Higher Education Institution Authorization Experts' Report

New Higher Education Institute - NEWUNI

Expert Panel Members

Chair: Ivan Leban, University of Ljubljana, Ljubljana, Slovenia

Members:

Name, Surname, affiliated University/organization, Country

Tamta Tskhovrebadze, International Black Sea University, LLC, Georgia

Nino Parsadanishvili, LEPL Ivane Javakhishvili Tbilisi State University, Georgia

Anzor Beridze, Batumi Shota Rustaveli State University, Batumi, Georgia

Eka Devidze, International Black Sea University, LLC, Georgia

Elene Grigolia, Project Management Consultant |PMP Land Administration, Digital
Transformation and Innovation.

Davit Tepnadze, student member, Georgian Aviation University, Georgia.

Tbilisi

Report submission date: 18 Sept 2025.

Authorisation Report Resume

General information on educational institution

New Higher Education Institute - NEWUNI has been operating since October 10, 2013, when it was granted the status of a higher education institution by the Higher Education Authorization Council. The institution obtained reauthorization based on the updated authorization standards on September 27, 2019.

The status of NEWUNI is private, LLC–limited liability company, started with bachelor's degree programs in September 2013 with the status of a college (NCEQE video presentation - NCEQE Context. System. Higher Education at 4.40 min/9.44 minutes).

The institution offers four bachelor's degree programs: Business Administration, Tourism, International Relations, and Psychology. All four educational programs are accredited, with the most recent being the Bachelor Program in Psychology, accredited on January 30, 2024, for a cluster period. All 4 programs were accredited by NCEQE up to the years 2028-2032.

NEWUNI is a very young higher education institution in Georgia.

The institution is small and therefore also quite centralized.

The important governing bodies at NEWUNI are Academic Council, Rector, Quality Assurance Office, Head of Administration and to mention also the Dean and Faculty Council (members also students), with 11 auxiliary services.

According to the SER 2025 report, there are a total of 44 affiliated academic staff, with 47 invited academic staff with 26 administrative staff, taking care of 555 active students with 386 with suspended status and 561 graduating.

In 2019 a similar authorization procedure was conducted by NCEQE, the team with foreign chair, which resulted in 34 recommendations and 6 suggestions. However, there was no analysis on these recommendations in the strategy plan 2025-2031. With every new strategy plan there should be an analysis of the previous strategy plan.

According to the mission, with the strategy plan 2025-2031 some major priorities are selected to be: to offer high-quality higher education programs to students meeting labour market needs; develop a student-centered learning environment and ensure equal opportunities; promote integration into the European Educational Area and facilitate academic and student mobility; and continuously improve the qualifications of academic staff. There should be a distinction between priorities: short-term vs. long-term and urgent vs. important.

Although for colleges in Georgia there is no extra emphasis on research, it is very important to develop some research capacity and introduce students to research. Education and research should be inseparable in higher education (written in Magna Charta Universitatum, 1988). Unfortunately, in the EU research and education are separated into EEA and ERA.

NEWUNI with its action also contributes to the social development of the country. The institution is aware of vulnerable groups and helps them.

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

The site visit of the team at NEWUNI took place from 2-4th July 2025. NCEQE provided us with the links to the documentation (including SER, 119 pages) with folders Organizer and Authorization Expert Package on 18th June 2025, including standards, mapping grid, expert guidelines, etc.

Introduction with preparatory instructions for the team was performed via Zoom on 23rd June 2025 at 14.00 Tbilisi time. We introduced ourselves; we agreed on the agenda of the visit; we were informed on the mapping grid tool and the allocation of 7 standards to each team member were done.

The visit went smoothly with the help of NCEQE personnel. We staged the interviews with Rector, Vice-rector, Head of Administration; Self-evaluation team; Academic council; Scientific Research Center, Student Service, Career Department; Dean of faculty; Heads of HR and Chancellery; Head of Teaching-learning process; Public Relations Service; Financial Department; IT and Infrastructure, Security Staff; Heads of Programs; Academic and Invited Staff; Students; Alumni; Employer Representatives; QA Department. We received the list of participants in advance. During the visit members of the team asked for several additional data and these were provided accordingly.

At the end of the visit the first impression with Key Findings were presented to leadership, staff and stakeholders of NEWUNI.

The argumentative position by NEWUNI upon the draft authorization report was received from NCEQE on 16th Sept 2025, and the Final Report was prepared and sent to NCEQE official email on 18th Sept 2025. Our view concerning 1.1 and 2.1 components is explained in the report, we rather suggest to keep these recommendations in the report.

Acknowledgement. The panel of experts would like to sincerely thank all students, the leadership and the staff of NEWUNI for their hospitality, providing us with good logistics and thus enabling us to work in a pleasant environment. The panel of experts would like to thank also the two NCEQE representatives for their constant and invaluable support and the interpreter for English.

Overview of the HEI's compliance with standards

Summary of Recommendations

Component 1.1
- It is recommended that NEWUNI possibly consider and revise its vision.

Component 1.2
- The SER, strategic (7 yrs) and action plan (3 yrs), monitor annual reports, and other reports should be published regularly on the website of NEWUNI.
- Carefully monitor the implementation of the action plan (C in the abbreviation PDCA) and act accordingly if something goes wrong.
- Main distinct priorities should be pointed out in the strategy plan as well as action plans.

Component 2.1
- It is recommended to indicate the Faculty council in the organizational structure of the institution.
- In order to make better use of the student voice, the panel recommends enabling students' participation in the academic council.
- It is recommended to revisit the internationalization strategy so that it has SMART objectives.

Component 2.2

- It is recommended to increase institutional efforts to support the development of quality culture across the institution.
- Strengthen the visibility of the quality assurance in supporting strategic and operations management.
- Support engagement of QA service in the decision-making process, as well as in the Academic Council, for duly fulfilling assigned functions that sit within the scope of the Council.

Component 2.3
- It is recommended to ensure that academic and invited staff, as well as students have thorough understanding of the software utilization and access to it
- It is recommended to revise plagiarism detection mechanisms and make it more effective in differentiating plagiarism from similarity index, as well as ensure an additional process in place for effective prevention of plagiarized content.

Component 3.3
- Design learning outcomes achievement and evaluation mechanisms for each program, implying field-specific approaches.

Component 6.1

- It is recommended to clearly define the institution's research priorities and to establish a coherent plan for the development of research activities.

Component 6.2
- It is recommended to strengthen a mechanism that supports the identification and attraction of scientific research grant projects should be strengthened
- It is recommended that the institution ensure the implementation of joint research projects with international partners that are aligned with its defined research priorities.

Component 6.3
- Based on the results of the research activity evaluation, a comprehensive analysis of the current situation should be conducted. Accordingly, the institution's research priorities should be specified, and a clear vision and action plan should be formulated.
- Reports on the research activities carried out should be made public and accessible.

Component 7.1
- It is recommended that air conditioning units be installed in the remaining classrooms to ensure an adequate learning environment.

Summary of Suggestions

Component 1.1
- Special attention on creation of SWOT analysis
- Because mission and vision are connected, the SWOT analysis of Strategic Plan should be taken into account to achieve the goals.

- New trends in HE: beside LLL, there are micro credentials, AI, innovations, consultations – have to be explored.

Component 2.3

- It is suggested to define and better formalize the notion of conflict of interest.

Component 4.1

- It is suggested that the HEI revise the workload model for specific roles that require more flexible arrangements (e.g., IT, marketing) to better reflect operational needs.
- It is suggested that the HEI deploy an electronic CV management system to ensure timely updates of staff records and enhance human resource planning.
- It is suggested that the HEI maintain documented records of recruitment processes, including minutes of interviews and evaluation results.

Component 4.2

- It is suggested that the HEI develop a centralized system to document and monitor academic staff's scientific-research projects.

Component 6.1

- It is advisable to consult academic reviews regarding the so-called ISI (International Scientific Indexing) Impact Factor, which is misleading and should not be confused with the legitimate Impact Factor issued by the Web of Science (Institute for Scientific Information).
- Information on the academic staff's scientific achievements should be accessible via the institute university website and/or by ensuring open access through international scientific profiles. This could be applied to all HEIs.

