



განათლების ხარისხის განვითარების ეროვნული ცენტრი
NATIONAL CENTER FOR EDUCATIONAL QUALITY ENHANCEMENT

Report on Ltd European University Authorization

Expert Panel Members

Andy Gibbs – Chair, Independent Quality Assurance Expert, United Kingdom

Margus Viigimaa – Co-Chair, Tallinn University of Technology, Estonia

Ia Pantsulaia – Panel Member, Tbilisi State Medical University, Georgia

Lela Iosava – Panel Member, Ilia State University, Georgia

Nino Dolidze - Panel Member, Ilia State University, Georgia

Khatuna Saganelidze - Panel Member, NewVision University, Georgia

Giorgi Kakabadze – Panel Member, Ivane Javakhishvili Tbilisi State University, Georgia

Tbilisi

2021

Authorization Report Resume

General information on the educational institution

By the decision of the Authorization Board of Educational Institutions on January 21, 2011, University gained the status of a teaching university for a period of 5 years. By 2012, the university was implementing three educational programs: The Bachelor's Degree in Nursing, the bachelor's degree in Pharmacy, and the master's degree Program in Health Management. The marginal number of students was 246 students. At the end of 2013, the university received accreditation for the bachelor's degree program in Finance and Banking, and in 2014-2017 - for the educational programs it currently pursues, including the English-language educational program of the Medicine (MD), which accounts for the largest share of foreign students. According to the decision N5 of the Board of Authorization of Higher Education Institutions of January 18, 2016, European University regained the status of an educational university for a period of 5 years, until 2021. on 20.08.2018 in response to complaints received from 2 students HEI went through monitoring procedure and authorization council put a restriction in place that the HEI would not be able to enrol new students for the following 3 years (<https://eqe.ge/ka/decisions/8425/show>); This restriction was revoked later on 26.07.2019 after another monitoring was conducted (<https://eqe.ge/ka/decisions/9797/show>). According to the decision N30 of the Board of Authorization of Higher Education Institutions dated December 13, 2016, the marginal number of students was determined as 1500 students for the university and according to the decision N28 of the Board of Authorization of Higher Education Institutions of July 26, 2019, the marginal number of students for European University was determined as 3,000 students.

Four faculties operate at European University as of 2020: Faculty of Business and Technologies; Faculty of Law, Humanitarian and Social Sciences; Faculty of Medicine and Faculty of Veterinary. Within the framework of the mentioned faculties, the University implements 12 educational programs, which include educational programs of two levels of higher education (bachelor's, master's, one-cycle and one-year teacher training). Faculty of Veterinary Medicine has no active educational program yet.

Brief overview of the authorization site visit

The panel consisted of seven members. The Chair and Co-Chair are international experts. The Chair has a background in Community Health and the Co - Chair is a medical doctor. Five members were from the Georgia and included academics, a student, and an employer representative. All members were familiar with and had received training in the authorisation process. The panel were introduced online on 6/3/21. The panel met again via a video zoom meeting on 19/3/21 and 26/3/21. The panel also communicated by email and agreed methods of working and completed a mapping grid which highlighted issues to address during the evaluation.

A full site visit could not take place due to COVID-19 limitations. The modified site visit was conducted in accordance with Directors orders *N 215607 and N 179413*. Georgian panel members undertook a site visit on 30/3/21. International experts viewed the visit via a live video link and were able to ask questions to the university staff. Additionally, the University made a 3d visualisation available to panel members. The online meetings took place over two days 31/3/21 and 1/4/21. Meetings were scheduled with university management, academic and support staff, students, alumni, and employers. All meetings proceeded as scheduled with no adverse events or concerns. The panel gave brief feedback to the university at the end of the online/site visit and outlined the timescale for report preparation. The panel thanked the Rector for enabling the site visit, the positive co-operation of university staff and for providing all relevant information in a clear and concise manner. The panel had requested some additional information during the meetings, and this was provided in time. The report was prepared by all panel members and sent to EQE on 16/3/21.

Overview of the HEI's compliance with standards

The Authorisation Panel were impressed by the information provided by the university throughout the review process. The university has a range of processes and procedures that regulate the institution and provide a foundation for effective internal quality assurance. The effectiveness of these policies and procedures gave the panel confidence to evaluate each of the standards favourably, noting that the actions and descriptions of all staff in the university coincided with the findings of the self-evaluation. In general terms the panel believe that the university has a strategic plan, supported by and action plan which will lead the university in achieving its mission. Sound planning, supported by effective management of human, material, financial and information resources enabled the panel to conclude that the university should continue to sustain, strengthen and deepen its activities.

