to an annual personal development plan of the HEI, which is binding for both parties.
12. It is recommended to include mobility procedure into regulation.
13. Ensure the establishment of student self-government.
14. It is recommended to include Appeal procedure written into regulation.
15. It is recommended that the Institution increases the activities related to international exchange and mobility programs for students.
16. Enhance international collaboration and engagement in contemporary research; it is recommended that the internationalization policy be reinforced, and that additional staff and student exchange programs be made available.
17. Adopt safety regulations for the emergency exits at the 49 Chubinashvili Street building.
18. Upgrade the facilities at 6 Tamarashvili street, to create a more pleasant environment for students and staff.
19. Develop a formal comprehensive IT Management policy as described in the narrative part of standard 7.3.
20. Ensure the implementation of the electronic document flow by setting specific deadline when pilot use will be completed and transition to electronic system will happen. Ensure the training of all administrative staff involved by the transition date.
21. Ensure that backup of IS data is taken continuously and data are kept safe. Consider using the cloud as a parallel backup system.

Summary of Suggestions

1. Consider institutionalizing the cooperation with local professionals, forming a body of “Professional Advisory Committee”, to the founders and top administration bodies of the HEI.
2. Ensure the implementation of monitoring and response mechanisms, as described, for implementation of strategic development and action plans.
3. Put an electronic document processing system into operation.
4. Increase awareness and prevent academic dishonesty, make sure that the principles of academic integrity are applied and distributed throughout the university community.
5. Include benchmarking against similar programs in Georgia and Internationally as part of the program planning and review process, which will also help in increasing the potential of the Institution to increase its international links and cooperations
6. The teaching methods which are named in the curricula should also be described in the syllabi with more details as to their implementation.
7. It is desirable to reveal the positions of all hired persons (employees) in the relevant CV.
8. It is desirable that, along with increasing the number of admitted students, the university increase the number of full-time academic staff and reduce the need for invited staff. Also, more professors should be encouraged to participate in the implementation of educational programmes.
9. It is desirable that the university consider how to encourage more academic staff to obtain affiliated status. Publish the advantages that affiliation will offer, such as continuing professional development opportunities and promotion of their research activities.
10. Review the Academic Staff Workload Rule, adjusting for university staff who have signed an affiliation agreement.
11. Supporting graduates in establishing regional hubs to train applicants for entrance exams..
12. Consider reestablishing the Institution’s Choir, which seized operations after the Covid era.
13. The University should consider helping graduates in establishing a formal Alumni association
14. Consider accommodating students’ request for having a cafeteria.
15. The library to prepare a report regularly on the extent to which academic and invited staff members use the online databases to which the university subscribes and submit this report to the Faculty council.
16. The library to collect information regularly through user surveys and usage data on how academic staff (including invited staff) and students use its services and how they see future development needs.
17. Complete the development of the English version of the University website, with all necessary information for presenting the University internationally
18. Revise the income and expenses when more information about offering new programs is available based on the needs of academic and invited staff and the expected number of students enrolled.
19. Increase the budget for research and internationalization to support the mission and vision of the University

Summary of the Best Practices

Summary Table of Compliance of HEI with Standards and Standard Components

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

Signature of expert panel members

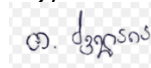
1. Pandelis, Ipsilandis (Chair);



2. Rusudan, Takaishvili (Member);



3. Tamar, Dzvelaia (Member);



4. Diana Mtchedlishvili (Member);

G. Bujer

5. Davit Tepnadze (Member).

Compliance of the 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

According to the decision of the founder of the "Orthodox Theological Higher Educational Establishment – Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant" institution (*Protocol of the Patriarchate of Georgia of February 13, 2023 - Decision NB23024383/3 of the National Public Registry Agency of February 22, 2023*), the HEI is proposed to obtain the status of a higher educational institution under the name of "Giorgi Mtatsmindeli University for Chant" to (hereinafter - "University for Chant").

The main reason of this change is that the transition from an "Orthodox Theological" status to a secular HEI, will lift the restrictions imposed by the current status as to the academic fields and more specifically the academic programs that the institution can offer, and the institution will be able to further develop and offer programs in fields like musicology, Georgian traditional music, Dirigent -performer of Georgian traditional music etc., and enlarge the sphere of its scientific, research and creative activities, attracting more students / researchers at MA and later on at doctoral level, thus increasing its impact in preserving and promoting Georgian religious and cultural heritage.

The Mission Statement of University for Chant is formally stated clearly in the Strategic development plan of the University and is publicly available on its web site, on both Georgian and English languages. The University's mission reflects the values of its predecessor, the Orthodox Theological Higher Educational Establishment – Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant, while at the same time upgrading its role to wider aspirations as being an actor in promotion of Georgian traditional music and other aspects of national cultural heritages.

According to its mission, the University aims at protection and development of centuries-old Georgian traditional art for the introduction and strengthening of national values in civil society by becoming a strong educational and scientific-research center in the national and international educational space, popularizing unique Georgian traditional culture worldwide and ensuring its integration in international artistic fields, by offering and providing higher and life-long education to the public in accordance with international standards, and preparing a highly qualified specialists in the fields of arts and humanitarian sciences as a competitive worker carrying national and universal democratic values.

Interviews with the Rector, the chief administrator, the Dean of the Faculty as well as Employers -, and also students and graduates revealed the commitment of the university to accomplishing its mission.

Interviewed employers representing several key organizations in the field such as Georgian Folklore State Center, Research Center for Traditional Polyphony of Tbilisi State Conservatoire, well-known ensembles, all with strong connections with the university emphasized the point that the change of the university status will affect both the university and the field in a positive way providing more educational programs and additional opportunities in research areas such as ethnomusicology.

Students and graduates indicated that the university academic staff is the best professionals in the field and emphatically stated that the University in its previous form "turned sacred music" into a profession.

The HEI has a strong regional dimension in its activities and accepts students from music schools that operate in the regions under the auspices of the Georgian Folklore State Center, which is employing graduates as conductors in the music schools.

Although the HEI, employs many professional as academic and invited staff and has direct involvement in the professional field, it would still be beneficial for the University to consider institutionalizing the cooperation with local employers, forming a body of “professional advisory committee”, according to international standards.

Interviews with the Dean of the Faculty, the Academic and Invited staff, provide evidence that the mission of the University was discussed with the key members of staff, who all share the vision that v could become a prestigious University in the specific field, both locally and internationally.

Overall, the mission and vision of the University fully determine the characteristics of the University, in accordance with its type and main directions of activity.

Evidences/indicators

- Mission project of Higher Educational Institution of Ecclesiastical Chant (Annex 1)
- University for Chant webpage
- University charter
- Self-Evaluation Report
- Interviews with Rector, Dean of Faculty, Head of Administrative services, Academic and Invited staff, Employers, Students, and Graduates.

Recommendations:

Suggestions:

- Consider institutionalizing the cooperation with local professionals, forming a body of “Professional Advisory Committee”, to the founders and top administration bodies of the HEI.

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

- HEI has a strategic development (7-year) and an action plans (3-year) in place.
- HEI contributes to the development of the society, shares with the society the knowledge gathered in the institution, and facilitates lifelong learning
- 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

University has developed a 7-year strategic plan (2023-2029) following the provisions described in the official University document “Strategic Planning Methodology (project) Rector’s order #8/24.02.2023”. Accordingly, a strategic plan development group was formed by Rector’s decision, as a temporary unit that included representatives of administrative, academic, and structural units, faculty representatives, students and graduates, and employers.. The project prepared by the working group was shared and discussed with intra-university and other interested parties as verified at the interviews with graduates and employers. According to the received feedback, the final edition of the strategic document was formed and approved by the university’s Supervisory board.

The strategic plan is aligned with the mission of the University and its main goal is the transition from the status of “Orthodox Theological HEI” to a secular university.

The strategic plan of the University which considers the findings of an objective and realistic SWOT analysis addresses 8 strategic initiatives which include tasks that are in full accordance with the University's mission. Specifically:

1. Development of quality oriented educational and scientific research activities
2. Improving the quality of management and the involvement of students in the activities of the institution strengthening
3. Development of international relations and promotion of internationalization
4. Improvement of educational environment, infrastructure, and library resources development
5. Development of connection with society and Socialization of Georgian traditional, Christian values

For each of the 5 strategic initiatives, strategic tasks associated with specific indicators and timeframes are defined. Consideration is given to tasks that tackle areas to improve as they were identified in the SWOT analysis.

A three-year Action plan includes lists of specific activities that must be implemented in the 3-year horizon, for each of the strategic tasks stated in the strategic plan, thus forming a hierarchical structure of strategic initiatives → strategic task → activities. For each activity, the implementation time, the responsible unit, performance criteria, necessary resources and reference to budget are defined. Thus, the whole structure is easily controlled and monitored.

The necessary financial resources for each activity appear in detail in the annexes of the 2023 and 2024 budgets.

Both Strategic and Action plans include detailed information necessary for planning and controlling the tasks, as explained before. The University's document "Strategic Development Plan Elaboration and Performance Monitoring Methodology" describes the monitoring of the implementation process in detail. To enhance effectiveness of implementation a temporary unit named "Project Management Service" is set up to coordinate the project management of the activities to be carried out during the transition period. The results of the monitoring process are presented in a relevant report to the supervisory board, along with the needs to implement changes in the strategic development/action plan, and the corresponding draft amendments. The supervisory board, considering the content of the presented project, approves it or creates a working group that ensures the revision of strategic development and action plans and the presentation of opinions on the need for change. Since this process is still on a project status, the panel could not evaluate the process of annual revisions since the strategic plan was put in effect earlier this year.

Certain inconsistencies between the action plan and the rest of the documentation have been noted by the panel. For example, according to the action plan a Master level degree program in "Georgian traditional Music" was planned to be developed in the first two quarters of 2023, in the submitted documentation the program appears as a "Dirigent-performer of Georgian traditional music". The program "MA in History of Christianity" appears to be offered by the non-existing faculty in the new structure "Faculty of Ecclesiastical Music". Although, those may and probably are just slight human errors, they may be crucial in an international cooperation context if they appear in public documents.

The panel acknowledges the genius interest of the University for contributing to society, as evidenced by relative actions included in the Strategic and the Action plans, such as: deepening close partnership relations with governmental and non-governmental organizations such as "A. Erkomaishvili State Center of Folklore", for the operation of singing circles in public singing circles in public schools, *municipalities in the regions of Georgia* in order to promote and popularize the development of Georgian traditional singing and folk music art, "National Archives of Georgia", "Korneli National Center of Georgian Manuscripts", "charity foundation Georgian Singing" for financing / co-financing of scientific researches of Georgian traditional music. University of Chant is also involved in activities aiming to spread the accumulated knowledge and contributing to the cultural development of society; for example, holding annual reporting concerts, Planning/organizing concerts/master classes/workshops/festivals/creative evenings/anniversaries/competitions /public lectures in the capital of Georgia and various regions, distribution of the video material of the events in digital media, festive service in dioceses -participation

in prayers, dissemination of university publications (collections of scientific works, textbooks, audio CDs, music collections, etc.) to the public.

The University is also interested in actively sharing knowledge beyond the boundaries of academic education through the establishment of Life Learning courses. During the site visit interviews the Dean of Faculty mentioned certain areas like traditional art, music, traditional cultures for foreigners living in Georgia, perhaps even a module in music therapy where LLL courses can be offered.

The Strategic plan provides a set of indicators and their target values in 2027/28, that depict the growth of the university in the period 2023 – 2028. The panel acknowledges the good practice of setting growth indicators, but noted certain ambiguities between the actions in the Strategic plan, the target indicators, and the budget of the University, especially regarding salaries . For example, according to Strategic plan and target indicators, the number of academic and invited staff is projected to increase by 12 (4 academic / 8 invited), in 2025, however no actions related to hiring new staff are included in the action plan and the corresponding amounts in the academic staff salaries budget line for 2024 and 2025 stay the same as in 2023.