Component 6.2

- Cooperation with international scientific institutions/centers should be enhanced

**Summary of the Best Practices**

- Establishment of Psychological Counseling Center for students
- Organization of Student self-government

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**	☐	x	☐	☐
1.1	Mission of HEI	☐	x	☐	☐
1.2	Strategic development	☐	x	☐	☐
2.	**Organisational structure and management of HEI**	☐	x	☐	☐
2.1	Organisational structure and management	☐	x	☐	☐
2.2	Internal quality assurance mechanisms	☐	x	☐	☐
2.3	Observing principles of ethics and integrity	☐	x	☐	☐
3.	**Educational Programmes**	x	☐	☐	☐
3.1	Design and development of educational programmes	x	☐	☐	☐
3.2	Structure and content of educational programmes	x	☐	☐	☐
3.3	Assessment of learning outcomes	☐	x	☐	☐
4	**Staff of the HEI**	x	☐	☐	☐
4.1	Staff management	x	☐	☐	☐
4.2	Academic/Scientific and invited Staff workload	x	☐	☐	☐
5	**Students and their support services**	x	☐	☐	☐
5.1	The Rule for obtaining and changing student status, the recognition of education, and student rights	x	☐	☐	☐
5.2	Student support services	x	☐	☐	☐
6	**Research, development and/or other creative work**	☐	☐	x	☐
6.1	Research activities	☐	☐	x	☐
6.2	Research support and internationalization	☐	x	☐	☐
6.3	Evaluation of research activities	☐	☐	x	☐
7	**Material, information and financial resources**	x	☐	☐	☐
7.1	Material resources	☐	x	☐	☐
7.2	Library resources	x	☐	☐	☐
7.3	Information resources	x	☐	☐	☐

| 7.4 | Financial resources | x | ☐ | ☐ | ☐ |

Signature of expert panel members

1. Ivan Leban (Chair)

2. Davit Tepnadze (Member)

3. Tamta Tskhovrebadze (Member)

4. Nino, Pasadanishvili (Member)
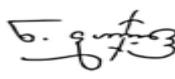
5. Anzor Beridze (Member)

6. Eka Devidze (Member)
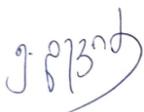
7. Elene Grigolia (Member)

Compliance of the Applicant HEI with the Authorisation Standard Components

1.   Mission and strategic development of HEI

The mission statement of a HEI defines its role and place within the 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 describes 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 areas and society, both locally and internationally.
All Georgian HEIs should be acquainted with EU Georgia Report 2024 and should react accordingly. Citing: "While 42% of the population have completed tertiary education, there are also quality issues in higher education, contributing to a large proportion of tertiary graduates taking up medium- and low-

skilled jobs. 42% of private firms in Georgia cite an inadequately educated workforce as a key constraint."

A **mission** is a short statement which describes an organization's purpose, goals, and values, typically in a concise manner. It explains what the organization does at present, who it serves, and why it exists, often serving as a real guiding tool principle for future actions and decisions. Mission is interconnected with the vision. The vision is a long-term wish (or a dream), where the organization wants to be in the future. And the values were also clearly defined (fairness and equality; integrity; continuous development; academic freedom; teamwork; transparency).

The mission outlines current activities, while the vision and strategic plan guide the institute toward its future goals.

NEWUNI underwent a similar authorization procedure in 2019.

NEWUNI accepted a part of the recommendations regarding the mission. A slightly modified mission with goals is in SER on p.14, also found on the website on the front page. It is commended that now only 5-8 % of students are unaware of the mission wording.

Since "mission" is a short statement, the description of NEWUNI's role locally and internationally can be seen through interviews with students and representatives of various potential employers and also with connection with 4 study programmes: "Basisbank", "Agis Georgia"-recycling company, Hotel "Arc Tbilisi", "European Youth Organisaton", "25 kindregartens in Tbilisi" and with connection to Tetriskaro Municipality. This a success for a small HEI, since there is a fierce competition between HEIs in Georgia (cca. 44 HEIs out of 63 are located in Tbilisi).

For the **vision** we expected to hear what NEWUNI wish to be and do in future. The appropriate values were given. NEWUNI will focus on the personal and professional development of students and staff, offering educational and social support services, and enjoying high trust and recognition at local and international levels. However, some of the details are written in Strategic Plan 2025-2031. From the SER, in an interview with Rector and during the visit of the premises, we heard that NEWUNI operates in a leased facility valid until February 13, 2035. In the future, NEWUNI intends to prolong the lease or is inclined to build new buildings. Regarding the study programs, there is a wish to shorten some of the study programs from 240 ECTS to 180 credits, and to introduce 60 ECTS MA course and introduce some new programs (Computer Science). It seems that this is an intention to become a teaching university. NEWUNI should also offer online learning. The IT-head told us to change and renovate some computer devices (firewall) in the future. The future should also provide recreational spaces for students.

To answer argumentative position of NEWUNI regarding recommendation in 1.1 AI (DeepSeek) was asked for clarification. The summary-answer is as follows: "Mission and vision are not merely interconnected; they are mutually dependent. A powerful vision without a clear mission remains a fantasy. An efficient mission without an inspiring vision lacks direction and passion. For an organization to thrive, both must be clearly defined and work in harmony."

Evidences/indicators

European Commission-Georgia Report 2024 p.60

SER of NEWUNI

Interviews with Rector

Strategic Plan 2025-2031

Interview with Heads of Programs

Website newuni.edu.ge

Visit to premises

Recommendations:

- It is recommended that NEWUNI possibly consider and revise its vision.

Suggestions:

- Special attention on creation of SWOT analysis
- Because mission and vision are connected, the SWOT analysis of Strategic Plan should be taken into account to achieve the goals.
- New trends in HE: beside LLL, there are micro credentials, AI, innovations, consultations – have to be explored.

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

x 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 plan (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.

NEWUNI prepared a Three-Year Action Plan, 2025-2027, and Strategic Development Plan 2025-2031. The plans were prepared using established Strategic planning methodology.

All the plans were written with accepted methodology. The monitoring and evaluation of the implementation of the Strategic Development and Action Plans are carried out in accordance with the NEWUNI's Strategic Planning and Monitoring Methodology, following the defined methodology, mechanisms, and procedures. In the year 2024 the previous Strategic Development Plan 2018-2024 ended. The team also requested a description of the progress which NEWUNI achieved in the last 5 years. It was given only for educational programmes as follows.

The progress was noticed with three accredited educational programmes which were being implemented in 2019: Business Administration, Tourism, and International Relations. These programs have been aligned also with the National Qualifications Framework and the Classification of Fields of Study, modified in accordance with the relevant sectoral characteristics, and successfully reaccredited under the cluster accreditation framework. In addition, a new bachelor's educational programme of Psychology was developed and received accreditation. Based on the UNE, students were enrolled in this program for the first time in the 2024–2025 academic year. Another example of progress is the **Psychological Counseling Center for Students** at NEWUNI, a significant development in student services. This was implemented under the EU-funded project "Establishment of Psychological Counseling Centers for Students in Georgian Higher Education Institutions". The number of academic staff also doubled from 2019 to 2025 from 52 to 91. Although for colleges in Georgia there is no extra emphasis on research it is very important to develop some research capacity for students and staff which is the case at NEWUNI. Education and research are inseparable (this is written Magna Charta Universitatum, 1988). The team also noticed that the organogram of NEWUNI has changed.

NEWUNI also contributes to the development of the society, sharing with the society the knowledge gathered in the institution through international conferences and other activities. Career support and development services together are provided by the NEWUNI's **Student Support and Career Development Center**. The center organizes different seminars and training, activities like job fairs, meetings with employers, consulting students, and so on. NEWUNI has developed mechanisms to support socially vulnerable students. Socially vulnerable students are thus eligible for financial aid. The team had a constructive discussion with NEWUNI-affiliated employer representatives interested in study programs, including the European Youth Portal, 25 Tbilisi kindergartens, and Tetritskaro municipality.

Two links of NEWUNI's goals to its mission are as follows:

Mission:"to give specialists with education that align with the demands of the labour market" which can be measured by tracking graduate success in the existing job market.

Mission:"to provide high-quality knowledge" to be seen also from the increasing number of the academic staff from 52 in 2019 to 91 in 2025.

At the end, all plans were carefully elaborated. The objectives/activities are distributed in the years with the responsible persons/unit together with the estimated funding. However, the distinct priorities are not given. The transparent report on the previous strategy plan should be given. With each new action or strategic plan, the appropriate achievements and possible failures of the previous plans with explanations should be given.

The important part of the strategy is the SWOT analysis. It must be carefully prepared because there are some items in this analysis that you are not able to influence.

With the experience of the recent covid-19 pandemic, the Strategy Plan should have a part on contingency.

It would be an advantage for the institution also to perform every so often the Appreciative Evaluation well known in NVAO. The appreciative approach is a strengths-based method used in higher education to foster positive change and development. Instead of focusing on problems and deficits, this approach emphasizes existing strengths, successes, and positive aspects within the HEI.

Evidences/indicators

SER of NEWUNI
Strategic Planning and Monitoring Methodology
Strategic Development Plan 2025-2031
Three-Year Action Plan 2025-2027
Report of Quality Evaluation Results Usage (Years 2019-2024)
Quality Assurance Policy and Mechanisms
Website newuni.edu.ge
Interviews with potential employers
Interview with SER group

Recommendations:

- The SER, strategic (7 yrs) and action plan (3 yrs), monitor annual reports, and other reports should be published regularly on the website of NEWUNI.
- Carefully monitor the implementation of the action plan (C in the abbreviation PDCA) and act accordingly if something goes wrong.
- Main distinct priorities should be pointed out in the strategy plan as well as in action plans.