Summary of Recommendations

1. Safeguard student involvement in all aspects of QA and at all levels and as a way to espouse European values in line with the university mission.
2. Diversify the QA methodology in ways that promote a quality culture.
3. Based on the information collected through self-evaluation report, relevant enclosed documents, interview sessions and site visit we would recommend involving academic staff and students more into planning, designing, developing, modifying, and assessing educational programs.
4. Review the effectiveness of student advocacy by student self-government and consider how its functioning and the communication between Georgian and international students may be strengthened.
5. Consider the ways appeal procedure can be enforced among students and professors to ensure fair treatment.
6. Analyse the reasons for low employability rates among surveyed graduates and adjust the action plan of Student and Alumni service center accordingly.
7. Diversify career services available for students and alumni of the Faculty of Law, Humanities and Social Sciences and the Faculty of Business and Technologies.
8. Encourage participation in local or international conferences and mobility programs.
9. Develop mechanisms to monitor proactive work of the Student Self-Government, initiate reporting system to ensure accountability.
10. Embed employability skills in all curricula.

Summary of Suggestions

1. Continue close alignment with action lines of the European Higher Education Area
2. The development and implementation of a short familiarisation course for staff and local students may accelerate and enhance understanding of non-Georgian students and their home culture.
3. Benchmark against similar and competitor institutions to determine strategic targets
4. It might be useful for the management to investigate the causes and determine the plan for strengthening student involvement in exchange programs.
5. Group discussions should be used with other relevant stakeholders to find out how the end-users really benefit of the educational programmes.
6. Continue focus groups with students and use the collected information to improve the student experience of the program and use their feedback to improve the learning outcomes of the programme.

7. Clearly articulate the function of the Historic-Archaeological Museum - a subordinate unit to the University rector – and justify its fit for the overall strategy of the university.
8. Ensure that the outcomes of the academic dishonesty is instilled in students and that they are aware of disciplinary actions;
9. Involve international staff in the implementation of the program.
10. Strengthen the English-speaking components of the programme and involve foreign teachers
11. The distribution of the academic and invited staff workload need to be reconciled
12. Revise the procedure for receiving 20% financial benefit to provide a fair opportunity for those who have trouble acquiring certain documentation.
13. Provide English translations of key documents for students available on the website in Georgian
14. The university can consider modifying the name of Student & Alumni Service Center to include Careers Service for more clarity.
15. To fully exploit the HEI's potential in interdisciplinary and applied research, make more emphasis on cooperation among the faculties and encourage joint research projects, which will eventually create possibility for commercialisation of the research products
16. Encourage and support collaborative research projects with local and foreign institutions with the involvement of the academic staff
17. Define concrete steps and timeline for development of doctoral programs for 2025.
18. Bring more attention to the field research and collection of primary data, both through qualitative and quantitative instruments for the MA theses
19. Increase the funding of scientific research, especially considering HEI ambition to become a University and pursue a PhD programme

Summary of the Best Practices

- Electing a potential employer as a University Board member.
- Conducting focus groups with students to learn about their experiences of the program and learning process.
- The Centre for Innovative Teaching Methods at the University.

Summary Table

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

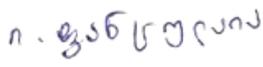
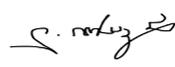
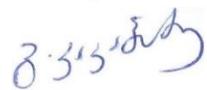
Signature of expert panel members

1. Andy Gibbs (Chair)



2. Margus Viigimaa (Co-chair)



3. Ia Pantsulaia (Member) 
4. Lela Iosava (Member) 
5. Nino Dolidze (Member) 
6. Khatuna Saganelidze (Member) 
7. Giorgi Kakabadze (Member) 

Compliance of the Authorization Applicant HEI with the Authorization Standard Components