Evidences/indicators

- The Strategic Development Plan (2023-2030) and the Action Plan (2023-2026) of University for Chant
- Strategic planning methodology (Rector’s order #8/24.02.2023)
- University budget for 2023 and projections for 2024-2026
- Self-Evaluation Report
- University Structure
- Interviews with Rector, Dean of Faculty, Head of Administration, Head of Project Management services

Recommendations:

- Ensure consistency between Strategic plan, Target indicators and University budget;
- Include provisions and tasks for recruitment of Academic, Invited and Administrative staff in the Action plan.

Suggestions:

- Ensure the implementation of monitoring and response mechanisms, as described, for implementation of strategic development and action plans.

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

- Organizational structure of HEI ensures implementation of goals and activities described in its strategic plan
- Procedures for election/appointment of the management bodies of HEI are transparent, equitable, and in line with legislation
- HEI's Leadership/Management body ensures effective management of the activities of the institution
- 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

Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant is a non-commercial legal entity founded by the Catholicos-Patriarch of All Georgia. The Catholicos-Patriarch of All Georgia has the right to determine its structure and management bodies, according to the Law of Georgia "On Higher Education". The governing of the institution is carried out based on the normative acts approved by the Catholicos-Patriarch of All Georgia.

On the basis of the decision of the founder of the institution dated on February 13, 2023 and the decision of the National Agency of Public Registry dated on February 22, 2023, NB 23024383 on the registration of the minutes, in the transitional period for changing the status of the institution and preparation for authorization at the University of Chant the staff list and the draft projects of the organizational structure and other regulatory documents were approved (Order #O/09 of the Rector – 24.02.2023, Resolution #04 of the Supervisory Council – 03.07.2023), which the HEI is going to implement in case obtaining the authorization as University for Chant.

Based on the functionally built structure and the subordination and coordination principles, the organizational structure project shows the relevant structural units and management bodies of the University for Chant which are considered to work for the implementation of the approved project in order to fulfil the goals of the strategic development plan of the University. The structure is defined in accordance with the Georgian Law "On Higher Education," the University of Chant's statute, structural unit regulations, and other relevant draft regulations of the HEI. There is a clear demarcation of the powers that exist between subordinate structures/entities that should guarantee the efficient execution of the activities, roles and duties allocated to the structural units. It is stated that as soon as the authorization is received, the new regulations will be approved and implemented, which are now presented in draft form.

According to the chart approved by the founder of the University of Chant, the organizational governance consists of the following functional units: management bodies and governing entities, the main educational unit - Faculty of Arts and Sciences, Library, and other supporting structural units. After obtaining the authorization, the institution plans to optimize structural units and personnel. The quality assurance service will be strengthened, and the staff of a specialist will be added; two staff units will be added to the Faculty of Arts and Sciences - the manager of Certificate Programs and the manager of Student and Graduate Career Development office; new structural units will be formed: Legal office, International relations and project management service, Human Resources Management office and Chancellery, Financial service, Information Technology service, Marketing and Public Relations Service, Procurement Service, and Medical service.

It should be mentioned that the student support, career development and employment services are not considered in the structure as a separate unit. Instead, the management intends to hire one staff member who will fulfil these responsibilities and duties. It is important to note that, despite the Rector's responsibility for overseeing matters pertaining to the educational processes, the head of the administration is the one to whom the study process management service reports. It would be beneficial if the HEI reconsiders its organizational chart and/or statutes of structural units until it is implemented in order to ensure the clear and effective distribution of responsibilities and duties.

The highest governing body of the University of Chant is the Supervisory Council which consists of a chairman and two members. The members of the supervisory board and the chairman are appointed and dismissed by the founder - the Catholicos-Patriarch of All Georgia. The Rector is the highest official of the HEI who represents the university, carries out the management issues; coordinates daily academic,

scientific, financial-economic, technical, and other activities defined by the statutes of the University of Chant; monitors the educational process; signs agreements on behalf of the university. The head of administration manages the HEI's financial, material, and administrative issues. The Faculty of Arts and Sciences is the main educational unit of the HEI, which carries out educational programs, scientific research activities and other educational issues. The faculty's governing body is the faculty council that is chaired by the dean. The library is a structural unit of the University of Chant that ensures provision of educational and research resources needed to achieve learning outcomes of educational programmes.

The student self-government is a unit of the organizational structure of the HEI. After obtaining the authorization, the university will ensure the formation of student self-government, which will participate in the management process of the faculty and at the same time conduct its activities independently.

During the interviews it was revealed that not many structural units are involved in the decision-making process and the institution plans to establish an Academic Council, which will also include representatives from faculty and the student self-government. This will guarantee that important structural units participate in the decision-making process.

In order to ensure the efficiency of the management system, the monitoring mechanisms and evaluation system of management effectiveness of Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant were approved (Rector's Order #O/22 - 01.05.2023), which will be implemented in case of getting the authorization. Later, the monitoring results will be used by the University of Chant for further development.

The HEI is in the process of implementing an electronic document processing system (e-Flow), which includes document scanning, sending correspondence, exchanging electronic documents among the relevant structural units, etc. Currently, licenses for seven users are purchased until December 31, 2023, then the contract will continue automatically. The number of users will increase starting from next year. Training has been offered to the relevant staff and the system has been launched in test mode. Nowadays, the procedure is based on a documentary format.

In order to guarantee the uninterrupted operation of all important business procedures within the institution, the HEI has devised a draft plan that ensures the continuity of all major business processes. Potential risks are considered, along with methods for preventing them.

The university has developed the internationalization policy, the document regulating the procedures for appointment to the management bodies of the University, and other regulatory documents that will ensure the achievement of its mission and strategic goals after changing the status from the Orthodox theological higher educational institution to the status of a higher educational institution and implementing them into the practice. Relevant documents were presented during the site visit in the form of draft regulatory rules of the HEI to be implemented by University for Chant after obtaining authorization according to the legislation. The mechanisms for the legal entry of the said rules into force were envisaged and legally established.

Evidences/indicators

- The organizational structure project of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The project of official instructions of the employees of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The structural units project of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The project of regulation of quality assurance service of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The project Statute of the Faculty of Arts and Sciences of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The project of statute of library of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The project of educational process management service of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;

- Monitoring mechanisms and evaluation system of the effectiveness of management of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The internalization policy and mechanism project of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- The project of business processes continuity plan of Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant;
- Self-evaluation report of the HEI;
- Interview results.

Recommendations:

- It is recommended that all important structural units participate in the decision-making process.
- To guarantee the efficient and transparent allocation of roles and duties, it is recommended that the HEI reviews its organizational chart and statutes of structural units prior to their implementation in a way that guarantees optimization of operations.
- Ensure that all regulations that are currently approved as drafts, are implemented in practice.

Suggestions:

- Put an electronic document processing system into operation.

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

- 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.
- 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

During the transitional period of preparation for authorization, the draft document of the internal quality assurance mechanisms at the University of Chant was developed. This document will be implemented by the institution in accordance with the legislation of Georgia, after obtaining the status of a higher educational institution.

The quality assurance policy includes seven main directions:

1. Development of the quality assurance service of the university
2. Development of the quality of educational programs and educational process at the university
3. Development of the quality of scientific-research/creative and professional activities of the staff at the university
4. Development of the internationalization quality
5. Increasing the quality of the university's involvement in the development of society
6. Increasing the quality of student support mechanisms at the university
7. Continuous development of education programs

In order to evaluate educational and research-creative activities, analyze evaluation results, and use them to improve the learning/teaching and research/creative activities, the internal quality assurance mechanisms will be implemented that will play a key role in the planning, management, and monitoring of the processes.

The quality assurance service cooperates with various structural units to ensure the implementation of the following tasks: high quality of educational and research-scientific processes; introduction of modern methods of quality assessment in learning and teaching; improving the quality of the educational process by collecting and analyzing the data; reflecting research results in educational and scientific-creative processes in order to improve their effectiveness; implementing an effective quality control cycle system "PDCA" at all levels. However, it became clear from the interviews that the QA office only gets involved in the last stages of the development of educational programmes. The faculty approves the program after it has been developed by the program head, and then it is sent to the QA service for feedback. This process can be considered as more of quality control than quality assurance.

The university created survey forms for all stakeholders involved, but they have not been put into use yet and survey and satisfaction inquiries have only been available in roundtable format. Analysis documents and the results of the quality assessment are not provided.

Thus, putting into practice the planned Quality assurance policy and internal mechanisms will improve the quality assurance service's performance and support the establishment of a high-quality culture at the University of Chant.

The HEI has elaborated the methodology for planning the student body. The criteria for determining the student contingent are: human resources (academic and administrative staff); material resources (the total amount of teaching and auxiliary space of the university); the number of seats corresponding to the number of students in the classrooms; information resources; and financial resources. However, the methodology lacks measurable indicators and benchmarks, and the calculation formula.

Evidences/indicators

- Quality Assurance policy project
- Project of internal quality assurance mechanisms and assessment of their effectiveness
- Management efficiency monitoring mechanisms and evaluation system project
- The project of mechanisms and methodology for planning the student contingent
- Quality Assurance service draft regulation
- Self-evaluation report of the HEI
- Interview results.

Recommendations:

- Make sure that the philosophy of quality assurance, as opposed to quality control, is applied throughout the entire process of developing educational programs.
- Implement the planned Quality policy and internal mechanisms to improve the quality assurance service's performance and support the establishment of a high-quality culture at the University.
- Ensure that the methodology for planning the student body takes into consideration measurable indicators and benchmarks approved by the institution.

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

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

<ul style="list-style-type: none"> ○ HEI follows the principles of academic freedom.
<p>Descriptive summary and analysis of compliance with the standard component requirements</p> <p>In the self-evaluation report it is stated that the goal of the University is to achieve the high quality of its learning/teaching and research-creative activities and be recognized at the local and international level. An important prerequisite for the implementation of the mentioned vision is the implementation of academic integrity principles in scientific-research, creative and educational activities. For this, the HEI has elaborated and approved the draft of "the Code of Ethics of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant", "Rules for detecting plagiarism of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant, preventing it and responding to the case of plagiarism". These documents are introduced to the university academic and invited lectures and students. The documents define the types of violations of academic integrity, the ways to avoid plagiarism, and, if discovered, the procedures and sanctions for disciplinary proceedings.</p> <p>The HEI uses the Turnitin program that helps to detect the cases of plagiarism and text similarities in academic papers. Essays are checked using this program in the Academic Writing course. Thus, anti-plagiarism processes have been initiated and should be implemented and disseminated throughout the university community to raise awareness and avoid academic dishonesty.</p> <p>The HEI declares its adherence to the principles of academic freedom. The university community is familiar with and shares the principles of academic freedom.</p>
<p>Evidences/indicators</p> <ul style="list-style-type: none"> ● Draft Code of Ethics ● Draft of the rules for plagiarism detection, prevention and response to plagiarism cases ● Draft internal regulations ● Self-evaluation report of the HEI ● Interview results
<p>Recommendations:</p>
<p>Suggestions:</p> <ul style="list-style-type: none"> ○ Increase awareness and prevent academic dishonesty, make sure that the principles of academic integrity are applied and distributed throughout the university community.
<p>Best Practices (if applicable):</p>
<p>Evaluation</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Complies with requirements <input type="checkbox"/> Substantially complies with requirements <input type="checkbox"/> Partially complies with requirements <input type="checkbox"/> 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

<p>3.1 Design and Development of Educational Programmes</p>
<p>HEI has a policy for planning, designing, implementing and developing educational programmes.</p>
<p>Descriptive summary and analysis of compliance with the standard component requirements</p>

The project of Mission of HEI outlines the functions and importance that the future university should have along with the planned change in its status:

“Protection and development of centuries-old Georgian traditional art for the introduction and strengthening of national values in civil society.