Suggestions:

-

Best Practices (if applicable):

- Establishment of Psychological Counseling Center for Students

Evaluation

☐ Complies with requirements

x Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements

2. Organisational Structure and Management of HEI

Organisational 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 Organisational Structure and Management

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

Descriptive summary and analysis of compliance with the standard component requirements

According to the Statute, the management bodies of the Institute are as follows:

1.1. Academic Council

1.2. Rector

1.3. The Head of Administration

1.4. The Quality Assurance Service

As it can be observed in the organizational structure made available on the institutional website and submitted to the experts for evaluation, the highest positions of authority at NEWUNI are the Rector and the Academic Council.

The responsibilities of the Academic Council, as well as those of the Rector and other management bodies are defined in the Statute. The Academic Council is composed of chairperson (the Rector) and members, who are elected by the faculty board for 4 years and can be professors or associate professors who are not at the same time occupying the administrative positions at the institute. The panel found that the institution ensures that election to the management bodies of the institution takes place according to predefined requirements, and is transparent. The council meets every 3 months or alternatively, according to the existing cases. The council can be invited on a regular basis by the rector or the majority of the members.

In spite of not being included in the Institute's Management Bodies, the panel learned about the Faculty Council, which is introduced in the Statute as the representative body that manages the Faculty. Statute determines the authority of the Faculty Council as well as defines the rules and procedures electing the Faculty Council members. The Students Self-governance is not mentioned among the governing bodies in the statute and students are not participating in the decision-making process other than one managed at the faculty level (delegates from self-governance participate in the faculty board meetings), however, the

student self-government do indeed consider themselves a management body of the NEWUNI. In order to make better use of the student voice, the panel finds it important to enable students to participate in the academic council.

Organizational structure of the institution ensures effective implementation of activities defined in its strategic plan, and achievement of its goals. However, it should be noted that the Faculty Council is not represented in the organizational structure of the institute. The statute involves necessary information concerning electing, appointing and managing key staff in structural units and management bodies to ensure fulfillment of the predetermined activities and plans. Functions and responsibilities of structural units of the institution are clearly defined and divided, facilitating implementation of the structural units activities in a coordinated manner.

The institution has adopted regulations for document processing that provides operationalizing the user-friendly electronic document processing system, as well as maintains the registry of the educational institutions and ensures inserting required information in compliance with the legislation.

To ensure the business continuity of the processes taking place, the institution has developed a Business Continuity Plan. The plan includes possible risks that the institution may face and strategies for risk mitigation.

Internationalization is identified as a key priority of the institution; NEWUNI has elaborated an internationalization policy and integrated relevant objectives in the strategic and action plans. While the SER also highlights prioritization of this area, the panel recommends the institution's internationalization policy to be more systematic and strengthened. In parallel to in increasing degree of internationalization, exploring new experiences and fostering English language skills of students and staff, the action plan in terms of internationalization also includes "expand cooperation with partner universities and establish contacts with new institutions and organizations, plan and organize joint scientific conferences" and "Promote the international mobility of students and employees". Since the last evaluation 18 students and a few staff members have benefitted from exchange opportunities at partner institutions, the institution has also hosted 4 staff from the partner institution within the framework of Erasmus + staff mobility. The university also implemented a strong tie with Fondazione Romualdo Del Bianco with planned and organized joint research and teaching activities. However, according to the meetings during the site visit, the panel has learnt that there is no systematic process based on a benchmarking analysis to support the institution in choosing the universities NEWUNI signs MoUs with. The NEWUNI has most of the agreements concluded recently, however, some submitted MoUs lack signatures from both parties and do not seem to be in force even though the dates indicated on the agreements are quite recent (Cyprus, Portugal, El. Salvador and etc.). Most of the cooperation agreements are valid for a short term, such as 2-3 years. In accordance with the Internationalization Policy and Strategy document, goals defined in terms of fostering Internationalization are not SMART (measurable, achievable, time-bound). The panel believes it would be very difficult for the institution to report on and monitor the achievement of its goals without actually having the possibility to measure them.

Therefore, the panel acknowledges the institution's efforts fostering internationalization, however is concerned about the effective utilization of internationalization results in the work of the institution.

Evidences/indicators
- Self-evaluation report;
- NEWUNI Statute;
- NEWUNI Structure;
- Provisions/statutes of all institutional directions/units;
- Information on election/appointment to the governing bodies;
- Rule for registry management;
- Business Continuity Plan;
- Internationalization Policy and Strategy;
- Institutional website;
- Interviews conducted by the panel during the site visit.

Recommendations:
 	
    - It is recommended to indicate the Faculty council in the organizational structure of the institution.
    - In order to make better use of the student voice, the panel recommends enabling students participation in the academic council.
    - It is recommended to revisit the internationalization strategy so that it has SMART objectives.

Suggestions:
Best Practices (if applicable):

Evaluation
 	
    ☐ Complies with requirements
 	
    X Substantially complies with requirements
 	
    ☐ Partially complies with requirements
 	
    ☐ Does not comply with requirements

2.2 Internal Quality Assurance Mechanisms

- o The institution effectively implements internal quality assurance mechanisms. Leadership of the institution constantly works to strengthen quality assurance function and promotes establishment of quality culture in the institution.
- o HEI has a mechanism for planning the 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

Internal Quality Assurance mechanisms at NEWUNI are defined by the mechanisms of Quality Assurance. The QA culture of the institution is oriented to ensure the following objectives: ensure the high quality of all operational processes of the institutional management, enhance internationalization, facilitate local and international recognition, increase responsibility for quality assurance at all levels of the structural units, maintain engagement of internal and external stakeholders in the quality assurance system. Therefore, the quality assurance statute centralizes principles of continuous improvement, transparency, accountability and cooperation in the quality assurance policy.

Internal quality assurance includes the systemic surveys and evaluations of curricula, services, and resources. QA Office focuses on semester and annual surveys, involving all stakeholders to analyze assessment results to maintain effective monitoring and identify development tendencies.

The internal quality assurance process is oriented at inclusiveness of stakeholders that collaborate with the internal QA and share the principles and mechanisms to ensure proper internal quality evaluation of the programme. Students, graduates, employers, academic and invited staff are involved in the internal quality assessment process, mainly through questionnaires and surveys.

Assessment surveys are used by internal quality evaluation processes for purposely identifying the problems. These surveys are targeted to identify the needs, and wants of the students and staff, as well as general satisfaction for assessing the administration of the programme and availability of services. To monitor and evaluate the electronic education process, the institution has defined the relevant mechanisms, however, the quality assurance mechanisms, evaluation results and the interview findings reveal the necessity to adapt and modify the internal quality assurance mechanisms for their proper implementation.

In spite of the mechanisms of quality assurance being declaratively PDCA-oriented, the panel finds that the quality needs to be further enhanced in the institution. The panel was not able to fully grasp the idea of quality assurance from the perspective of different stakeholders, despite the efforts of the QA team. For example:

- the representatives of the institution were unable, during the site visit, to offer concrete examples of how the quality assurance system has a role in supporting strategic and operations management;

- there is little visibility of QA culture in the institution, during interviews the panel was not able to get information concerning the priorities or values in terms of quality culture;

- the quality assurance system does not adequately have a say in supporting the decision making process, as the Quality Assurance Service is not a member of the Academic Council, in spite of the service fulfilling certain functions that sit within the scope of the Council.

The panel observed that the idea of quality culture needs to be more spread or promoted across the institution. The institution should increase its efforts to promote the development of quality culture as a common understanding of quality values, for which every individual in the organisation is responsible, a set of shared ideas, beliefs and values about quality united when everyone inside the academic community is sincerely engaged and motivated.

The institution has a mechanism for planning the student body across the institution, which takes into consideration the resources allocated for the delivery of every program. It considers human resources, material-technical base, necessities of programs, student mobility and retention rates, graduate employment rate and labor market research results.

Evidences/indicators

- Self-evaluation report;
- NEWUNI Statute;
- NEWUNI Structure;
- Provisions/statutes of all institutional directions/units;
- Information on election/appointment to the governing bodies;
- Quality Assurance Policy and Mechanisms
- Internal and external evaluation report
- Survey reports and forms
- Interviews conducted by the panel during the site visit.

Recommendations:

- It is recommended to increase institutional efforts to support the development of quality culture across the institution.

- Strengthen the visibility of the quality assurance in supporting strategic and operations management.

- Support engagement of QA service in the decision making process, as well as in the Academic Council, for duly fulfilling assigned functions that sit within the scope of the Council.