1. Mission and strategic development of HEI

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

1.1 Mission of HEI
<ul style="list-style-type: none"> ○ Mission Statement of the HEI corresponds to Georgia’s and European higher education goals, defines its role and place within higher education area and society, both locally and internationally. ○ Mission Statement of HEI takes into consideration the role of higher education in knowledge creation and dissemination. ○ Mission statement defines the characteristics of HEI based on its type and main directions of its work (profile). ○ Mission Statement is shared by the community of the institution.
<p>Descriptive summary and analysis of compliance with the standard component requirements</p> <p>The university has a seven-point mission statement that is published in English and Georgian on its website. The authorization panel examined each of these components during the review process and concluded that the mission statement clearly corresponds with Georgia and Europe’s higher education roles and place within the higher education area and society, both locally and internationally.</p> <p>Looking in more detail at the component statements, the university asserts that European University is the higher educational institution based on European values and focused on sustainable development. The panel found that throughout its activities the university has applied European values as reflected in the aims of the Bologna Process and the European Higher Education Area. The university addresses sustainability both by its financial management (see standard 7.4) and through strategic planning which ensures growth maintains pace with capacity (see standard 1.2).</p> <p>The mission aims to promote personal fulfilment and creativity of local and international students and academic staff by developing their critical thinking, innovative and academic skills. This is reflected in the design and delivery of the programmes offered (see standard 3).</p> <p>The university seeks to offer high quality and student-oriented higher education and has an effective and developing internal quality assurance process to ensure this (see standard 2.2). Provide active participation and contribution in the formation of the knowledge society and knowledge-based economy in Georgia; The university supports scientific/research and creative activities as indicated by standard 6.2. It prepares competitive workforce for local and international job markets (standard 5). It ensures academic integrity and provides academic freedom for students and academic staff (standard 2.3). Finally, the university cares for development of society in terms of social responsibility, ensure lifetime education, promote tolerance, mutual respect, and intercultural dialogue. The development and</p>

implementation of a short familiarisation course for staff and local students may accelerate and enhance understanding of non-Georgian students and their home culture.

The mission statement takes into consideration the role of higher education in knowledge creation and dissemination and the university seeks to achieve this through a range of scientific and creative activities, facilitated by high quality staff which puts knowledge creation at the heart of its activities and views one means of dissemination as the production of a competitive high quality national and international workforce. Although a relatively young university, the forward direction of this aspiration was noted in the current and planned activities of the university and monitored through a range of quality assurance procedures.

The authorisation panel found that the mission statement reflected the characteristic profile of the university and that the mission was reflected in behaviour of staff and activities of the university.

The authorisation panel examined each of these component statements during the review process and were impressed that the mission was clearly reflected in the activities and strategic direction of the university and shared by the community of the institution.

Evidences/indicators

- Self-evaluation report
- University mission statement
- Interviews with managers and staff of the university

Recommendations:

Suggestions:

The development and implementation of a short familiarisation course for staff and local students may accelerate and enhance understanding of non-Georgian students and their home culture.

Best Practices (if applicable):

Evaluation

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

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

1.2 Strategic Development

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

A strategic development plan and an action plan cover all aspects which are vital to the operation of an institution, including institutional development, quality assurance, planning and implementation of educational programmes, student body planning, research, arts and creative activities, human and material resources, student services, infrastructure, etc.

HEI's academic and scientific staff participates in the discussion of important social issues, offers expert and consultation services, and conducts research for different institutions.

Descriptive summary and analysis of compliance with the standard component requirements

The university has a comprehensive strategic development plan which forward looks seven years. Additionally, the university has a comprehensive 3-year action plan. Both the strategic development plan and an action plan cover all aspects which are vital to the operation of an institution. The Strategic Planning Methodology of European University Ltd. Document defines the guidelines for the development, implementation and evaluation of the strategic development and action plans of the University. The university explained that Strategic Development and Action Plans are the fundamental basis for sustainable development of the university, the implementation of which is monitored in accordance with the document - "Mechanisms for the Strategic Development and for monitoring the implementation of action plans and response to the outcomes".

The panel examined both documents and were impressed by the complete and comprehensive way in which the documents were presented, with (in the university's opinion) clear, achievable, realistic milestones and targets. The action plan and strategy document matched the mission statement of the university and there was a financial development plan to support the activities. It was also clear that the strategy and action plans were well known to managers and staff of the university, rather than merely being a documented plan and that decisions were made in cognisance of the strategic direction. This reflected the methodology which is inclusive of all staff. Students and employers are included mainly through the application of questionnaires and surveys. It was also apparent that the strategy and the action plans were regularly monitored, and adjustments made according to changed circumstances. The university evaluates implementation of strategic and action plans, and duly acts on evaluation results. Forward looking contingency planning was in place, as exemplified by the response to the Covid-19 pandemic which demonstrated the efficacy of the university's business continuity and contingency plans.