Establishing a strong educational and scientific-research center in the national and international educational space, popularizing unique Georgian traditional culture worldwide and ensuring its integration in international artistic fields.

Offering and providing higher and life-long education to the public in accordance with international standards, preparing a highly qualified specialists in the fields of arts and humanitarian sciences as a competitive worker carrying national and universal democratic values.”

Various documents that were presented, the site-visit and interviews with academic and invited staff, and administration representatives revealed that HEI already has significant experience and purpose in this field. Numerous activities in different directions were implemented - cooperation with all important institutions in adjacent fields in country, organization and support of concerts, events and conferences, as well as, started and somewhat delayed international cooperation (COVID-19), supporting and development other educational institutions, lifelong learning process promotion, special projects, such as supporting a choir of convicts led by a graduate student of HEI. In addition, the graduates prove the role and importance of the school through their work and creativity, and, no less important, their attitude towards HEI is expressed with a sense of belonging and great gratitude.

However, the potential, ambition and capabilities of Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant do not allow for development and expansion in the current format - the Orthodox Theological Higher Educational Establishment - and in accordance with the legislation in Georgia, the HEI ((Protocol of the Patriarchate of Georgia of February 13, 2023 - Decision NB23024383/3 of the National Public Registry Agency of February 22, 2023)) is going through the authorization process to obtain the status of Higher Educational Institution as Giorgi Mtatsmindeli University for Chant.

In addition to updating two existing study programs - BA "Georgian traditional music" and "Musicology (Georgian traditional music)", two new MA programs have been developed – “Conductor performer of Georgian traditional music”, and "History of Christianity". As it is noticed in the Regulation of the Faculty of Arts and Sciences “The educational program is on learning outcomes and competencies, the acquisition of sectoral, practical and transferable skills based, a student-centered, flexible structured curriculum that ensures the preparation of specialists according to the level of education”. It should be noted here also that the programs ensure achievement of their goals and learning outcomes and all these programs will be submitted for accreditation in accordance with the authorization process. The “Rule for developing, approving, making changes to, and canceling educational programs of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant” includes all provisions that ensure the development of educational programs at the HEI, aiming to raise the culture of quality with the wide involvement of interested parties. Also, developing new educational programs that are consistent with the mission and goals of the university.

From the self-evaluation report, as well as interviews with staff, alumni, and stakeholders, the Expert Panel concluded that the university strives to align its programmes with the needs of the market and the national economy by working to balance the university, its mission, the overall needs and the teaching and research strengths of academic staff. The HEI should also consider including benchmarking against similar programs in Georgia and Internationally in the program planning and review process, which will also help in increasing the potential of the Institution to increase its international links and cooperations. It should be noted that the documentation presented by the higher education institution, as listed in evidences/indicators section below, directly relates to the ongoing process to obtain a new status.

The learning outcomes provided for the learning programs correspond to levels 6 (BA) and 7 (MA) of the National Qualifications Framework, respectively. Based on the analysis of documents, as well as interviews with students, graduates, academic and invited staff, the panel is convinced that the HEI provides quality education in accordance with Georgian legislation through the unity of knowledge, skills and attitudes. An indicative example, that shows the conformity of one of the programs' outcomes with

the national qualification framework, Level 7 qualification descriptor is presented in the upgraded MA program in Musicology (Georgian Traditional Music) learning outcomes “Autonomy and responsibility”:

- *In a multicultural environment, he shows a high degree of responsibility and independence, using the example of his own professional practice, he promotes the preservation of the singing culture and musical folklore traditions of other peoples;*
- *Independently plans and conducts own and others' further learning and professional development activities,*

that responds and, in fact, is fully compliant with the National Qualifications Framework descriptor “Autonomy and responsibility”, level 7: *“Managing and adapting to complex, unpredictable or multidisciplinary learning and/or work environments through new strategic approaches. Contributing to the development of professional knowledge and practice. taking responsibility for the work and professional development of others; independent management of self-learning process.”*

Evidences/indicators

- Interviews site-visit
- SAR
- Descriptions of educational programs
- Mission project
- Regulation of the Faculty of Arts and Sciences of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant
- Rule for developing, approving, making changes to, and canceling educational programs of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant
- Quality assurance policy of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant
- Internal quality assurance mechanisms and evaluation of their effectiveness of Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant
- Monitoring mechanisms and evaluation system of the effectiveness of management of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant
- Regulation on monitoring the academic performance of students of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant

Recommendations:

Suggestions:

- Include benchmarking against similar programs in Georgia and Internationally as part of the program planning and review process, which will also help in increasing the potential of the Institution to increase its international links and cooperations

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

- Programme learning outcomes are clearly stated and are in line with higher education level and qualification to be granted

- 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 institution presents 4 programs for consideration - two of which are already offered and presented in an updated form, and two master's programs as projects of new study programs. In terms of content and purpose, they correspond to the vision of the new status of the institution as a future university. Some questions were raised by the panel regarding the fourth program "History of Christianity", although from the documentation and interviews its compatibility with the mission of the future university became clear. It should be noted that all four programs are in Georgian.

Educational programs are presented in the form developed by the HEI. The design and structure of the programs conform to the standard. Each program is given in the form of a curriculum and the learning courses included in it are distributed as follows: basic competence mandatory, basic competence elective, faculty mandatory, faculty elective. Each curriculum clearly describes a specific program based on key features. For example, the descriptive part of the undergraduate program "Georgian Traditional Music" is:

1. Name of the program
2. Qualification to be awarded: Bachelor of Music Arts Conducting Georgian folk and church choir (conductor/regent) Georgian Folk- and Sacred Music Conducting
3. Volume of the program in credits: ECTS 240 credits
 - Compulsory study courses of the main specialty - 172 ECTS
 - Elective courses corresponding to the content of the main field of study - 20 ECTS
 - Mandatory faculty courses - 40 ECTS
 - Faculty elective courses - 8 ECTS
4. Duration: 4 academic years, 8 semesters.

The academic year consists of 2 semesters and includes 30 weeks - 15 academic weeks for each semester.

One of the issues in the curriculum whether the current prerequisites for admission to the programs meet the regulations. Interviews with the administration and review of the program descriptions revealed that the proposed admission policy for the programs to be offered under the status of the HEI as University, has been updated to conform with regulations. For example, the prerequisites for admission to the master's program "Dirigent-Performer of Georgian Traditional Music" are:

- Bachelor's degree in a relevant or related field or an academic degree equivalent to a bachelor's degree
- Common master's exam
- Internal university exam master's creative tour
- Exam in a foreign language (English B1)
- Enrollment in a master's educational program or transfer enrollment in a recognized higher education institution of a foreign country from the educational institution is carried out within the time limits and according to the established procedure
- It is possible to enroll in the master's educational program on a mobility basis twice a year. Within the deadlines set by the Ministry of Education and Science of Georgia, mandatory procedures and by the University in accordance with the established rules.

The program also includes a field of employment: Graduated master's students will be employed in educational institutions of the corresponding profile of higher and secondary level, at the State Folklore Center of Georgia, as a leader in musical-folklore collectives, or as a member of an ensemble, the centers of culture, in the churches of the Orthodox Church of Georgia. The program provides the opportunity to continue studies at the next level of higher education, relevant or related in a doctoral program of the specialty.

The curriculum presents the goals and learning outcomes of the programs, the methods, and forms of achieving the learning outcomes, the student knowledge assessment system, the program structure, the list of the learning courses, ECTS credits, contact hours (weekly and semester), prerequisites for

admission to the learning course, indicating the semester of instruction. It also describes the material and technical base necessary for the implementation of the program and, finally, the necessary human resources, where it is recorded that "academic and guest personnel of the relevant field are involved in the implementation of the program, who provide Achieving the learning outcomes provided for by the course(s) and program components for students. The implementation is facilitated by the service of management of the educational process at the Faculty and other structural units, administrative and support staff. The document ends with a list of professors and teachers with reference to their academic position.

Each program is represented by learning courses. The largest part, 75-80%, represents mandatory courses, the content of which directly corresponds to the purpose and goal of the program. The objectives of the program are clearly defined and the learning outcomes are related to them. Three programs are musical programs, and one in History of Christianity qualification's ქრისტიანობის ისტორიის მაგისტრი (MA in History of Christianity), which in the English version is described as Master of Arts in History of Christianity. However, this translation is not completely consistent and goes somewhat beyond the program's content. According to the description, the MA program History of Christianity's [goal (part)] is: "a. to train a competitive master's graduate with deep and systematic knowledge in the following areas of science: *Church history, Christian theology, Christian historiography and source studies, Christian philology, religious studies, history of Christian art, etc.*"

The learning courses, despite their variety, do not lead to the Master of Arts in History of Christianity qualification (only 15 credits are allocated directly to the study of visual Christian art with mandatory and elective courses). Qualification awarded under the History of Christianity program should be formulated as MA in History of Christianity in the documentation in both languages.

Music programs are introduced and implemented through training courses. They include all the courses which can be related with the programs. For example the mandatory study courses of MA program Conductor-performer of Georgian Traditional Music are:

Song of Eastern Georgia Mastery of performance 1, 2, 3; Song of Eastern Georgia Mastery of performance 1, 2, 3; Mastery of performance of Georgian traditional chanting (Eastern Georgia) 1, 2, 3 and Mastery of performance of Georgian traditional chanting (Western Georgia)1, 2, 3. All four named disciplines are represented by three courses and divided into three semesters. There are also other mandatory courses as Decryption of traditional music samples 1,2; Structural-intonational features of the Orthodox hymn; Features of Georgian traditional musical language; Folklore of the peoples of the world (theory and practice) 1, 2; Field work practice; Sound control/instrumental music; The art of chore management (theory and practice); Art of Conducting 1, 2.

Between other free-credit courses there are: Georgian orally transmitted folklore; History of Georgian hymnography; Liturgical theology; Dogmatic theology; Musical paleography; Basics of codicology; Archeo Choreography; Round Dances; Computer notation; Ethnology of Georgia etc. There is a wide range of elective courses to suit the interests of students. MA program's study courses cover three semesters. The fourth semester is dedicated to a creative project.

According to the expert panel, all the courses are compliant and contribute to the professional development and formation of the students through these programs.

It should be noted here that the syllabi included in all the programs are visually presented in the same format. Their visual structure, plain and pleasant design helps to perceive the given information. The syllabi are well structured, each issue is laid out and presented in full: Level of education, Course status, Semester. ECTS Credits, contact hours, Name, Qualification, Working position, Contact information of lecturer, Consultation hours, Learning course objective, Learning-teaching methods, Prerequisites if admission, Contents of the learning course, Evaluation, Obligatory literature, Additional literature and other study materials, Learning outcomes, Contents of learning course. This scheme is the same.

In the vision of University for Chant, preparing professional in the corresponding fields who also have pedagogical skills is highlighted: "*to prepare highly qualified scientific and pedagogical personnel in the fields of traditional arts and humanitarian sciences*". The programs are letting pedagogical courses either

referring of mastery of the learning process in the musical-performing subjects, which includes managing the group of singers. Thus the pedagogical direction should be strengthened.