Suggestions:

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

X Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements

2.3. Observing Principles of Ethics and Integrity

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

Descriptive summary and analysis of compliance with the standard component requirements

The institution has a Code of Ethics for students and staff and has established an Ethics Committee responsible for safeguarding the provisions of the Code of Ethics. The Ethics Committee does not have a fully permanent composition, but is established on a case-by-case basis by the decision of the rector consisting of the permanent members of the commission and elected ones. Depending on the issue to be discussed, the committee comprises representatives of administrative, academic staff, students and/or other relevant interested persons (if necessary). Ethical expectations are generally disseminated across the institution and, as confirmed during the meetings conducted by the panel, students and staff are informed as to what is expected from them in terms of ethical behavior. The Code of Ethics also envisages sanctions in case of disciplinary breaches. Despite formal mechanisms and awareness of internal stakeholders, staff and students interviewed by the panel do not remember any case when such a disciplinary or ethics committee was composed and any meetings organized for the purpose of discussing whether disciplinary breaches took place or not.

While the Code of Ethics includes quite detailed information on what is ethical and unethical, including issues of discrimination and integrity, as well as requirements to avoid conflict of interest, it does not contain detailed regulation regarding conflict of interests. Considering that the institution engages staff who hold positions in several other higher education institutions, it will be beneficial for the institution to define what situations are considered as conflict of interests. This would support all members of the academic community to identify if they are in such positions and would be equipped with specific knowledge to prevent such cases.

In terms of anti-plagiarism policy, the NEWUNI has elaborated the Plagiarism Detection, Prevention and Reaction Mechanisms. Interviews during the site visit revealed that staff and students are informed about anti-plagiarism policy and mechanisms, they do not necessarily possess information concerning the name and other specificities of the plagiarism software, however, have general understanding of how the research work is checked, what is the maximum similarity score and relevant processual details. As it was revealed during the interviews there is only one plagiarism software detection account in the institution and the responsible person checks all thesis and research articles against plagiarism.

Despite the fact that relevant sanctions are indicated in the Code of Academic Integrity, academic staff and students have never heard and do not possess any information about sanctions in case of plagiarized work submitted for evaluation. They consider submitting the thesis for re-evaluation in case plagiarism was detected primarily, as a sanction. Furthermore, there is no consequence for the supervisors in case of the plagiarized thesis submitted and no provision in the relevant regulations that the academic staff is obliged or even recommended to submit student written works in freely available plagiarism detection software. Plagiarism software is correspondingly recommended only in case of thesis and research articles submission. Besides, the paragraph 4 of the Plagiarism Detection, Prevention and Reaction Mechanisms implies that If the similarity index is above 15% or the work comprises the indicators of plagiarism, the work is submitted to the ethics committee for discussion. However, there is no in depth mechanism for identifying the potential plagiarism even if the similarity index is not exceeding the defined minimum. There is a practice for anonymous reviewing for articles of the staff preparing for publication, but no additional mechanisms available for students' works, as far as the panel was informed during the interviews.

NEWUNI follows the principles of academic freedom that was manifested during interviews, and the NEWUNI community has confirmed during the site visit that they have experienced no obstruction to academic freedom.

Evidences/indicators

- Self-evaluation report;
- NEWUNI Statute;
- Plagiarism Detection, Prevention and Reaction Mechanisms;
- Code of Ethics;
- Code of Ethics for Students;
- Interviews conducted by the panel during the site visit.

Recommendations:

- It is recommended to ensure that academic and invited staff, as well as students have thorough understanding of the software utilization and access to it;
- It is recommended to revise plagiarism detection mechanisms and make it more effective in differentiating plagiarism from similarity index, as well as ensure the additional process is in place for effective prevention of using plagiarized content.

Suggestions:

- It is suggested to define and better formalize the notion of conflict of interest.

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

X Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements

3. Educational Programmes

HEI has procedures for planning, designing, approving, developing and annulling educational programmes. Programme learning outcomes are clearly defined and are in line with the National Qualifications Framework. A programme ensures achievement of its objectives and intended learning outcomes

3.1 Design and Development of Educational Programmes
HEI has a policy for planning, designing, implementing and developing educational programmes.
Descriptive summary and analysis of compliance with the standard component requirements   The New Higher Education Institute – NEWUNI has established a comprehensive and participatory methodology for the planning, designing, and development of educational programs, ensuring alignment with academic standards. The document: ,,Methodology and procedure for higher educational program planning, elaboration, development, approval" was approved by the rector's order N130, dated on 28.12.2017, the changes in the document is done on 27.12.2024.   Program planning, design, and development at the NEWUNI is a participatory process that actively involves relevant stakeholders, including academic staff, students, alumni, and employers. This approach was confirmed by NEWUNI representatives during experts' visits. According to documentation provided by the institution, it is evident that NEWUNI continuously gathers feedback through student and alumni

satisfaction surveys and subsequent analyses. Based on the proposals and feedback received, modifications are implemented with the aim of updating, improving, and further developing the educational programs.

The institution also conducts labour market research and benchmarks its programs at both national and international levels. The findings from these research activities are systematically incorporated into the process of program modification, ensuring that curricular updates align with current market demands and best practices in higher education (labour market research is conducted annually, separately for each program: like Business administration, International relations, Tourism and Psychology)

Decisions regarding the approval, amendment, or annulment of academic programs are governed by clear regulations, as outlined in the document: ,,Methodology and Procedure for Higher Educational Program Planning, Elaboration, Development, and Approval." The process for program cancellation begins with a discussion at the Faculty Council. If the Faculty Council recommends cancellation, this recommendation is forwarded to the Academic Council, which makes the final decisions after which the NEWUNI notifies the National Center for Educational Quality Enhancement, also, informs program students in a timely manner, and ensures that the students receive all necessary details regarding the mobility procedure to facilitate their transition or grants students an opportunity to smoothly complete an educational program.

Evidences/indicators
- "Methodology and procedure for higher educational program planning, elaboration, development and approval"
- Student and alumni satisfaction surveys and analysis;
- Labour Market Research results
- Benchmarking, attachment 3.7.
- SER
- Interview Results

Recommendations:

Suggestions:

Best Practices (if applicable):

Evaluation

X 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 Faculty of Business, Law and Social Sciences at the New Higher Education Institute – NEWUNI offers a range of accredited undergraduate programs designed to equip students with the knowledge and skills necessary for success in contemporary professional environments. Within this faculty, students can pursue a Bachelor of Business Administration degree, which provides a comprehensive foundation in business principles and practices, the faculty also offers a specialized Bachelor of Business Administration in Tourism, tailored to meet the unique demands of the tourism industry and prepare graduates for careers in this dynamic sector. For those interested in international affairs, the faculty provides a Bachelor of Social Sciences in International Relations, focusing on the complexities of global interactions and diplomacy. Also, the faculty offers a totally new program in Psychology.

The structure and curricula of the educational programs are fully matched with current legislation and adhere to the guidelines of the European Credit Transfer and Accumulation System (ECTS). The learning outcomes of the programs (Business Administration, International Relations, Tourism , Psychology) were developed based on the specific characteristics of each academic discipline or industry sector, incorporating findings from labour market research and benchmarking analyses. The educational programs provide flexibility by including elective courses, free components, and internship opportunities in the curricula. NEWUNI students are enabled to customize their educational experience in accordance with their individual interests and career aspirations.

 Interviews conducted with students, academic staff, invited lecturers, and program heads confirm that, when necessary, each student is offered an individualized study plan. Teaching and learning methodologies are carefully selected, foreseeing the needs of the thematic and topics within the courses, the courses (Syllabi) reflect the requirements of each field that effectively support students in achieving the intended learning outcomes. Beyond traditional lectures and seminars held in auditoriums, students have opportunities to engage in outdoor activities, field visits, and informational tours at relevant institutions within their field of study. NEWUNI also regularly updates catalogue of educational programs on its website, thus ensuring transparency and accessibility for all stakeholders.

Evidences/indicators

- Educational Programs
- Syllabi
- Academic Calendar
- Catalogue of Programs
- SER
- Website of the institution
- Interview Results

Recommendations:

Suggestions:

Best Practices (if applicable):

Evaluation

X Complies with requirements

☐ Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements

3.3 Assessment of Learning Outcomes

HEI has a 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

In the document titled:,,*Methodology and Procedure for Higher Educational Program Planning, Elaboration, Development, and Approval"*, Article 9. ,,*System of Evaluation of Students' Knowledge"*, it is stated that the primary objective of the evaluation process is to determine the extent to which the curriculum, aims of the programs and the intended learning outcomes of each course have been successfully achieved. The institution employs two types of evaluation: formative and summative. Formative assessment aims to accurately measure student achievement throughout the learning process. It monitors the quality of learning, sets out the level of student attainment relative to the course objectives, and supports student development by tracking individual progress and enhancing the quality of learning. Summative assessment evaluates student performance at the conclusion of a course or unit.