The panel concluded that the strategy had a good fit with the mission of the university. The panel noted the fierce competition for students, especially medical students, worldwide and specifically in Georgia. The panel understood that the approach of adopting European values would help give the university a competitive advantage and for this reason suggests that the university expands the involvement of students in all aspects of university life and decision making and continues to move from quality assurance towards a quality culture. In this respect the panel highlighted that the strategic aim that 80% of European University students are satisfied and positively evaluate the learning process was conservative. Similarly, the aim that more than 65% of the University graduates work by profession appears out of line with employability targets across Europe. The panel understood that the targets have been set following examination of the labour market and other environmental scanning and created with realism and achievability in mind and that there may be specific issues in the Georgian labour market. The panel suggests that to maintain competitiveness the target would be better set by being benchmarked against similar national and/or international institutions which may be considered competitors. Similarly, the university wants to add a doctorate by 2025 while having only one MA program right now and there was some concern in the panel regarding the quality and quantity of scientific output among the staff. Whilst the university was persuasive in how it would achieve this (and other targets), the panel believe that benchmarking as described above would provide further reassurance that targets are realistic.

The panel read the document Activities planned and implemented by the European University to the development of the society and heard in various meetings of the contribution to Georgian society and concluded that the university contributes to the development of the society, shares with the society the knowledge gathered in the institution and facilitates lifelong learning.

Evidences/indicators

- The Strategic Planning Methodology of European University Ltd.
- LLC European University’s 2019-2025 Strategic Document
- Activities planned and implemented by the European University to the development of the society
- Self-evaluation report
- Site visit interviews
- 2021 -2023 Action Plan
- Business Continuity Plan

Recommendations:

Suggestions:

- Continue close alignment with action lines of the European Higher Education Area
- Benchmark against similar and competitor institutions to determine strategic targets

Best Practices (if applicable):

Evaluation

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

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

2. Organizational Structure and Management of HEI

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

2.1 Organizational Structure and Management

- Organizational structure of HEI ensures implementation of goals and activities described in its strategic plan
- Procedures for election/appointment of the management bodies of HEI are transparent, equitable, and in line with legislation
- HEI’s Leadership/Management body ensures effective management of the activities of the institution
- Considering the mission and goals of HEI, leadership of the HEI supports international cooperation of the institution and the process of internationalization.
- Functions and responsibilities of structural units of the institution are clearly defined and divided. Structural units implement their functions effectively and in a coordinated manner.
- Decisions of the management body related to academic, scientific and administrative issues, are made in timely and effective manner;
- Regulations for document processing within the institution correspond to the established legislation;

- HEI's leadership ensures coherent implementation of the abovementioned activities and effective utilization of internationalization results in the work of the institution.

Descriptive summary and analysis of compliance with the standard component requirements

To enhance the functionality and effectiveness of its management structure, European University Ltd has recently modified its structure to reflect the recommendations of an external evaluator. The current organisational structure is far more effective and functional: a) organisational units dictate the positions and not the other way around; b) some structural units, such as Office of Strategy Development was created, which is a key player in implementing the Strategic Plan.

Presently, the functions and organisational units of European University Ltd are clearly defined and divided. Duties and responsibilities of the management correspond to their positions. The activities of management bodies and responsibilities of organisational units are regulated by the University Statute. Additionally, there are *Faculty Statutes* which regulate educational processes, teaching and research processes, granting qualifications, reviewing and introducing changes to the Faculty-wide educational programs. Furthermore, the activities of the structural units are monitored quarterly and annually by the Governing board (*Mechanisms for Monitoring management effectiveness and evaluation system*). Structural units implement their functions effectively and in a coordinated manner.

The managing body of the university is the Governing Board. The Governing Board is established by a legal act of the University Rector, who is the governing entity. The Governing board and the Rector take decisions on the key strategic issues. Decisions of the management body related to academic, scientific and administrative issues, are made in timely and effective manner.

The board is authorised to review and approve all strategic documents, including the internationalisation policy of the university. Strategic planning and action plan are elaborated by the working group and presented to the Governing board for the approval. The Office of Strategic Development is in charge of monitoring implementation of strategic plan and action plan or any changes made under the auspices of the Governing Board.