It is recommended that modern teaching methods such as PBL, Case-study, Role play methods and others mentioned in the curricula be reflected in the syllabi too. After interviews during site-visit it was shown that they are used in the learning process. For example, the curriculum description states as methods to achieve learning outcomes *“Learning is carried out by the following teaching-learning methods and forms: lecture, and practical work, using active teaching methods: demonstration, discussion, question-answer session, presentation, problem-based teaching, analysis and synthesis, explanatory method etc”*. The program is focused on the development of students' performing and practical skills, for which rehearsal work, concert performances, participation in festivals and involvement in various creative projects are actively used; At the same time, the learning process includes the activity of the independent, self-educational process of the master's student, which should be carried out by intensive familiarization and study of special literature, systematic study of archival (manuscript) materials, and gaining empirical experience with chanting worship practice. Also, the program envisages work on manuscripts, preparation of students for participation in various performances (lecture concerts, festivals and scientific conferences, symposiums) and involvement in various scientific projects. However, in the course Music Theory 2 (BA) and not only there, the teaching and learning methods include only lectures, practical and independent work.

The individual curriculum project is presented and clearly states how it will be created, who can be the initiator and other related issues. It should be noted here that HEI had experience of teaching student with learning disabilities, since such a case was fully accommodate few years ago, without any problems for the students. During the interview with graduates, the specific graduate expressed his appreciation that HEI created all the conditions for him for comfortable learning.

Compliance with the requirements of the sub-standard is evidenced by the HEI's activities and accompanying documents indicated in the evidence/indicators field.

Evidences/indicators

- Site visit interviews
- SAR
- Descriptions of educational programs
- "Regulation of the Faculty of Arts and Sciences of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant"
- Methodology of individual curriculum development - an excerpt from the draft rules regulating the educational process of Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant

Recommendations:

- Qualification awarded under the History of Christianity program should be formulated as MA in History of Christianity in the documentation in both languages. Ensure consistency between the title and content of the program.
- Pedagogical element in the programs must be strengthened, so that programs are aligned to the vision of the University

Suggestions:

- The teaching methods which are named in the curricula should also be described in the syllabi with more details as to their implementation.

Best Practices (if applicable):

Evaluation

- Complies with requirements
- Substantially complies with requirements**
- Partially complies with requirements
- 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 the self-evaluation report and the submitted program descriptions and syllabi, it is shown that the learning outcomes of four programs - one BA "Georgian traditional music" and three MA programs - "Musicology (Georgian traditional music)", "Conductor-performer of Georgian traditional music", "History of Christianity" (N25) – are assessed in accordance with legislation in Georgia and compliant with the standard. In all the programs the outcomes are presented in the following form: knowledge, skills, responsibility and autonomy. Assessment of students' achievements is carried out by the orders of the Minister of Education and Science of Georgia dated January 5, 2007 No. 3 and September 21, 2009 No. 785 (taking into account the specified points).

The evaluation system in the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant is multi-level and multi-component. Additional criteria for evaluating the student's achievements in the study course are determined by the relevant syllabus.

The student's knowledge is evaluated according to the following scheme in accordance with the current legislation in Georgia according to the following scheme:

- (A) Excellent - 91-100 points
- (B) Very good – 81-90 points
- (C) Good – 71-80 points
- (D) Satisfactory – 61-70 points
- (E) Sufficient – 51-60 points.

There are two types of negative assessment:

(FX) Unsatisfactory – 41-50 points, which means that the student needs more work to pass and is allowed to take the additional exam once after independent work,

(F) Fail – 40 or less points, which means that the work done by the student is not sufficient and he/she has to restart learning of the subject.

In the case of acceptance of FX in the study component of the educational program, an additional exam will be scheduled no later than 5 calendar days after the announcement of the results of the final exam. The number of points obtained in the final assessment is not added to the assessment received by the student in the additional exam. The assessment obtained in the additional exam is the final assessment and is reflected in the final assessment of the educational component of the educational program. In the case of receiving 0-50 points in the final assessment of the educational component, taking into account the assessment obtained in the additional exam, the student receives an F-0 score.

Each assessment form and component contribute a specific share in the final 100-point assessment. This information is given in the syllabi and the student is informed about it at the beginning of the academic semester. According to the evaluation system of university studies, the student's grade is the sum of the intermediate and final grades.

On the other hand, the intermediate evaluation includes: intermediate exam/ ongoing assessments or another component, according to the training course. For example, in the study course "Structural-intonation features of Orthodox chanting" the assessment components are: activity - 15, seminar (3 times) - 15, independent paper - written - (presentation or abstract) - 10, intermediate evaluation (test) - 20, final evaluation (oral survey and written paper) – 40. The minimum mark of the student's grade in

the components of intermediate evaluations is 11 points; The minimum mark of the student's grade on the final exam is 21 points.

The final evaluation forms are as follows:

- Final exam;
- Creative project;
- Evaluation of master's thesis.

As the given examples confirm, intermediate as well as final assessment forms include an assessment component/component that determine the level of achievement of the student's knowledge and understanding, skills, responsibility and autonomy. These forms are: oral/written exam, oral/written survey, homework, practical/theoretical work, etc. The assessment component combines assessment methods (test, essay, demonstration, presentation, discussion, performance of practical/theoretical task, working in a working group, participation in discussion, report, written assignment, etc. The assessment method/methods are measured by the assessment criteria - the measuring unit of the assessment method, thereby determining the level of achievement of the learning outcomes.

Credit is granted to the student only if a positive assessment is received and if it is awarded using more than one form of assessment.

The Giorgi Mtatsmindeli Higher School of Church Chanting has developed a qualification exam evaluation form and regulatory document.

The creative project is especially noteworthy as a form of final evaluation of the creative direction. All acquired experience is accumulated and revealed in it, and it is fully visible to what extent the educational outcomes have been achieved.

For the preparation and defense of a research paper for master's programs, an instruction is attached, which defines all the basic requirements related to the technical parameters of the MA thesis, citation of literature, the procedure of defense and evaluation of the qualification thesis.

The form of evaluation of the master's Thesis by the reviewer (40 point) as an example is here:

1. The technical side of the Thesis (compliance with the established rule of formatting - 8 points
2. Linguistic and stylistic order of the work - 8 points
3. Acquisition of scientific material/sources related to the research topic – 8 points
4. Relevance of the goal, objectives, research methodology and results of the Thesis - 8 points
5. Analytical, argumentation and conclusion -making skills - 8 points

Evidences/indicators

- The site-visit interviews
- SAR
- Descriptions of educational programs
- "Regulation on monitoring the academic performance of students of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant "

Recommendations:

Suggestions:

Best Practices (if applicable):

Evaluation **Complies with requirements**

- Substantially complies with requirements
- Partially complies with requirements
- 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

- HEI has staff management policy and procedures that ensure the implementation of educational process and other activities defined in its strategic plan.
- HEI ensures the employment of qualified academic/scientific/invited/administrative/ support staff.

Descriptive summary and analysis of compliance with the standard component requirements

The existing personnel policy of the Orthodox Theological Higher Educational Institution - Giorgi Mtatsmindeli Higher School of Church Chanting is reflected in its Statute, internal regulations, provisions of structural units, faculty provision, labor contracts and other regulatory documents.

The Institution plans to change the status of the Non-profit Legal Entity Orthodox Theological Higher Educational Institution - Giorgi Mtatsmindeli Higher School of Church Chanting and in order to obtain the status of a higher educational institution, the formation of Non-profit Legal Entity "University for Chant", named after Giorgi Mtatsmindeli" (hereinafter - "University for Chant"). According to the rules established by the legislation of Georgia, in order to obtain the status of a higher educational institution and to implement educational programmes, the institution must obtain authorization, and the educational programmes must pass accreditation.

Academic and invited staff

Affiliation is regulated by the document "Rules for the workload of affiliated and non-affiliated academic and invited staff of N(n)LE University named after Giorgi Mtatsmindeli".

The university's academic staff consists of Professors [2 affiliated], Associate Professors [5 affiliated], Assistant-professors [5 affiliated]. The academic staff is fully affiliated with the university.

Invited staff employed at other higher education institutions have the status of Invited Professor/Associate Professor, depending on which academic position they held in the other higher education institution. Other invited staff have the status of invited senior lecturer - a person with a doctor's degree or the status of invited teacher - a person who does not have an academic degree of a doctor.

The number of academic staff is 12, and invited staff - 21. The university has presented full-time staff equivalence, academic staff to total staff, teacher-to-student ratios, etc. expressed in the number of employees. It should be noted that the academic and invited staff employed for the current programmes are enough for the number of current students. However, after the authorization (one undergraduate and three master's programmes will be launched at the university) an increase of the staff number will be required. The ratio for the following academic years has been also presented by the University, where, by 2028, the number of academic staff will increase by 4 (33%) and number of invited staff by 8 (38%). Given that 2 of the 4 programs that will be offered by the HEI after authorization will be upgrades of existing ones, and from the rest one is in the field of Music as the previous two, and one that follows later is in History of Christianity the increase in staff is considered sufficient to support the academic activities.

During staff interviews, the expert group met a group of qualified and enthusiastic academic, and invited staff. According to the professional resumes and additional documentation, the staff completely meets the criteria for being elected for an academic position: a) A person with a doctoral or equivalent academic degree can be elected as a university Professor for a period of 6 (six) years. In order to hold the position of a professor, at least 6 (six) years of scientific-pedagogical work experience in a higher educational institution is required. b) A person with a doctoral or equivalent academic degree can be elected as an Associate Professor of the university for a period of 6 (six) years. In order to hold the position of Associate Professor, at least 4 (four) years of scientific-pedagogical work experience with the relevant profile is required. c) A person with a doctoral or equivalent academic degree can be elected as a university Assistant-professor for a period of 4 (four) years. d) On the position of Assistant can be elected a doctoral student or a person with master's or equal academic degree for 3-4 years period. The position of an Assistant is not occupied at this stage.

The following qualification requirements are established for the invited staff:

- a) Higher education (Doctoral or equivalent academic degree, master's or equivalent academic degree; in an exceptional cases, depending on the specifics of the field, Bachelor's academic degree, if at the same time the person has relevant practical experience in a specific direction);
- b) A person with a bachelor's academic degree is additionally required to have publications/papers published in the last 5 years in the relevant field or, at least 3 years of practical and/or teaching experience.

During the interview, the academic staff mentioned that they have undergone training to facilitate the introduction of the innovations offered by the Higher Education Institution for the educational process improvement. In particular, the introduction and implementation of the plagiarism detection program "Turnitin"; Library training "The role and importance of the modern library in the education system and in the context of e-learning"; Introduction and studying the education management information system E-flow; Acquaintance with various methodological innovations, which the academic staff themselves share with their colleagues. They mentioned that the training practical and theoretical courses they lead are designed by themselves.

Overall, the panel feels that all persons involved in teaching at this university are competent in the specialized area, and therefore, the HEI has enough qualified specialists to introduce and conduct practical activities.

The interviewed academic staff confirms that the University cares about their professional development. According to the self-evaluation report and the "Rule of evaluation of scientific and creative activities" documents, the direction of the professional development of the staff is determined based on the results of the staff evaluation and includes a list of development activities. HEI staff is informed about this process. The interviewed academic staff confirmed not only that they have information about the given document but also described the activities that it obliges each teacher to perform. It was noted that after authorization, extraordinary significance will be given to that report form, and according to the annual report submitted by the staff, incentives, various awards, etc. will be determined. Therefore, current conditions are mature to put into effect the rule of evaluation of scientific and creative activities under which each member of the academic staff should be obliged to submit and agree with the administration of the HEI on an annual personal development plan, binding both parties.

Administrative staff.

1. Administrative positions of the University for Chant are: Rector, Head of Administration, Dean of the Faculty and Head of Quality Assurance Service.
2. The teacher's staff include a teacher and a senior teacher. A teacher is authorized to direct seminars, practical, and laboratory works without holding an academic position.
3. Supporting staff includes other persons envisaged by the staff list of the University for Chant required to conduct its activities.