During interviews of experts with program heads and representatives of the Quality Assurance Office of the institution, it was confirmed that assessment components and methods are carefully selected to reflect the particular characteristics and requirements of each academic field or discipline/course. The head of the quality assurance office confirmed that a thorough assessment framework was demonstrated in the case of the International Relations program. However, for the other programs, namely: ,,Business Administration, Tourism, and Psychology" assessment practices are either newly introduced or under modification. In the case of the Psychology program, which is newly established, alumni data are not yet available; therefore, the assessment of learning outcomes has not been presented except the methodology of assessment. The assessment framework and its associated regulations of the Institution are comprehensively documented and fully aligned with the legal acts of Georgia, including adherence to the European Credit Transfer and Accumulation System (ECTS) guidelines.

The students are provided with transparent and detailed evaluation criteria, which not only inform them of their academic achievements but also identify areas requiring improvement and suggest pathways for enhancement. An effective assessment system ensures equitable and fair approaches; therefore, it is essential for each program separately due to its field-specific approaches to establish a detailed methodology and plan; this should include clearly defined thresholds for each course, as well as mechanisms for evaluating the achievement of learning outcomes. Such a framework is vital to accurately measure and validate student performance and to uphold the integrity of the educational process.

Evidences/indicators
- Educational Programs
- Annex 3.1. Methodology
- Self-evaluation report
- Student survey results
- Interview Results

Recommendations:
- Design learning outcomes achievement and evaluation mechanisms for each program, implying field-specific approaches.

Suggestions:

Best Practices (if applicable):

Evaluation
☐ Complies with requirements **X** 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
o   HEI has staff management policy and procedures that ensure the implementation of educational process and other activities defined in its strategic plan. o   HEI ensures the employment of qualified academic/scientific/invited/administrative/ support staff.

Descriptive summary and analysis of compliance with the standard component requirements

The New Higher Education Institute NEWUNI has in place a comprehensive **Human Resources Management Policy,** which was most recently revised and approved by rector's order on 27 December 2024. This policy governs all aspects of staff management and is aligned with the institution's strategic goals and mission. The document outlines detailed procedures for the recruitment, selection, hiring, adaptation, and professional development of academic, invited, administrative, and support staff. It also includes mechanisms for performance evaluation, retention, and incentive-based motivation.

The policy is structured to ensure that all HR decisions are made on the basis of merit, transparency, fairness, and equal opportunity. The procedures for recruitment and appointment are clearly defined and include multi-stage competitive processes. The selection process incorporates objective evaluation tools such as interviews, testing, public lectures (where applicable), and review of professional qualifications. Competitions for academic staff are publicly announced via institutional and external platforms, ensuring accessibility and openness.

In terms of accessibility, the Human Resources Department is responsible for updating the policy, informing staff of any changes, and ensuring that relevant regulations and procedures are publicly available. This promotes transparency and facilitates informed participation in institutional activities.

The institution has also developed an affiliation framework for academic staff, which is considered a key element of its staff management strategy. Affiliation is voluntary and incentivized through additional academic and financial benefits. Affiliated staff are expected to dedicate their core research and educational activities to the institution and are actively involved in internal decision-making processes. The terms and obligations of affiliation are clearly defined in a dedicated section of the HR Policy.

NEWUNI has implemented a clear regulatory framework for academic staff affiliation, outlined in the "**Rules for the Affiliation of Academic Staff**" approved by Rector's Order No. 71-s, with the latest amendment in December 2024. This framework defines the affiliation process, staff obligations, and the institution's rights, ensuring that academic staff commit to conducting their primary teaching and research activities at HEI and crediting their academic outputs to the institution.

The affiliated staff also participate in decision-making, student supervision, and NEWUNI governance. Additionally, the "Salary Supplement Table for Affiliates" provides a performance-based incentive

system, offering financial rewards for activities like publishing research, authoring textbooks, and mentoring students.

Together, these documents form a comprehensive system that complies with national standards, promotes accountability, and motivates academic staff, confirming that HEI meets the requirement for regulatory documents on affiliation terms and conditions.

HEI has implemented an **annual performance evaluation system** for academic, invited, and administrative staff. The evaluation process is supported by standardized tools and multiple layers of assessment, including self-assessment, student feedback, evaluations by supervisors, and reviews by faculty and program directors. Evaluation results are directly linked to professional development plans, promotion opportunities, financial incentives, or disciplinary action where applicable. In addition to regular evaluations, the institution mandates the certification of permanently appointed academic staff every five years to assess continued professional competence.

According to the institutional document "**Utilization of Staff Performance Evaluation Results**" (2019–2025), HEI has a clearly structured and effective approach to applying staff evaluation and satisfaction survey outcomes in human resource management. The NEWUNI uses results from self-assessments, supervisor and student evaluations, and staff surveys to inform key decisions. Major outcomes include salary increases, performance-based bonuses, paid research leave, full funding for academic publications and international conferences, and participation in Erasmus+ and international development programs. Over 70 support actions were implemented during the reporting period. These practices, coordinated by the Human Resources Management and Quality Assurance Offices, demonstrate a strong commitment to staff motivation, development, and institutional excellence.

Professional development is a central pillar of the institution's HR strategy. The policy outlines a variety of support mechanisms, including internal and external training programs, workshops, funded participation in academic conferences, consulting sessions, and scientific-creative leave. The Human Resources Management Department, in collaboration with the Quality Assurance Department and relevant structural units, is responsible for developing individual and institutional development plans based on evaluation outcomes.

The institution also ensures the integration and orientation of newly appointed staff through a defined socialization process. This includes introduction to institutional policies and procedures, assignment of probationary periods where appropriate, and mentorship by supervisors to facilitate effective adaptation to the work environment.

While the Human Resources Management Policy contains provisions for monitoring staff workload and analyzing performance data, the current version of the document does not present aggregated statistical information on staff composition. Specifically, data such as the number and distribution of staff by category, gender, and age; academic/scientific staff-to-student ratios; and the ratio of academic/scientific to administrative/support staff are not included. Nevertheless, the responsibility for collecting, managing, and analyzing such data is clearly assigned to the Human Resources Management Department, and it is evident that the institution has the internal capacity to generate and apply this information for effective human resource planning and decision-making.

To supplement the document review, the evaluation team requested additional information during the field visit, including:

1. The ratio of academic/scientific staff to administrative/support staff;
2. The academic/scientific staff-to-student ratio;
3. Distribution of academic and scientific staff by age and gender;
4. Information on the distribution of staff workload.

5.   Staff Schedule - indicating the number of academic, scientific, invited, administrative, and support staff

According to the "Self-evaluation report" and the requested supporting documents, including the "Staffing schedule" and the "Personal Contingent Planning Methodology", the total number of enrolled students is 941, comprising 555 students with active status and 386 with suspended status. The student quota authorized by the Authorization Council for active students is 800.

The institution currently employs 100 educational staff (professors, associate professors, assistant professors, and assistants) and 53 administrative and support personnel, totaling 153 staff members. In accordance with the methodology, the permissible number of students based on educational staff capacity is 1,800 (100 × 18), which confirms that the current enrollment remains within regulatory limits. The educational staff-to-student ratio is approximately **1 to 9**, well above the required 1 to 18 standard. The administrative staff level also complies with the regulation of one staff per 45 students, allowing support for up to 2,385 students. With a total staff-to-student ratio of **1 to 6**, the institution ensures strong academic and administrative support and fully meets the minimum staffing requirements. In conclusion, the institution possesses sufficient human resources to support its current student body and meets the applicable regulatory standards.

The HEI meets the requirements of Indicator 4.1 (a): "HEI has staff management policy and procedures that ensure the implementation of the educational process and other activities defined in its strategic plan." The institution has in place a comprehensive Human Resources Management Policy that regulates recruitment, development, performance evaluation, and staff motivation in alignment with its strategic objectives. Affiliation rules and performance-based incentives further promote academic engagement and institutional loyalty. The use of evaluation results in staff-related decisions confirms that the staff management system effectively contributes to achieving the HEI's mission and strategic goals.

Under the requirements of **Indicator 4.1 (b): "HEI ensures the employment of qualified academic/scientific/invited/administrative/support staff,"** the document titled "Job Descriptions and Qualification Requirements" demonstrates that the HEI has clearly defined roles, responsibilities, and qualification criteria for all staff categories. Standard workloads are set at 40 hours per week over five working days, reflecting a structured approach to staff management. However, interviews with administrative personnel revealed that for certain roles such as IT and marketing, the actual workload often requires more flexible arrangements. It is therefore recommended that the HEI revise its workload model to better reflect real operational demands. For hard-to-staff or specialized roles, adopting daily or hourly pay models may improve resource planning, cost monitoring, and staff management efficiency.