Chaired by the Rector, the Governing board comprises of all three Vice-Rectors: The Vice Rector for Academic Process Administration, The Vice-Rector for Quality Enhancement, The Vice-Rector for International Relations and the Deans, HR Manager, Financial manager, Marketing director, strategic development manager, Library manager, affiliated staff, a student, a potential employer and an alumnus/a. The student, affiliated staff, employer and alumni are nominated by the Faculty Councils. The term of office of the affiliated staff, students, alumnus/a, a potential employer is determined by one calendar year. The decisions, including those regarding the program approval and/or amendments, are taken by the board. There is all reason to suggest that this arrangement makes it possible for the Rector to have a decisive role in all educational processes. The university does not have a special appeal procedure for decisions; therefore, the appeals can be made in accordance with the Georgian law. The administrative staff members of the board are appointed for the duration of employment.

Any type of disagreement between the Rector and The Governing Board on the decisions can be dealt by the Rector providing a written argumentation and the board discussing it.

Following structural units subordinate the rector: Financial Department, Library, Human Resource Management Unit, Office of Strategic Development, Public Relations and Marketing, and Historical Archaeological Museum and each play a decisive role in advancing the university's mission and strategic goals. For example, the present function of the Historical Archaeological Museum is to popularise Georgia's historical heritage, thus serving the social responsibility mission of the

university. The panel suggests that this unit can be further embedded in other functions of the university as well.

Procedures for election and appointment of the management bodies are detailed in a separate document. The procedures are transparent and in line with the Georgian legislation.

Staff Selection Rule outlines the procedures for selecting the top management, including a Rector and a Vice-Rector. LLC EU President and the Head of the HR Department select and interview a rector. The Rector must submit a development plan for the university, while the Vice-Rector must submit the development plan for the relevant direction. These and other selection criteria are detailed in the Staff Selection Rule and are known to the staff.

Managing institution's activities effectively are guaranteed by modern technologies, such as the electronic document processing system, which was checked on site by the panel members and was fully functional at the time. The university maintains a registry of educational institutions as described in the current legislation. There are over 10 different electronic management systems currently implemented at the European University Ltd – ranging from electronic document processing to student databases, Moodle platform, plagiarism detection and survey administration software.

The Business Continuity Plan is well thought-out and considers all possible risks and preventive measures. The *force majeure* caused by the pandemic attested the validity of the Business Continuity Plan: preventive measures were taken promptly as the university quickly adapted to the remote working environment and the teaching process switched to the online format immediately. The panel members inquired about the strategic risks of declining enrollments and their mitigation measures as well as the risks of attracting the qualified faculty. The university management explained that despite the pandemic, the international student enrollment has been steady, which suggests that the risks may not be as high. Besides, they are constantly monitoring the market. The management understands that attracting the qualified faculty in some programs may be challenging, however, replacing them temporarily with the foreign faculty is viewed as a preventive measure.

The European University has an ambitious internationalisation plan, which is widely shared by the university community. Internationalisation is viewed as a continuous process involving various institutional, local and global actors. Interviews suggest that the university currently has two sustainable sources of funding the mobility: 1) an internal co-financing mechanism to encourage outbound mobility of students and academic staff, 2) Erasmus + program and other similar programs to fund inbound and outbound mobility of students and academic staff. Generally, low participation of student mobility can be observed, pandemic being listed as a reason in 2020-2021. For example, the data provided by the institution shows that in 2021 one out of 2 candidates expressed the desire to participate in the exchange program at the Master's level. It might be useful for the management to investigate the causes and determine the plan for strengthening student involvement in exchange programs.

In 2021-2022 academic and administrative staff mobility is planned between European University and the University of Malaga within the framework of Erasmus + program. The mobility is intended for the academic and administrative staff of the Faculty of Medicine and it aims to exchange experience in the fields of biomedicine, medical engineering and bioinnovation. A concept of joint Master's Program in International Business has been developed with the Porto School of Business

A visit of Spanish professors and administrative staff is in planning as well to deliver the lectures for Georgian students.