The total number of administrative and supporting staff is 21. The employee's job description document contains the subordinate authority, responsibility, communication area, etc. for each position. The official list of staff positions is as follows: 1. The Head of the Quality Assurance Service who subordinates 2. Quality Assurance Service Specialist. 3. The Dean of the Faculty of Arts and Sciences. 4 The Manager of Life-long Learning programmes. 5 The Manager of students and graduates career development. 6. The Head of the Educational Process Management Service, who subordinates 7. Educational Process Management Service Specialist. 8. Head of Legal Service. 9. International Relations Manager. 10. Project Management Manager. 11. The Head of Human Resource Management and Proceedings Services. 12. The Head of Financial Service. 13. The Head of IT Technologies Service. 14. Communications and Social Media Manager. 15. Procurement Manager. 16. Labor Safety Manager. 17. Security Service Manager. 18. Cleaning manager. 19. The Head of the Library, who has a 20. librarian under him. 21. Doctor/Nurse. 22. The Technical Manager of the Sound Recording Studio, who subordinates 23. The assistant to the technical manager of the sound recording studio.

Some of the mentioned positions are already occupied by staff while several managerial positions, including International Relations, QA, Faculty, staff will be appointed after authorization (addressed in Standard 2.1). During the interview process, it was also identified that several positions needed for the supporting staff were partially covered by structurally close services (for example, HR and Office Management, IR and Project Management). The university plans to expand, add programs, and therefore requires sufficient staff for all required positions. According to the Strategic Plan, by 2025, the number of administrative and support staff is expected to increase by 5 (25%). During the interview process, the high professionalism, commitment, responsibility and kindness of the employed persons were revealed. In the self-evaluation document, there is a note that "from the point of view of the staff management, University for Chant aims to: attract and select highly qualified staff, implement and improve the mechanisms for raising the qualifications of staff, implement and improve the staff motivation system, implement and develop mechanisms for evaluating staff performance and increasing accountability, support young staff, support educational and scientific initiatives, review regularly the remuneration system, improve employee conditions in order to constantly improve and develop the staff management system."

CVs of employed administrative and supporting staff are presented in the documentation. It is desirable that their job position is clearly observable in the presented document.

The evaluation of the employed academic, invited, administrative and supporting staff is a significant component of the process management, that is why the HEI is planning to conduct "satisfaction survey", which aims to identify needs that may be an obstacle on the way to the goal. A "satisfaction survey" of administrative and supporting staff will be conducted in the following five directions: Demographics, university culture and politics, institutional development, involvement in planning and decision-making, general satisfaction. As a result of the analysis, problem prevention measures will be planned: a) training courses for employees; b) development and implementation of various forms of employee activity incentives; c) opportunity for career growth and promotion.

HEI describes the forms of staff incentives for increasing employee motivation and appreciation of work: Appreciation, material reward / compensation, bonus, specific prize, etc. The forms of encouragement in the direction of the academic activity of the personnel are determined by the "Rule of the academic, scientific-research/creative activity evaluation and professional development of the academic and invited staff".

Evidences/indicators

- The draft Statute (Annex N7);
- The draft Internal Regulations (Annex N23);
- The draft of the structural units provision of University for Chant named after Giorgi Mtatsmindeli (Annex N10);
- The draft of the Quality Assurance Service provision of University for Chant named after Giorgi Mtatsmindeli (Annex N11);
- Draft of the Faculty of Arts and Sciences provision of University for Chant named after Giorgi Mtatsmindeli (Annex N12);

- The draft of the Library/Phonothèque provision of University for Chant named after Giorgi Mtatsmindeli (Annex N13);
- Draft of the Educational Process Management service provision of University for Chant named after Giorgi Mtatsmindeli (Annex N14);
- Staff management policy draft (Annex N28);
- The draft of the staff job descriptions (Annex N9);
- The draft of the Management Efficiency Monitoring mechanisms and evaluation system (Annex N15);
- The draft of the academic staff affiliation rule (Annex N29);
- The draft of the Code of Ethics (Annex N21);
- Draft of the "Rule of Detection, Prevention and Response to Plagiarism" (Annex N22).
- Draft of the rule for the election/appointment of academic staff (Annex N30);
- The draft of the rule for the academic and invited staff workload (Annex N31);
- The draft of the rule for evaluating the academic, scientific-research/creative activities and professional development of academic and invited staff (Annex N32);
- The staff CV's (Annex N33).
- Results of interviews

Recommendations:

- Implement the Rule for evaluating the academic, scientific-research/creative activities and professional development of academic and invited staff and within this framework introduce the policy that each member of the academic staff is required to submit and agree on an annual personal development plan, which is binding for both parties.

Suggestions:

- It is desirable to reveal the positions of all hired persons (employees) in the relevant CV.
- It is desirable that, along with increasing the number of admitted students, the university increase the number of full-time academic staff and reduce the need for invited staff. Also, more professors should be encouraged to participate in the implementation of educational programmes.

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

Affiliation of the academic staff of the University for Chant is regulated by documents (which are presented in the form of drafts): Rule of Affiliation of Academic Staff and Rule of the Workload of Academic and Invited Staff.

An academic official, including a Professor, Associate Professor, Assistant-professor or Assistant, must comply with the conditions specified in the employment contract.

The constituent components of the academic and invited staff activities are:

- a) Academic load: Auditory and/or online work, which includes lecture, seminar, group work, practical work
- b) Methodical load: Evaluating written work, individual counselling of students, preparation of tests, conducting exams and assessing students, participating in the development of the educational programme, revising the syllabus, etc.
- c) Scientific-research/creative/performance load: Preparation and publication of scientific works (publications, manuals, articles, monographs, etc.); organizing/chairing/participating in local and international scientific forums/forums; Conducting a performance workshop, master-class and other creative and public activities related to the theme of the school.

HEI has 33 academic and invited staff, including 2 Professors, 5 Associate Professors, 5 Assistant-professors and 21 Invited staff involved in the educational process. 100% of the existing academic staff are affiliated with the institution.

In determining the workload of affiliated and non-affiliated academic and invited staff, the University for Chant will consider their workload in all higher education institutions where they hold an Academic or Scientific positions and/or cooperates with them as invited staff. Affiliated and non-affiliated academic staff must submit to the university, in writing, semester-based information on their expected workload at other higher educational institutions. Affiliated academic staff must participate in the development/modification/improvement of educational programmes, as well as in the university events and activities, in the work of university commissions, and take care of own professional development. When determining workloads, the university undertakes to ensure appropriate hours allocation to the affiliated academic staff and to invite staff only when necessary. a) The maximum total weekly workload of university-affiliated and non-affiliated academic and invited staff should not exceed 40 hours as stipulated by the Labor Code of Georgia. b) The full-time annual workload of affiliated academic staff is defined as 1680 hours (42 working weeks). c) 75% of the affiliated academic staff annual workload is determined by 1260 hours (42 working weeks). d) 50% of the affiliated academic staff annual workload is determined by 840 hours (42 working weeks), as shown in the following table.

N	Academic position	Yearly workload as a percentage (42 working weeks)	Educational activities (hours)	Scientific-creative (hours)	Professional development and administrative-organizational (hours)
1	Professor	100%	360	960	360
		75%	270	720	270
		50%	180	480	180
2	Associate professor	100%	480	840	360
		75%	300	630	330
		50%	240	300	300
3	Assistant Professor	100%	600	720	360
		75%	420	480	360
		50%	300	180	360

The University for Chant plans to increase the number of academic staff to ensure sustainability of higher education programmes, as detailed in the previous substandard. Simultaneously, the university will give prominent significance to the affiliation of academic staff and their scientific-research/creative workload.

The university has a workload chart for academic and visiting staff, which it updates every semester and defines their functions and duties. The Academic Staff Workload Rule assumes that academic staff also teach at other higher education institutions, and this may require adjustment for university staff who have signed an affiliation agreement. Based on the evidence provided by the university and interviews with academic, administrative staff and students, the Expert Panel believes that currently, the workload of academic and invited staff is adequate for the university to carry out its educational programmes.

In the meeting with academic and invited staff, it was explained to the Expert Panel that they are involved in planning new educational programmes or improving existing ones, where special attention is paid to possible future student enrolment and the particular needs and particular fields of the programme.

Evidences/indicators

- Draft of the rule for the election/appointment of academic staff (Annex N30);
- Draft of the rule for the academic and invited staff workload (Annex N31);
- Samples of contracts with academic and invited staff (Annex N34).
- Draft rule for evaluating academic, scientific-research/creative activities and professional development of academic and invited staff (Annex N32)
- Self-Assessment Report
- Results of interviews

Recommendations:

Suggestions:

- It is desirable that the university consider how to encourage more academic staff to obtain affiliated status. Publish the advantages that affiliation will offer, such as continuing professional development opportunities and promotion of their research activities.
- Review the Academic Staff Workload Rule, adjusting for university staff who have signed an affiliation agreement.

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-centred 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

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

Descriptive summary and analysis of compliance with the standard component requirements

Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant has the relevant documentation for the assignment, suspension and termination of student status and qualification granting for each educational level, which is in line with current legislation, public, and accessible for interested parties on HEI website. But due to current status of HEI students cannot take mobilities from or to other HEI.

At the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant, obtaining the status of a student at the first level theological educational program is carried out on the basis of the proposal

submitted by the Catholicos-Patriarch of All Georgia, overcoming the threshold of minimum competence in the Georgian language and literature at the unified national exam and successfully overcoming the internal exams. Obtaining the status of a student at the second-level theological master's educational program is carried out without a common master's exam, according to the rules established by the Catholicos-Patriarch of All Georgia, according to the results of internal exams. However as described in the HEI Regulations, and verified during the interviews with the Dean and the Program Heads, under the new status of the HEI (subject to authorization), "Admission of students to the bachelor's and master's educational program is carried out according to the rules established by the legislation of Georgia" which is explained in the program descriptions that Bachelor students admitted after passing the Unified National Examinations, and Master students are required to have a bachelor's academic degree and have passed the test at the Unified Masters Examination. The issues of suspension and termination of student status at the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant are determined by the "Regulating Rule of the Educational Process".

The contract between the HEI and its students contains information about students' rights and obligations, covers all areas of interest for both parties. Due to current HEI status, there is no student self-government but in draft documents the panel had a chance to see a draft of "student self-government regulations". The main purpose of self-government will be protection of student's rights and to help students with integration process into faculty council and other governing bodies of the HEI. During interviews students and academic personnel mentioned students are able to appeal their results/grades if they do not agree with assessment, but regulation is not written into any regulation.

Evidences/indicators

- SAR
- HEI Regulations about changing the status of NNLE Orthodox....and obtaining the status of a higher educational institution (12.02.2023)
- Descriptions of 1 Bachelor and 3 Master programmes
- HEI Web-page
- Draft of the Student Self-Government Regulations;
- Templates of contracts signed with students;
- Interview results

Recommendations:

- It is recommended to include mobility procedure into regulation.
- Ensure the establishment of student self-government.
- It is recommended to include Appeal procedure written into regulation.

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

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

- HEI has mechanisms, including financial mechanisms to support low SES students

Descriptive summary and analysis of compliance with the standard component requirements

Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant has formal and informal relationships with students. Even before students start their studies, the administration organizes meetings with applicants to make presentations about the learning process and program. Applicants are receiving consultations about internal exams (i.e. creative competition) too. This process continues after they are admitted and on the very first day students have orientation meeting, and they receive a detailed learning plan, schedules and all necessary information. HEI has already created corporate email on Gmail, every student and administration personnel is given his/her personal user and emailing is main communication tool during their studies and drive to share learning materials. Besides emails students have contact details of academic staff in syllabi and they are asking questions or getting consultations on phone call too. Academic staff have obligatory consulting hours which are public for every student as was evident during the site visit. Faculty of Arts and Sciences, Educational Process Management Service and Quality Assurance Service pay great attention to counseling students within the framework of the educational component. Interviews also showed that the students receive feedback about their academic performance, during their lectures/ seminars and after exams, which in the case of music practice is also provided in real-time. In addition, the institution purchased a learning management system "ini.ge". On this platform students can register on subjects, check academic performance, communicate with administration and academic staff, participate in academic staff and HEI surveys.