During the field visit, the evaluation team requested evidence of job postings and related documentation. The HEI presented relevant records confirming that, prior to initiating the recruitment process, official orders are issued by the Rector. Job vacancies are publicly announced through external HR agencies, ensuring transparency and accessibility. However, the documentation reviewed did not include records of received applications or structured interview processes. While these omissions limit the ability to fully demonstrate a merit-based and competitive selection system under Indicator 4.1(b), the initial recruitment steps are clearly formalized and aligned with transparent practices.

Since the standard requires assessment of both transparency and objectivity in hiring, it is suggested that the university maintain supporting evidence (e.g., applications received, interview records, evaluation reports) for the duration of employment of the selected personnel. This would further strengthen assurance of compliance with the standard and provide a more complete audit trail.

In line with the requirements of **Indicator 4.1 (b)**, the HEI provided samples of staff contracts and CVs in both English and Georgian. While the documentation is generally compliant, some CVs require structural improvements and updated information. Given the challenges in regularly collecting updated CVs from all staff, it is recommended that the HEI adopt an electronic CV management system. Off-the-shelf digital platforms are readily available and would enable staff to maintain up-to-date records more efficiently. This approach would not only improve data accuracy and accessibility but also support evidence-based decision-making related to staff deployment, qualifications mapping, internal mobility, and succession planning.

Evidences/indicators

- Annex 4.1 – Human Resources Management Policy;
- Annex 4.2 – Staff CVs;
- Annex 4.3 – Results of Staff Performance Evaluation and Application;
- Annex 4.4 – Personal Job Descriptions and Qualification Requirements;
- Annex 4.5 – Sample Staff Contracts;
- Annex 4.6 – Affiliation Rules and Conditions for Academic Staff;
- Annex 4.7 – Staff Contingent Planning Methodology;
- HEI Self-Evaluation Report;
- Interview Results.

Additional Documentation Provided During the Field Visit:
- Folder 1 – Staffing Schedule;
Folder 5 – Job Opening Records and Rector's Orders.

Recommendations:

Suggestions:

- It is suggested that the HEI revise the workload model for specific roles that require more flexible arrangements (e.g., IT, marketing) to better reflect operational needs.
- It is suggested that the HEI deploy an electronic CV management system to ensure timely updates of staff records and enhance human resource planning.
- It is suggested that the HEI maintain documented records of recruitment processes, including minutes of interviews and evaluation results.

Best Practices (if applicable):

Evaluation

X Complies with requirements

☐ Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements

4.2. Academic/Scientific and Invited Staff Workload

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

Descriptive summary and analysis of compliance with the standard component requirements

The HEI complies with the requirements of Indicator 4.2. The academic, scientific, and invited staff workload is clearly regulated through the Human Resources Management Policy (Annex 4.1), which

outlines a fair and transparent workload distribution system aligned with the HEI's strategic and academic goals. The workload scheme accounts for teaching, scientific research, professional development, administrative responsibilities, and participation in institutional and public activities.

The workload of academic staff is determined in collaboration with the Study Process Management Office, faculty deans, and program heads, and is formalized through signed employment contracts (Annex 4.5). The institution maintains a semester-based workload allocation model that includes consideration of academic staff's involvement in other higher education institutions, thereby ensuring realistic planning and compliance with legal and academic standards.

The methodology for determining the number of academic and invited staff (Annex 4.7) is based on student numbers, program characteristics, and institutional capacity. It adheres to national benchmarks, including a maximum of 18 students per academic staff member and 80 students per invited staff member. For each bachelor's program, the staffing minimum includes at least 1 professor, 3 associate professors, 1 assistant professor, and 1 assistant, along with 3 invited lecturers.

The HEI also complies with student to staff ratios outlined in the Student Contingent Planning Methodology. The institution currently employs 100 academic staff and 53 administrative and support staff for a student body of 941, yielding a ratio of approximately 1 to 9 for academic staff and 1 to 6 for total staff, both of which satisfy or exceed regulatory requirements.

This structured and dynamic approach to workload planning ensures adequate staffing for the delivery of educational programs and research activities and demonstrates the HEI's capacity to fulfill its academic mission effectively.

HEI demonstrates a structured approach to promoting scientific-research activities among its academic staff. According to the Human Resources Management Policy (Annex 4.1) and staff workload documentation, research and grant-related work are recognized as integral components of academic duties. The workload model explicitly includes scientific-research responsibilities alongside teaching, administrative tasks, and professional development.

Additionally, the affiliation framework (Annex 4.6) encourages long-term institutional engagement by linking research outputs to the HEI. Affiliated academic staff are expected to perform their core scientific work at the institution and contribute to its academic profile. The "Salary Supplement Table for Affiliates" provides financial incentives for research productivity, such as publications, authorship of textbooks, and conference participation, further supporting a research-oriented academic culture.

The institution also supports participation in international programs like Erasmus+ and allocates resources for academic publishing and research leave, as evidenced by staff evaluation results and their application (Annex 4.3). These efforts contribute to fostering a research-conducive environment.

However, while the structural mechanisms are in place, the extent of research output and quality could be better demonstrated through a centralized system or database showcasing current research projects, publications, and academic contributions by staff. The introduction of such a system could further enhance visibility, collaboration, and alignment with institutional research goals.

Evidences/indicators
- Annex 4.1 – Human Resources Management Policy
- Annex 4.3 – Results of Staff Performance Evaluation and Application;
- Annex 4.4 – Personal Job Descriptions and Qualification Requirements
- Annex 4.6 – Affiliation Rules and Conditions for Academic Staff;
- Annex 4.7 – Staff Contingent Planning Methodology
- HEI Self-Evaluation Report
- Interview Results

Additional Documentation
Folder 1 – Staffing Schedule

Recommendations:

Suggestions:
- It is suggested that the HEI develop a centralized system to document and monitor academic staff's scientific-research projects.

Best Practices (if applicable):

Evaluation
X 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 a 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
o   For each of the educational levels, HEI has developed regulations for assignment, suspension and termination of student status, mobility, qualification granting, issuing educational documents as well as recognition of education received during the learning period. o   HEI ensures the protection of student rights and lawful interests.
Descriptive summary and analysis of compliance with the standard component requirements NEWUNI has clearly defined rules for obtaining, suspending, terminating student status, mobility, awarding qualifications, and recognizing prior education (Regulation of the Academic Process). This regulation is publicly available on the NEWUNI's webpage and accessible to any interested person. During interviews students confirmed they are informed about these rules. As they noted, during the first week of the semester orientation meetings are held. Students are provided with a corporate email address for communication with various structural units of NEWUNI and for receiving information. With the same email, students register on the electronic learning portal ini.ge. During the orientation week, students are trained on how to use the electronic portal, get acquainted with the staff, the assessment system, and the library usage rules. Through the portal, students register for subjects, participate in surveys, check their grades, etc. As a result of such surveys, the number of computers at NEWUNI was increased, and changes were made into the programs. The relationship between students and the NEWUNI is regulated by a contract signed between the parties. The contract clearly defines the rights and obligations of both parties, the tuition fee payment procedure, and other necessary legal regulations. The contract protects the interests of the students and is not unilaterally tailored to NEWUNI. As mentioned, students are familiarized with the normative

documents before starting their studies. The contract includes a clause that allows students to pay their tuition in installments.

Interviews with both the administration and students establish that there is a very open relationship between students and the administration at the NEWUNI. Any student has the opportunity to discuss any issue with the relevant person. Additionally, to protect student interests, there is a Student Ombudsman at the NEWUNI. The ombudsman is elected by the students themselves, and their main function is to facilitate communication between students and the administration and to share their needs.

Evidences/indicators
- NEWUNI "Regulation of the Academic Process"
- Informational meetings with first-year students
- Student survey results
- Student contract sample
- Student self-government regulations,
- NEWUNI website,
- Student survey results,
- Implemented student activities,
- Interview results.

Recommendations:

Suggestions:

Best Practices (if applicable):
- Organisation of Student self-government

Evaluation

Please mark the checkbox, which best describes the HEI's compliance with this specific component of the standard

   X Complies with requirements

☐ Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements

5.2 Student Support Services

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

Descriptive summary and analysis of compliance with the standard component requirements

NEWUNI has a mechanism for students to appeal their grades. The existence of this process was confirmed by the institute administration, visiting and academic staff, students, and graduates. In

addition to the services mentioned above, the institute has a Student Services and Career Development Center where students can receive consultations on various issues and information about internships and employment. The department continues its work with graduates, who receive information about vacancies and current processes at the institute and are involved in program development. Since 2021, the service has organized an annual employment forum where employers and students meet directly. To improve the work of various services, annual surveys are conducted regarding institute services, which assess the material resources, environment, and administrative and academic staff.

The institute encourages students to participate in international mobility and projects. For this purpose, the institute informs students about relevant exchange programs and opportunities. To offer exchange programs, NEWUNI has signed memoranda of understanding with various European educational institutions, which provide for student and academic staff exchange opportunities within the framework of the Erasmus+ program. Since 2019 Students are regularly participating in exchange programs.

The institute has a Student Self-Government, which is elected for a two-year term through elections. They organize various sports, cognitive, and entertainment activities throughout the year.

NEWUNI considers the social situation of students and offers funding and internal grant opportunities. It should be noted that students who win a gold medal receive full funding for their studies. In the case of obtaining funding in the Unified National Examinations, the NEWUNI offers internal funding for the tuition fee. Also, upon a student's request, it is possible to distribute the tuition fee payment throughout the semester

Evidences/indicators

- Student survey results
- Student self-government regulations
- NEWUNI website
- Student survey results
- Implemented student activities
- Interview results

Recommendations:

Proposal(s), which should be considered by the institution to comply with requirements of the standard component

Suggestions:

Non-binding suggestions for further development.

Best Practices (if applicable):

Evaluation

X Complies with requirements

☐ Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements

6. Research, development and/or other creative work

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

6.1 Research Activities
o   HEI, based on its type and specifics of its fields, carries out research/creative activities.   o   Ensuring the effectiveness of doctoral research supervision   o   HEI has public, transparent and fair procedures for the assessment and defense of dissertations which are relevant to the specifics of the field
Descriptive summary and analysis of compliance with the standard component requirements   The New Higher Education Institution – NEWUNI is established as a college and, accordingly, implements first-cycle (bachelor's) educational programs in Business Administration, International Relations, Tourism, and Psychology. Despite its legal form, the institution's mission explicitly emphasizes the promotion of research activities and the development of students' creative and research competencies. However, research priorities are not defined, nor was academic staff found to be informed about such priorities during the interviews.   The self-evaluation report frequently includes content directly copied from attached documentation and lacks a comprehensive description and analysis of actual activities, processes, and future plans. This significantly hinders the evaluation process. Therefore, to ensure a thorough assessment of Standard 6, the expert panel requested the following additional information: ● Clarified annual data on scientific activities (articles, conferences, monographs—excluding textbooks—and scientific, not institutional, grants), including analysis and, if available, target benchmarks at both individual and institutional levels;   ● A document outlining the procedures for evaluating scientific activities and mechanisms for responding to the outcomes at both personal and institutional levels;   ● Annual information on activities undertaken to support research, including their analysis and target benchmarks (if available);   ● Data on internal (scientific) NEWUNI grants by year, including analysis and target benchmarks (if available);   ● Information on the indexing status of the scientific journal Diplomacy and Law in international academic databases, including relevant links;   ● Results of the faculty (professorial) certification/attestation process;   In response, the institution submitted the following documents: ●   Information on scientific activities;   ● Regulations on the organization, evaluation, and funding of research at NEWUNI;   ● Documentation on research collaboration with international partners;   ● Information on internal grant competitions;   ● Supplementary details on the scientific journal Diplomacy and Law;   ● Minutes of the attestation commission meetings for permanently appointed professors.

It is worth noting that much of the submitted information had already been included in the annexes of the original self-evaluation report. However, even in this supplementary submission, documents containing analysis, evaluation, or specific benchmarks remain absent.

The expert panel assessed the institution based on the self-evaluation report, supporting documentation, and interviews conducted with relevant stakeholders.

The self-evaluation report outlines the main principles and goals of scientific-research activities, as well as types of research supported by the institution. It states that the institution publishes the journal „Diplomacy and Law", funds academic staff and students' participation in international conferences, training programs, and qualification-enhancing events, and supports academic staff in publishing research papers.

It is worth noting that during the interviews, frequent reference was made to the indexing of the journal *Diplomacy and Law* in international scientific databases and its allegedly high ranking, as indicated by its ISI Impact Factor. The expert panel examined this issue and provided the following suggestion to the institution: to consult academic reviews regarding the so-called ISI (International Scientific Indexing) Impact Factor, which is misleading and should not be confused with the legitimate Impact Factor issued by the Web of Science (Institute for Scientific Information).

With regard to fostering student research skills, the report notes that NEWUNI organizes an annual student conference, where successful participants may be rewarded, for example, with opportunities to attend external academic events. This practice was highlighted and positively evaluated by both current students and alumni during interviews.

According to the self-evaluation report, the institution also finances textbooks and other types of academic publications authored by its academic staff. It announces internal grant competitions for academic personnel and provides training on grant writing and sourcing opportunities. During interviews, internal grants were also mentioned; however, it was revealed that most of these grants are allocated to textbook development rather than academic research. In the expert panel's opinion, it would be desirable to place more emphasis on funding scientific publications.

Moreover, the report does not clearly describe how research activities are fostered, what specific actions have been implemented to develop research grant-related competencies, or what outcomes have been achieved as a result. This lack of strategic documentation prevents the identification of a well-defined institutional vision or a comprehensive research development plan. Such a plan should guide research directions in line with the institution's mission and promote innovation in economic, technological, industrial, or other fields.

Despite these shortcomings, the self-evaluation report and interviews suggest that the institution does engage in applied research with practical significance, which contributes to regional and/or national economic and cultural development. An example of this is the participation of the institution's academic staff and students in the Florence Festival, aimed at promoting the tourist destinations and cultural heritage of Kvemo Kartli and Samtskhe-Javakheti, as well as the publication of relevant information on the Del Bianco Foundation's website.

As noted earlier, NEUNI has the legal status of a college and delivers only bachelor's level programs. Accordingly, it does not have procedures in place for dissertation evaluation or guidelines outlining the responsibilities of doctoral research supervisors.

Evidences/indicators

- SER Information on scientific activities;
- Information on internal grant competitions;
- Supplementary details on the scientific journal Diplomacy and Law;
- Interview result

Recommendations:

- It is recommended to clearly define the institution's research priorities and to establish a coherent plan for the development of research activities.

Suggestions:

- It is advisable to consult academic reviews regarding the so-called ISI (International Scientific Indexing) Impact Factor, which is misleading and should not be confused with the legitimate Impact Factor issued by the Web of Science (Institute for Scientific Information).

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

☐ Substantially complies with requirements

X 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

The self-evaluation report states that the institution has an effective system in place to support research activities. To substantiate this claim, it references the existence of relevant structural units, regulations and procedures necessary for organizing and supporting research, as well as funding mechanisms. The report describes the activities carried out by these structural units to facilitate the implementation of research. Among them are the dissemination of information about scientific funding opportunities and the organization of training and consultations on these matters. However, due to the limited number of joint scientific projects, the expert panel believes that mechanisms supporting the identification and attraction of scientific research grant projects should be strengthened.

The report outlines the institution's internal mechanisms for funding research activities, including the existence of an internal grant competition. However, as previously noted, this competition primarily

supports the publication of textbooks, which cannot be considered as support for scientific research activities in the proper sense.

According to the self-evaluation report, the internationalization of research is identified as one of the institution's priorities. To this end, the institution seeks to establish and strengthen international partnerships, supports staff development for the preparation of international publications—through English language training, professional development activities, and, as stated, funding for publication costs and participation in international conferences. However, the report does not provide year-by-year data on the allocated funding for these activities, nor does it include an analysis of the efficiency of the related expenditures.

The report also includes information about joint research activities with international partners. It is positive that students are involved in these activities. However, such activities are mostly limited to participation in conferences, exhibitions, and related events. In order to fully meet the requirements of the relevant standard, the expert panel recommends that the institution ensure the implementation of joint research projects with international partners in line with its defined research priorities.

Evidences/indicators

- SER
- Procedures for funding research activities
- Information on scientific activities;
- Information on internal grant competitions;
- Interview result

Recommendations:

- It is recommended to strengthen a mechanism that support the identification and attraction of scientific research grant projects should be strengthened
- It is recommended that the institution ensure the implementation of joint research projects with international partners that are aligned with its defined research priorities.

Suggestions:

- Cooperation with international scientific institutions/centers should be enhanced

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

X 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

The self-evaluation report states that the institution has a system in place for assessing the quality of research activities and the scientific productivity of academic staff. The assessment mechanisms and criteria are described, and it is noted that evaluations are conducted at both the individual and institutional levels, with the results being reviewed by the Academic Council. The report also indicates that the outcomes of the assessments are used both for planning staff development activities and for providing incentives. However, no analysis of past years' assessments is provided, nor is there any information submitted to the expert panel regarding the specific activities that followed from the assessment results.

Information regarding the assessment of scientific activities is not accessible to interested stakeholders. Moreover, the academic staff's CVs are not published on the NEWUNI's website, preventing interested parties from reviewing their scientific work. In many cases, their profiles are also not publicly available in international academic databases.

Evidences/indicators

- SER
- Activities of the institution to support societal development
- Interview result

Recommendations:

- Based on the results of the research activity evaluation, a comprehensive analysis of the current situation should be conducted. Accordingly, the institution's research priorities should be specified, and a clear vision and action plan should be formulated.
- Reports on the research activities carried out should be made public and accessible.