HEI has very good relations with employers. Many graduates have their ensembles today and they are participating in employment events which are organized by the institution. There is best practice when ensembles are inviting students for internships and then students are establishing their choirs in their regions. Employer interviews revealed that they had taken part in the creation of educational programs via surveys and this process has continued already for years. Memorandums of mutual cooperation have been signed with employers, which ensure promotion of employment and internships, as well as full-fledged professional practice (for students of the educational program that provides practice). All this creates a prerequisite for the successful employment of each student and because of the fact university has a few students and graduates these relations are very close and based on surveys almost 90% of graduates work in the field. The panel feels necessary to mention an important partner and donor for the institution is the "Georgian Chant" charity foundation, which was founded by businessman Vano Chkhartishvili in 2012 with the blessing of the Catholicos-Patriarch of All Georgia Ilia II. Since its establishment, the foundation supports and helps the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant. An important part of multilateral aid is the promotion of student employment within the framework of implemented project.

HEI has planned to create Career Development and Employment Managers position to support the preparation of students for employment and formalize relations with graduates. The Faculty Charter describes in detail the functions and responsibilities of the Manager for career development of students and graduates. Site interviews with students and graduates reveal their strong feelings towards the University and the willingness to support its future development. The University could support graduates in establishing a formal alumni association that could act as another link between the University, Employers and Society.

Because of current university status it is not possible to participate in Erasmus+ exchange and mobility program. But the institution managed to establish relations with a couple of international institutions. In 2018, a student of the University for Chant taught Georgian traditional singing and folk instruments to Georgian immigrants in the parish named after St. Nino in Florence and in 2019, a graduate student of the university was involved in teaching traditional Georgian chanting for the choirs of Brussels, Antwerp and Ghent. In 2019, the student of the master's program of the University for Chant went to the city of Bari in Italy, where he taught Georgian singing and culture to immigrants for three months. Student project to be implemented in 2021 - "Expedition to Khada Valley". Student project implemented in 2021 - "Expedition to Khada Valley". In the same year, the student exchange program of the University

for Chant and Notre Dame University of the USA was implemented and both parties have visit to partner university.

In addition to the busy study process and scientific work, university students often participate in various concerts and festivals. As interviewers mentioned, traditionally, in July, a performance concert of the University for Chant is held in the hall of the Folklore Center, university students have annual project in village of Nikozi with Nikozi Art Schol children's choir. But these are only a minor list of the concerts and events students are taking part in. Almost every student has an opportunity to participate in a musical festival in their home region. University also has a best practice when graduates are going back into their region and preparing applicants for the exams. One demand from interviewed students was the re-establishment of the University's Choir which was discontinued in the Covid era.

The institution has developed a project of support instructions for socially vulnerable and disabled persons. Based on the mentioned project, the following support measures will be provided at University for Chant: scholarship, flexible tuition payment scheme, university funding and offer of employment projects. At bachelor level studies are tuition-free for every student and with the funding HEI itself and "Georgian Chant" charity foundation students have opportunity to get different kind of scholarship. For students coming from the regions and who have no accommodation in Tbilisi they are hosted, if they wish, at the Father Davit Monastery.

Evidences/indicators

- SAR
- Draft of the Faculty Regulations
- Draft of the regulation of the educational process management service
- Draft rule for financing research, creative and student projects
- Instruction on support of socially vulnerable and disabled persons
- University for Chant website "galoba.edu.ge"
- Interview results

Recommendations:

- It is recommended that the Institution increases the activities related to international exchange and mobility programs for students.

Suggestions:

- Supporting graduates in establishing regional hubs to train applicants for entrance exams.
- Consider reestablishing the Institution's Choir, which seized operations after the Covid era.
- The University should consider helping graduates in establishing a formal Alumni association

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

- HEI, based on its type and specifics of its fields, carries out research/creative activities.
- Ensuring the effectiveness of doctoral research supervision

- 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

Giorgi Mtatsmindeli Higher School of Church Chanting has the status of Teaching University and implements the first-level theological educational programme of Church Music and the second-level theological educational programme of Church Musicology.

After the authorization, it plans to make changes to the programmes, update them, and also add graduate ones. 1. Programme title: Georgian traditional music. Qualification to be awarded: Georgian Folk and Church Choir Conducting (Choirmaster/Regent) - Bachelor/Georgian Folk – and Sacred Music Conducting. 2. Programme title: Musicology (Georgian traditional music). Qualification to be awarded: Master of Musical Arts in Musicology. 3. Programme title: Choirmaster-performer of Georgian traditional music. Qualification to be awarded: Master of Music Arts in Georgian Folk and Church Choir Conducting (Choirmaster/Regent) /The Master of Music in Georgian Folk- and Sacred Music Conducting. 4. Programme title: History of Christianity. Qualification to be awarded: Master in History of Christianity/ Master of Arts in History of Christianity.

Research/creative and performance activities in the institution are led by the Dean of the Faculty. Programmes are monitored periodically by a special commission with the involvement of the Quality Assurance Service.

The institution takes care of increasing the scientific-creative productivity of both academic and invited staff by grant funding of projects.

Currently, scientific-research and artistic-creative activities are carried out in the following direction:

1. Supervising graduate research; Implementing group scientific projects; 3. Preparing scientific publications and methodical/manual literature; 4. Recording/preparing audio albums and CDs; 5. Staff participation in scientific and methodical conferences and forums; 6. Creative activity: Participation in concerts, festivals and competitions. 7. Organizing scientific conferences. Research is carried out in the master's programme, which includes the direction of Church Musicology.

In recent years, in the direction of increasing the efficiency of scientific activities, the university has carried out significant works, increased research funding in the budget and set strategic objectives, which include:

1. To activate the research and creative potential of academic and invited staff: a) by financial support of research, in terms of publication of research findings; b) by mobility of academic staff, for the purpose of participating in conferences and symposiums and conducting expeditions; c) by providing support to the academic/invited staff in obtaining grant funding, disseminating information and advising them in the development of draft proposals for the purpose of obtaining grant funding; d) by organizing a scientific conference dedicated to the issues of traditional music and theology.
2. To support and encourage continuously student initiatives in the scientific-creative direction: a) by including student groups in folklore expeditions; b) by supporting in presenting the materials of the expedition to the public; c) by supporting in the publication of expedition materials; d) by promoting the implementation of choirmaster practices; e) by organizing the annual student scientific conference.
3. To attract young staff and engage them in research/creative activities;
4. To ensure efficient administration of planning and implementation of scientific research activities.

The rules for the preparation, assessment and defense of the master's thesis are described in the presented documentation: The Instruction (draft) for the design and a defense of the master's thesis of the Giorgi Mtatsmindeli University for Chant, which includes the rules for citing the used literature, the form for evaluating the master's thesis by the reviewer (40 points) and the form of evaluation the master's thesis by the Defense Commission (60 points); HEI has developed an institutional strategy (draft) for the development of research/creative activities of the Giorgi Mtatsmindeli University for Chant.

The evaluation questionnaire of the master's thesis supervisor is presented as a separate document, which the university will use for improvement of the research direction.

The plagiarism detection Turnitin programme will be launched at the university and will be regulated by the following document: The Rule for detecting plagiarism, preventing it and responding to the plagiarism incident at the Giorgi Mtatsmindeli University for Chant (draft). The functions of the master's thesis supervisor are clearly described in the document Provision of the Faculty of Church Music. The presented abstracts of the conducted research cover actual problems and serve to introduce Georgian chanting traditions, revive them and promote their implementation in practice. The following scientific and teaching-methodical resources were created as a result of the research/creative activities carried out at the Giorgi Mtatsmindeli Higher School of Church Chanting: Culturology - the lecture course (2015); Dictionary of hymn terms - (2015). The project was funded within the framework of the Shota Rustaveli National Science Foundation grant. Lectures in Liturgy (2019); Cycle of video lectures by professors (2020) for the following courses: Traditional singing, chanting, musical paleography, history and theory of chanting; Monograph Varieties of Georgian Chants - bilingual (Georgian-English) publication, Shota Rustaveli National Science Foundation of Georgia on publishing state scientific grants within the 2021 grant competition, etc.

In recent years, the following activities have been carried out in the creative and performing direction: The students of University for Chant participated in the scientific and musical expedition organized by the initiative of the charity foundation Georgian Chanting and Potsdam University of Germany in the municipalities of Khulo, Shuakhevi and Kedi of Adjara; With the involvement of students, the project: Folklore of One Valley - Chvana was implemented. Students of University for Chant Nino Rekhviashvili and Natia Azarashvili visited Chvana on February 8-18, for the preparatory work before the concert of Folklore of One Valley - Chvana. Giorgi Jolbordi, a graduate of University for Chant, also participated in the project; In December 2020, students held a presentation-concert dedicated to the Christmas traditions of foreign countries at University for Chant (the event was repeated in January at the State Folklore Center), etc. The self-assessment report describes the current and planned scientific and creative activities of 2023: Preparation and publication of the Seat-less Hymn of All Saints' Chanters, Author: Prof. Deacon Mikhael Galdava; Digitization of the manuscript of the Chijavadze-Gvakharia musical dictionary preserved in the National Archives of Georgia and preparation of the electronic edition.

The academic and scientific staff of University for Chant make publications in the university's journals and other scientific periodicals with a high impact factor. The total number of publications is considerable. The university's website includes an updated database of the Faculty and Research Institution staff, including monographs, textbooks, auxiliary manuals, publications in Georgia and abroad, Shota Rustaveli National Science Foundation and international grants, and other types of information.

Evidences/indicators

- Provision of the Faculty of Church Music (Annex N12);
- Instructions for completing and defending the Master's thesis (Annex N27);
- Abstracts of defended Master's theses (Annex N41);
- Strategic Development Plan
- Action Plan
- Self-Assessment Report
- Results of interviews

Recommendations:

Suggestions:

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 Internationalisation

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

Descriptive summary and analysis of compliance with the standard component requirements

Scientific-research and creative activities are carried out at the Faculty of Church Music. The activities are regulated by the relevant regulations of the Faculty of Church Music. The procedures are based on the rules for evaluating scientific/research/creative activities, as well as the labor contracts requirements.

The academic and invited staff members are involved in scientific-research and creative activities. The scientific activities are financed from the faculty and the university budget; besides, they are supported by the Ministry of Education and Science of Georgia, the "Georgian Chanting" charity fund and the Shota Rustaveli National Science Foundation of Georgia. As a result, research-scientific and creative projects have been implemented and are ongoing now.

The institution promotes and supports the research and creative output of the academic staff:

- by financing their scientific publications, participation in conferences and symposiums and conducting expeditions;
- with mobility and participation in exchange programs of academic staff;
- in obtaining grant funding, development of project proposals;
- by organizing annual scientific conferences of academic/invited staff and students on traditional music and theology.

During the interviews it was revealed that the institution fully covers the costs of scientific publications. They also finance scientific papers and conferences, student expeditions, festivals, participation in church services in the regions.

One of the strategic goals of the university is to support and encourage student initiatives in the scientific-creative activities, their involvement in folklore expeditions and public presentations of expedition materials, promotion of library practices.

In order to ensure the effective administration and implementation of scientific research activities the following regulation were elaborated:

1. A minimum scientific/creative workload for academic and invited staff has been identified, which will be implemented after obtaining the new status.
2. The draft of the rules for evaluating the academic, scientific research/creative activities and professional development of the academic and invited staff of the Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant was developed;
3. The priority areas of research were defined, the project of the rules for financing research grants was elaborated and approved.