Suggestions:

Best Practices (if applicable):

- Information on the academic staff's scientific achievements should be accessible via the university website and/or by ensuring open access through international scientific profiles.

Evaluation

☐ Complies with requirements
☐ Substantially complies with requirements
X Partially complies with requirements
☐ Does not comply with requirements

7. Material, Information and Financial Resources

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

7.1 Material Resources

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 the 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

Descriptive summary and analysis of compliance with the standard component requirements

The New Higher Education Institute – NEWUNI operates in a leased building located at 56 G. Chkondideli Street, Tbilisi (Cadastral Code: 01.12.12.006.007). According to the lease agreement, the institution occupies 927 m² of instructional space and 157 m² of auxiliary areas. The lease is valid until February 13, 2035, aligning with the current authorization period. The facility also includes access to a courtyard.

The internal layout comprises a foyer, rest area, classrooms for theoretical instruction, dedicated workspaces for academic and administrative staff (fully equipped), a computer lab, conference hall, auxiliary storage, sanitary facilities, and a library. These spaces adequately support the institution's academic and administrative functions and meet the needs of both current and anticipated student enrollment.

In line with program requirements, NEWUNI provides well-equipped educational environments, necessary teaching and learning materials, and IT infrastructure. The institution has also established cooperation agreements with relevant organizations to support the practical components of its academic programs.

The building is equipped with essential fire safety systems, including fire extinguishers and smoke detectors. The institution has developed fire safety guidelines and maintains systems for general safety and health protection. An evacuation plan is in place.

The facility is equipped with appropriate heating and ventilation systems, and all sanitary standards are strictly upheld. However, not all classrooms currently have air conditioning, which is particularly important during the spring semester. It is therefore recommended that air conditioning units be installed in the remaining classrooms to ensure an adequate learning environment.

To support accessibility for individuals with special needs, the building is equipped with ramps. The reading hall and computer lab are located on the ground floor alongside administrative offices, ensuring convenient access for all users.

The institution maintains a material and technical base that meets the needs of its student body and staff, including computers, projectors, printers, copiers, whiteboards, and appropriate educational and office furniture.

NEWUNI remains committed to creating a safe, accessible, and resource-rich environment that ensures uninterrupted academic activity and supports the ongoing development of its physical and technological infrastructure.

Evidences/indicators
- Facility Observation during the visit;
- Lease, documentation from public registry;
- Inventorization documents;
- Memoranda for implementing practical component

Recommendations:

It is recommended that air conditioning units be installed in the remaining classrooms to ensure an adequate learning environment.

Suggestions:

Best Practices (if applicable):

Evaluation

☐ Complies with requirements

X 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

The library at the New Higher Education Institute – NEWUNI offers an environment, resources, and services that support academic and research activities. The space includes a reading room with suitable furniture, computers, internet access, and multifunctional equipment (printer, copier, scanner).

Library operations are managed by a library manager, who oversees the development and maintenance of the library's resources and infrastructure, ensures preservation of collections, and provides support services to users. Responsibilities include managing library services, maintaining the electronic catalog, facilitating access to international databases, and offering guidance and consultations to students and staff. The manager also ensures that books are acquired, processed, and catalogued according to institutional rules and that the reading space is properly maintained.

Library use is governed by regulations proposed by the library manager and approved by the rector. All students, academic/invited staff, and administrative personnel are eligible to use the library. The print and electronic collection is aligned with course syllabi and academic needs. Information about library rules, conduct, computer use, the electronic catalog, and databases is available on the institution's website.

NEWUNI follows a dedicated policy for the development and renewal of its library resources and services. The library manager annually prepares proposals for resource updates and works closely with academic staff, program directors, and the Dean to assess the collection's relevance to educational programs.

Acquisition decisions are based on collection analysis, demand, and alignment with academic needs. Prioritized acquisition requests are submitted to the head of administration. The library currently holds 4,208 physical units, with 1,350 items (including 1,065 books) added since 2020. Interviews conducted during the visit have revealed that the library is available to students and staff for 60 hours per week. Staff and Students can also request book chapters online and the university provides them with the materials.

The technical and electronic infrastructure of the library is developed in collaboration with the IT Office. Students and staff can also have access to online resources from outside the university premises using their email and password.

Evidences/indicators
- Library Tour during the visit;
- Interviews;
- Procurement Documents;
- SER

Recommendations:

Suggestions:
Best Practices (if applicable):
Evaluation
X 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

NEWUNI has established an IT infrastructure, ensuring its effective administration and accessibility for all users, including students, academic, invited, and administrative staff. The institution has implemented integrated electronic services and management systems that support academic, administrative, and communication processes. These systems are continuously maintained and updated through internal and external development mechanisms. To safeguard operations, NEWUNI has developed a business continuity plan that ensures minimal disruption and timely system recovery. Additionally, the institution maintains a functional and regularly updated bilingual website in Georgian and English, providing essential information for all stakeholders.

Managed by the Information Technology Office, the infrastructure includes a computer lab, computers in the library, administrative offices, and academic workspaces.

The electronic services management system integrates academic process management, library services, document handling, and communication.

Its main features include:
a) Academic Process Automation – Handles student registration, performance tracking, course catalog and syllabus uploads, course registration, lecturer registry, and etc. The library module manages both physical and digital collections, book issuance, overdue tracking, and user access.
b) Electronic Documentation – Enables internal document circulation, correspondence tracking, electronic file uploads, and online student applications.

System Security
The system code is developed and tested on a local server before deployment to the main server. Logs record user activity with details such as author, time, action type, and IP address. A backup server mirrors the main server and activates automatically in case of failure. Daily data backups are stored on Google Drive.

Information Security Policy is in place to safeguard infrastructure and data. These define confidentiality, integrity, availability standards, and outline responsibilities. Critical systems are housed in secured areas.

Virus Protection
Controls are in place to prevent virus spread internally and externally. Critical systems and backups are synced with Google Drive.

Network Management
All institution-owned devices have pre-registered MAC addresses and fixed IPs. Non-institution devices use a restricted Wi-Fi network with limited web access.

System Testing and Development
Testing is conducted in isolated environments to prevent accidental harm to live systems.

Business Continuity Management
A continuity plan ensures minimal disruption and timely recovery. A backup router activates within 10 minutes if the main router fails.

Development Mechanisms
The network and academic systems are built to modern standards and regularly updated. Software development is carried out internally and through external providers. The official website, available in Georgian and English, is updated regularly by the IT Management Service in collaboration with other units.

Evidences/indicators

- Information technologies management policy
- Informational technologies infrastructure;
- Information on electronic services and management electronic systems and their development mechanisms
- SER
- Interviews conducted during the visit

Evaluation

    X Fully complies with requirements

    ☐ Substantially complies with requirements

    ☐ Partially complies with requirements

    ☐ Does not comply with requirements

Recommendations:

Suggestions:

Best Practices (if applicable):

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

Financial Resources of the Institution is economically achievable. The total budget for the Year 2025 equals to 1,168250.00 GEL and additional funds are allocated as a reserve fund in the amount of 70,150.00 GEL. The budget covers the following costs:

Staff Costs – 670,900.00 GEL

Lease and Utility – 132,500.00 GEL

Development of existing educational programmes and Development of new educational programmes – 82,000.00 GEL

Supporting scientific research activities and Promotion of scientific research activities of academic staff and internationalization of research – 60,000.00 GEL

Development of material resources and infrastructure and Development of e-Services – 17,500.00 GEL

Strengthening Human Resources and Continuous Development and Development of mechanisms supporting internationalization – 11,000.00 GEL

Integration into the international educational space and deepening cooperation with foreign educational institutions and Public Relations and Community Development – 37,000.00 GEL

Developing cooperation with the public and activities within the third mission and Promoting Lifelong Learning – 17,000.00 GEL

Ongoing improvement of career support services and Development of financial support and incentive mechanisms for students – 53,200.00 GEL

Supporting out-of-curriculum activities, Strengthening alumni connections and Support to Student Research Activities – 17,000.00 GEL

Interviews conducted during the authorization visit supported by the relevant documentation confirms that funds are sufficient to cover all costs necessary for the running of the institution and all its programmes. If HEI allocates funds required for functioning and constant development of the library.

HEI has developed a functional managerial accountability, financial management and control system, which ensures lawful, transparent, efficient, and productive use of resources for the achievement of HEI goals. The university provided all requested additional financial documents in due time and order.

Evidences/indicators
- Budget Document;
- Provided Procurement Documentation;
- Interviews conducted during Authorization Visit.

Recommendations:

Suggestions:

Best Practices (if applicable):

Evaluation

X Complies with requirements

☐ Substantially complies with requirements

☐ Partially complies with requirements

☐ Does not comply with requirements