The institution works for the further development of international cooperation by strengthening collaboration with foreign universities, scientific societies, and research institutions. The self-evaluation report mentions that this year, the University for Chant hosted a professor from the University of Eastern Finland, a specialist in sacred music, a chanter, Maria Takala-Roszczenko, and her colleague, an ethnomusicologist and byzantologist, a PhD candidate Riikka Patrikainen; public lectures and master classes were held; a discussion was held on the topics: "Aspects of service of Finnish church musicians in the Finnish Orthodox Church", "Education of sacred musicians at the University of Eastern Finland".

Maria Takala-Roszczenko is the guest editor of the publications on Georgian chanting. A meeting with musicians Bulat Khalilov and Temur Kodzokos is worth noting. The collaboration between the Georgian instrument Chuniri and the Circassian instrument Shichepshin was especially important for the perspective of future cooperation. Interviews with academic staff, students, the Dean and the program director confirmed those activities.

The institution promotes the involvement of young researchers in scientific projects. In the 2023 projects "Compilation, editing and processing of digital manuscript works of folklorist Otar Chijavadze" and "Digitization of the manuscript of the Chijavadze-Gvakharia musical dictionary preserved in the National Archives of Georgia and preparation of the electronic edition" were conducted with an active participation of Bachelor and Master students and alumni. Within the framework of the State Scientific Grant for Fundamental Research of the Shota Rustaveli National Science Foundation of Georgia (2023-2026), in the ongoing project "Hymns of the Passion Week in the Georgian Church Tradition" the young researchers are involved.

In the SWOT analysis that was conducted in the framework of strategic planning certain weaknesses and areas for improvement were identified as follows:

- A lack of international research and creative projects;
- A small number of joint research projects with foreign partners;
- Insufficient cooperation with international funds for obtaining finances.

Targeted field specific research is conducted at the university; however, to enhance international collaboration and engagement in contemporary research, it is recommended that the internationalization policy be reinforced, and that additional staff and student exchange programs be made available.

Evidences/indicators

- Self-evaluation report.
- Statute of the Faculty;
- Institutional strategy for development of research/creative activity;
- Report on scientific/creative/performing activities of academic and scientific staff;
- Materials reflecting the meetings and lectures/master classes;
- <https://journal.fi/jisocm/index>;
- Rules for financing research, creative activities, and student projects;

Recommendations:

- Enhance international collaboration and engagement in contemporary research; it is recommended that the internationalization policy be reinforced, and that additional staff and student exchange programs be made available.

Suggestions:

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 analysing 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

According to the self-evaluation report and submitted documents and site-visit it is apparent that 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 and is in compliance with standard requirements.

In the result of the SWOT analysis that took place as part of the Strategic Development Plan (see Standard 1), one of the areas for improvement was “The need to improve mechanisms for evaluating the academic staff's research activity”.

As it is defined in Quality Assurance Policy of HEI the development of the quality of scientific-research and professional activity of the staff at the university implies:

- *Workshops with structural units involved in scientific and research;*
- *Knowledge of the indicators of evaluation of scientific works and reviewing the sequence and objectivity of evaluation of papers by using them;*
- *Participation and involvement in the review of grant applications, projects, awards;*
- *Participation of the quality assurance service in the review of project applications and reports on scientific research activities submitted by the faculty.*

Among the documents developed for obtaining the university status there is the project document of academic, scientific and creative activities and professional development of academic and guest personnel development of quality-oriented educational and scientific-research activities. It fits Strategic goal 1 task 5 (effective administration of research activity priorities and evaluation system for planning scientific research activities; Mechanisms for promoting scientific and research activities) and ensures its implementation.

The creation of the project document was preceded by the study of the existing system of research activities and the productivity of academic staff. The analysis of the latter, as well as the study of common practices in local and European universities in this direction of scientific research management and scientific productivity evaluation of scientists, employees showed the need to create a unified modern system. Accordingly, it was created by the order of the rector.

The document “The rules for evaluating the academic, scientific-research/creative activity and professional development of the academic and invited personnel of N(N)LE “Giorgi Mtatsmindeli University of Ecclesiastical Chant” covers all stages of research evaluation. In this actual document the following are presented:

- The purpose of evolution - Promotion, quality enhancement and monitoring of activities for this purpose;
- Determining the needs for professional development of the personnel, identifying strengths and areas for improvement, increasing motivation and facilitating the development of professional skills, at the same time through the development of proposals and recommendations for the purpose of improving and perfecting the activities of the personnel – also:
- Procedures and criteria of evaluation; Evaluation of the academic, scientific research/creative activities of the academic personnel;
- Professional development of academic and invited personnel; Evaluation of academic activity;
- Response to evaluation results;
- Final provisions.

Interviews with academic staff indicated that academic staff are aware of the policy and think positive about its implementation. Accordingly, the documentation consistent with this standard has been prepared and presented by HEI.

Evidences/indicators

- SAR
- Site-visit interviews
- The draft of the rules for evaluating the academic, scientific-research/creative activities and professional development of academic and guest personnel (Annex N32)

<ul style="list-style-type: none"> Quality Assurance Policy of NNLE Giorgi Mtatsmindeli Higher Educational Institution of Ecclesiastical Chant
Recommendations:
Suggestions:
Best Practices (if applicable):
Evaluation <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Complies with requirements <input type="checkbox"/> Substantially complies with requirements <input type="checkbox"/> Partially complies with requirements <input type="checkbox"/> 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

<ul style="list-style-type: none"> 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. HEI offers environment necessary for implementing educational activities: sanitary units, natural light possibilities, and central heating system. Health and safety of students and staff is protected within the institution. HEI has adapted environment for people with special needs
<p>Descriptive summary and analysis of compliance with the standard component requirements</p> <p>The University possesses material resources as follows:</p> <p>Buildings of total floor space of 2,069.6 sq.m. in two places:</p> <p>i. The main facility for administration and teaching is located at Tbilisi, Zurab Anjapharidze str. 21 on the 5th floor, a total area of 1071.96 sq.m. and comprises: Spaces dedicated to teaching activities that include teaching auditoriums and classrooms of different sizes, , a library, a computer classroom equipped with about 10 computers, a recording studio, offices for administrative and support staff, a lobby, a medical office, spaces for student recreation, and sanitary facilities.</p> <p>The recording studio is fully equipped with appropriate stirrers and sound equalizers to ensure the required power and sound purity for recording. Systems for sound editing and production of music material are also available as well as high-resolution projection equipment (ULTDA HD). The studio facilities are used both for teaching and for special productions related to students or staff creative projects. For specific events, it is easily possible to reinstall acoustic systems in any room and "stream" an event on a local network or on the internet.</p> <p>There is no student cafeteria on the site, but student and staff can bring their own food and consume it at recreation areas or their offices in the building. It is noted that during the interviews with students, the establishment of a cafeteria was reported as a matter to be considered by the HEI.</p> <p>The HEI has also access to facilities located at other floors of the building (which is own by the patriarchate), mainly to the patriarchate library, a professional studio for recordings of music and other events, TV productions and a large conference room.</p>

All classrooms are equipped with furniture, necessary equipment and are provided with natural and artificial lighting. Bathrooms are provided with cold and hot water and sanitary-hygienic norms are observed.

All areas are clean and very well kept and provide a pleasant environment for teaching and learning. All facilities are fit to provide access to person with special needs. Access to bathroom for students with special needs is located at the ground floor of the building.

Fire equipment is located on each floor of the building, in visible areas, with detailed instruction of use, and evacuation doors and associated plans approved by competent agencies.

The space is provided with a central heating system. Air-conditioning system is installed in the certain areas.

- ii. Another facility at 6 Tamarashvili street, with a total space of 998.02 sq.m, on the 4th and 6th floors of the building N7 was transferred to the HEI from the Ivane Javakhishvili Tbilisi State University of the State Public Service, according to the real estate request agreement with the right to use the existing inventory for a period of 6 years. The following spaces are allocated in the area: Classrooms, conference hall, professorial room, academic staff meeting room, computer classroom with 9 computers, cabinets for administrative and support staff, lobby, medical cabinet, bathrooms, archive, warehouse.

The divided sanitary units including a unit for students with special needs, are constantly supplied with hot and cold water, sanitary and hygienic norms are observed and provided with continuous lighting and ventilation. Special

The space is provided with a central heating system. Air conditioning units are installed in some rooms.

The training area is equipped with all the necessary equipment and has both natural and artificial lighting. However, classrooms are not located in an adjacent way within a specific area but are mixed with classrooms allocated to Tbilisi State University. The condition of the facility is not well taken care off yet, perhaps because currently is not in use but reserved in case student numbers are increased. The panel believes that the facilities in the first building do suffice to support the current number and short-term projections of student numbers.

Fire equipment is located on each floor of the building, in visible areas, with detailed instruction of use. At the time of the visit, one of the emergency exits was locked, and the panel noticed that it does not fulfill the requirements for emergency exit doors.

A new facility at 49 Chubinashvili Street, Tbilisi, on the first and second floors of building N1 with total space 1800 sq.m. was handed over to the institution for use for the duration of its existence free of charge without an auction. The existing building is being dismantled, under a reconstruction project, to build a new building and prepare for operation in 2025. According to provision in the strategic plan, the HEI plans to use the above space for the purposes of the educational process from the beginning of 2025.

Lawful possession of fixed assets is based on written agreements and registration of such rights into the Public Registry.

The immovable and movable property owned by the HEI corresponds to the strategic goals, educational programs, creative and research activities of staff and students and can accommodate the planned number of students.

The medical offices at the two sites are equipped with a medical cabinet and a nurse under contract, responsible for providing medical aid is available at the main site, 6 days a week (Monday - Friday 9:00 - 16:00, Saturday 10:00 - 16:00).

Law enforcement is ensured at the sites of the Institutions. Protection and security services are provided both by the manager of the University's order protection, and on the basis of the contract concluded by the Police Department of the Security Police, who respond promptly and effectively to violations of the order and ensure the protection of the material values of the University. Security on the outer perimeter of the building is ensured by the Security Service of Georgian Patriarchal Television LLC at the main site

and LEPL Security Service of Ivane Javakhishvili Tbilisi State University at the second site Security cameras equipped with video recording function are installed on the inner and outer perimeter of the real estate. On the internal perimeter, video surveillance data is processed by the IT specialist of the University for Chant, and on the external perimeter, the Security Service of Georgian Patriarchal Television LLC.

Evidences/indicators

- Self-Evaluation Report
- Documents certifying the possession of fixed assets, extracts from the Public Registry
- Site visit to both locations where University uses or may use for teaching and administration purposes.
- Discussions with administrative staff during the visits

Recommendations:

- Adopt safety regulations for the emergency exits at the 49 Chubinashvili Street building.
- Upgrade the facilities at 6 Tamarashvili street, to create a more pleasant environment for students and staff.

Suggestions:

- Consider accommodating students’ request for having a cafeteria.

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

For students and staff, the University for Chant has library books, periodicals and magazines in the existing main building. The library keeps: books - 2354 units (including: educational, artistic, cognitive literature); CD/DVD – 462 units (including educational material, expedition records, folklore samples); Notes - 89 units (including the following collections: solfeggio, harmony, polyphony, church chant, folklore samples).

The university has implemented an electronic catalogue that allows online checking of the required literature in a particular library. Students and professors can use the PDF versions of the textbooks. The library has scanners and photocopiers available to students. The library is open to readers from 9 am to 8 pm Monday to Friday and from 10 am to 3 pm on Saturday. The university has signed memorandums on cooperation with the National Library of Georgia, the Patriarchal Library, which is located at the same building, the Tbilisi State Conservatory and the Scientific National Library, so that students and staff have the opportunity to use a variety of services. The university Library has access to inter-library services through which books not in stock may be requested from other higher education institutions. The Panel discussed the university's library services in the meeting with library staff, academic staff and students. It was ascertained that the bulk of the library's book fund consists of materials listed in the syllabi, and that teaching staff regularly advise students to use the library for study and homework. The panel made aware that the library staff are appropriately qualified and benefit from continuing professional development opportunities and training. In order to apply modern library standards, this year librarians were trained on the following topics: The role and importance of the modern library in the education

system and in the context of e-learning; Modern library systems and electronic services; The use of scientific electronic databases.

A survey about the use of the library is conducted annually through the Questionnaire about the library services. According to the results of the survey, 72.7% believe that the library fully meets their requirements, while 23.3% think that it only partially meets their needs. The library should continue to collect information regularly through user surveys and usage data on how academic staff (including invited staff) and students use its services and how they see future development needs.

Library staff conduct annual meetings with newly enrolled undergraduate and graduate students on how to use the library's physical and digital resources. Meetings with academic staff and students revealed a high level of trust and benevolence concerning the librarians' personal and professional qualities. During the interview process, the students noted that the library provides educational and reading resources to students without interruption, even if it is necessary to borrow a book from another institution. The staff and students explained that they apply to the library staff for books as well as use the library's digital search system themselves. When the university library does not have the material they need, they fulfill the request through loan from public libraries. While visiting the main buildings of the university, the Panel visited the area of the university library, where students and staff are provided with wireless access to university networks and the Internet. The reading rooms are free to be used by students and staff, equipped with comfortable furniture and lights. Through meetings with library staff, academic staff, supervisors, undergraduate and graduate students, the Panel identified the extent to which staff and students use online sources of information subscribed to by the university, such as EBSCO, Elsevier, RILM Music Encyclopedias, ProQuest Ebook Central. These valuable information sources can be accessed primarily from the educational setting; however, Elsevier software can also be used remotely. It is necessary for the library to prepare a report regularly on the extent to which academic and invited staff members, students use the online databases to which the university subscribes and submit this report to the Academic and Representative councils.

Evidences/indicators

- Documentation certifying ownership of the book fund, inventory materials (Annex N49);
- Mechanisms for the development and renewal of the library resources and services (Annex N50)..
- Self-Assessment Report
- Results of interviews

Recommendations:

Suggestions:

- The library to prepare a report regularly on the extent to which academic and invited staff members use the online databases to which the university subscribes and submit this report to the Faculty council.
- The library to collect information regularly through user surveys and usage data on how academic staff (including invited staff) and students use its services and how they see future development needs.

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

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

Descriptive summary and analysis of compliance with the standard component requirements

The HEI has developed a formal University Technology infrastructure, management policy and procedures, that defines the policy of the University in relation to each component of information technologies, defines the conditions and procedures for their effective operation, as well as the persons responsible for managing the process and monitoring the process of implementation. At the present time the implantation of IT infrastructure is at a project level where certain components have been implemented, while others are in progress. Specifically:

- a) Hardware infrastructure at the main site of the HEI that includes 22 - personal computers, 8 - laptops, 4 - projectors, 9 - printers, 3 - televisions (with monitor function), 10-telephones have been installed and are functional at the library, the computer classroom, the professor's room and administrative offices. Four (4) projectors and 2 monitors are installed in the classrooms, while a laptop and a projector are placed in the auditorium. Students and staff have open and free access to IT Infrastructure, even for printing facilities at no cost. At the second building listed in 7.1, the HEI was granted the right to use of the IT inventory in the area allocated to it from the Ivane Javakhishvili Tbilisi State University.
- b) Internet services are fully provided by the information systems provider "JSC Silknet" on a contract basis, which ensures the institution's access to information resources in the Internet space (e-mail and internet access services).
- c) Electronic Learning Management System: The "ini.ge" system provided through a service agreement with "Host.ge" is fully functional as demonstrated during the site visit and support Learning, communication and operational aspects of teaching and learning services. Student and staff training is necessary to fully exploit the systems capabilities.
- d) An electronic document flow management has already been purchased and it is at the stage of pilot testing at various administrative units. Currently, licenses for seven users is purchased until December 31, 2023, then the contract will continue automatically. The number of users will increase starting from next year. During the interviews with the administrative units representatives the panel did not receive a specific answer as to the completion date of the pilot runs and start of the full operation of the system.
- e) The website is available both in Georgian and English language. The English language version is still under development, for example, no information about the existing of proposed programs, or any other information for prospective students existed, perhaps because the proposed programs are not accredited yet. Nevertheless, information about the mission, history, existing structure, personnel, the studio was there, while the "NEWS" section includes very interesting regarding the academic, cultural, and social activities of the HEI, both national and international.

The school currently describes and evaluates the existing equipment, based on the identified needs, acquires and replaces the old equipment with new equipment.

The HEI has developed a rule for mechanisms for development of electronic services and management systems the main means of which is a) survey of students and staff through associated questionnaires, and b) a closed Facebook group for administration employees that has been set up to report flaws in the university management system (UMS), as well as to address current issues, where university administration staff write about problems and minor flaws. Currently, an IT specialist (IT service unit) supports the operation of the IT function, intervenes on the spot whenever technical problems are presented and acts accordingly. The panel had the opportunity to review the questionnaires for students and staff and interview the IT specialist during the site visit.

However, a formal IT Management policy that defines the requirements for information technologies, the acquisition/installation practices, and the processes of collecting, processing and transmitting

information, specific technologies and rights of people who have access to information including the necessary requirements for safe and efficient use of information is missing and should be developed.

A comprehensive Business Continuity plan has been developed and is in place. The plan identifies risks of various categories (operational, technological, financial, and legal, strategic and reputational. For each risk item an assessment of the probability of occurrence, the impact on the institute and the impact on students is made on a high-medium-low scale, and corresponding preventive action, responsible unit/person, action at risk occurrence, and responsibility of evaluation is defined. During site-visit interviews, certain low-risk occurrences were reported (e.g., absence of academic / invited staff), for which the reaction was according to the plan. It is the panel's opinion that preventive actions against certain risks should be reviewed and intensified. For example, the Business Continuity plan preventive action for lack of data and software failures suggests weekly check-ups and backup, although, the IT specialist informed the panel that data backup is taken twice a week on an external hard disk. Even that it is not enough; contemporary IS backup is taken, if not continuously (backup server), on an hourly basis and data are also stored in the cloud to avoid losses from physical disasters.

Evidences/indicators

- Self-Evaluation Report.
- Giorgi Mtatsmindeli Ecclesiastical Chant University Technology infrastructure, management policy and procedures (24-02-2023).
- Giorgi Mtatsmindeli Ecclesiastical Chant University Business process continuity plan (20-03-2023)
- Template for Survey on electronic services and electronic management systems
- Agreement with Internet provider
- Documents confirming ownership of movable property/inventory materials
- Interview with the IT services specialist.
- Interview with administrative units.

Recommendations:

- Develop a formal comprehensive IT Management policy as described in the narrative part of standard 7.3.
- Ensure the implementation of the electronic document flow by setting specific deadline when pilot use will be completed and transition to electronic system will happen. Ensure the training of all administrative staff involved by the transition date.
- Ensure that backup of IS data is taken continuously and data are kept safe. Consider using the cloud as a parallel backup system.

Suggestions:

- Complete the development of the English version of the University website, with all necessary information for presenting the University internationally

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

- Allocation of financial resources described in the budget of HEI is economically achievable
- Financial standing of HEI ensures performance of activities described in strategic and mid-term action plans
- HEI financial resources are focused on effective implementation of core activities of the institution

- HEI budget provides funding for scientific research and library functioning and development
- HEI has an effective system of accountability, financial management and control

Descriptive summary and analysis of compliance with the standard component requirements

The HEI presented a detailed budget for 2023 and projections for 2024 and 2025 which include incomes and allocation of funds for the activities envisaged in the action plan.

The budget is composed of two parts: income and expenditures. The main sources of income for the University for Chant are the Ministry of Education of Georgia, the Patriarchate of Georgia, the Rustaveli National Science Foundation, and donations from individuals and other legal entities. Only a slight part of the income comes from students' tuition fees (0.1% for the year 2023), given that the HEI does not charge tuition fees for the bachelor program, while the only master level program that is currently offered has a small number of students given the current restriction in the subjects of the programs that can be offered by an orthodox University.

The allocation of financial resources is economically achievable given that they are based a) on the 2022 constitutional agreement between the State of Georgia and the Apostolic Autocephalous Orthodox Church of Georgia, by which the subsidy allocated by the decision of the Patriarchate of Georgia will be disposed of in accordance with the charter of the University and b) in addition, the financial support of the institution is provided by the Ministry of Education and Science of Georgia, (agreement N149/11-11-20210) for the financial support of the institution's activities during the years 2022-2031. The state funds cover operating expenses, the costs of authorization and accreditations as well as the development of the new facility mentioned in 7.1. The HEI plans to offer a wider range of programmes after authorization is granted, which will bring more funds from master tuition programs, without however changing the overall allocation of financial resources at least for the near future.

According to the 2024 and 2025 budgets the funds from the Rustaveli National Science Foundation are expected to increase from 58,500 in 2023 to 62,000 and 67,000 in the next years respectively, while donations are also expected to increase from 8,000 to 14,500 annually in the future years.

The 2023 budget along with the projections for the 2024-2025 reflect the activities included in the action plan for the strategic development of the HEI.

The support of the state, the patriarchate, the Rustaveli National Science Foundation and that of many individual and organizational donors definitely show the wide recognition of the importance of the mission and role of the University in the preservation and promotion of the Georgian cultural heritage.

The budget allows for substantial support to research, scientific and creative activities of the HEI, which are expected to amount for almost 10% of total expenditures in 2023, while projections for 2024 and 2025 are much higher.

The University Charter and HEI Regulations for changing the status of the University define the process for developing the annual budget: The Faculty Council develops and submits to the management of the administration the budget project of the faculty, the head of the administration prepares a draft budget for the upcoming year and submits it to the rector for approval, who submits a draft budget for the upcoming year to the supervisory board for final approval.

The monitoring of budget execution involves the rector, the head of administration, the head of the financial services unit, relative administrative units head(s). However, since the status of the University is up to now an Ecclesiastical University, no official audits from independent auditors took place. Balance Sheets, Income Statements, and Cash Flow report for 2019- 2023 were available to the panel team.

As mentioned in Standard 1, the Strategic plan provides a set of indicators and their target values in 2027/28, that depict the growth of the university in the period 2023 – 2028. The panel noticed certain ambiguities between the actions in the Strategic plan, the target indicators, and the budget of the University, especially regarding salaries and associated expenses occurred by the increase in staff numbers (relevant recommendation in Standard 1).

Evidences/indicators

- University Charter (approved by the 24.02.2023)
- HEI rules about changing the status of the University (founder's minutes 13.02.2023)

- The Strategic Development Plan (2023-2029) and the Action Plan (2023-2025) of the University for Chant
- Rule of implementation of the financial management and control system (29.05.2023)
- Budgets of the of the University for Chant for 2023, 2024, and 2025
- Budget dynamics 2019 -2023
- Financial reports 2019 -2023
- Interviews with the Head of Administrative services
- Interviews with the Accounting and Finance Service
- Interviews with the Head of Financial services unit
- Self-Evaluation Report

Recommendations:

Suggestions:

- Revise the income and expenses when more information about offering new programs is available based on the needs of academic and invited staff and the expected number of students enrolled.
- Increase the budget for research and internationalization to support the mission and vision of the University

Best Practices (if applicable):

Evaluation

- Complies with requirements**
- Substantially complies with requirements
- Partially complies with requirements
- Does not comply with requirements