The leadership demonstrates commitment to the mission and goals, particularly in support of the process of internationalisation. European University has signed a Memorandum of Understanding

with 37 universities in 20 countries (20 EU universities): and has reached an agreement on cooperation with 6 additional universities, although the memoranda are officially in the process of being signed by the partner universities. Furthermore, the university organises international conferences in the area of medicinal education and psychology It's staff and researchers participate in number of international conferences. A countless number of activities were listed in the SER that attest the institution's aspiration towards becoming a truly European University. Majority of the key administrative staff members and the top management spoke English fluently thus making it possible for them to communicate with students and potential staff form different countries and nationalities.

Financial sustainability is viewed by the management as an important factor for reaching strategic goals and financial management shows accountability to its stakeholders ("*rule for the introduction of financial management and control system*").

It is evident that the program and course-related issues are of strategic importance and they transcend the educational units. To illustrate, the Office of Strategic Development at one point suggested that the course in the Private Law should be included in the Master's Program, providing justifications.

Effective implementation of the activities as defined in the action plan and strategic plan is attainable thanks to the present structure of the European University Ltd, the commitment of the university leadership, well defined priorities and clearly demarcated functions across the multiple organizational units.

Evidence/ Indicators

- The Statute of European University.
- The Organizational structure.
- Faculty provisions.
- Statute of the governing body.
- Personnel Selection Rule.
- Mechanisms for monitoring management effectiveness and evaluation system.
- Rule of distribution and delegation of responsibilities.
- Business Process Continuity Plan.
- 2021-2023 action plan of the university.
- 2019-2025 Strategic Document.
- Internationalization Policy and its implementation-evaluation mechanisms.
- Rule for participation in the International Academic Mobility Program
- Student and staff mobility agreements
- Catalogue of English language courses for the 2020-2021 academic year
- Invitation letters from the host university within the framework of international mobility
- ICM Inter-Institutional Agreements
- Cooperation agreements.
- Rule for the introduction of financial management and control system
- interviews with the leadership

Recommendations:

Suggestions:

- It might be useful for the management to investigate the causes and determine the plan for strengthening student involvement in exchange programs.
- Clearly articulate the function of the Historic-Archaeological Museum - a subordinate unit to the University rector – and justify its fit for the overall strategy of the university.

Best Practices (if applicable):

Evaluation

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

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

2.2 Internal Quality Assurance Mechanisms

- Institution effectively implements internal quality assurance mechanisms. Leadership of the institution constantly works to strengthen quality assurance function and promotes establishment of quality culture in the institution.
- HEI has a mechanism for planning student body, which will give each student an opportunity to get a high-quality education.
- With the purpose of effective implementation of internal quality assurance mechanism, HEI allocates appropriate human, information and material resources.
- Institution has developed performance evaluation system for its staff (academic, scientific, invited, administrative, support);
- HEI has developed monitoring mechanisms for students' academic performance and uses its results for the improvement of the teaching process.
- HEI periodically evaluates quality of its services and resources.
- Evaluation results are utilized for their further improvement.

Descriptive summary and analysis of compliance with the standard component requirements

The leadership clearly acknowledges and supports continuous improvement at all levels. With that in mind, the university-wide QA process is regulated by the QA Policy, which places quality management at the heart of the daily activities of all persons and structural units at the European University. Besides, the University has over 15 additional regulations to guarantee the provision of quality of its services and activities. The leadership's commitment to quality culture is further demonstrated by the involvement in continuous quality development activities of its key QA staff – two of them being the international quality assurance experts.

Clear procedures of evaluation and designing educational programs are in place: scrupulously described in SER and by those in charge of implementing the procedures. All programs pass from Program Heads through the program committee to the QA Office before they are approved by the Governing Board. The management recognises the role of students, employers, invited and academic staff in designing the programs. Under the guidance of the Vice Rector for QA, the call was launched to encourage students' involvement in Program Committees and participate actively in elaborating programs, which is certainly a worthwhile endeavor. According to the SER and the documents provided by the institutions, the educational programs are evaluated using largely a survey approach. The data is continuously examined, and changes are introduced based on the data.

It is advisable that the institution makes affiliated and academic staff an integral part of the evaluation process. The panel noted that only one of the affiliated staff interviewed took part in the survey evaluating academic activities of the staff in 2019-2020. On the other hand, both the affiliate and academic staff engage actively in the core training and professional development programs offered by the university and are aware of the ample opportunities that they get through emails daily.

Employer representatives are involved in QA processes. Interviews with them confirm that they have participated in program improvement by providing feedback to the internship component of the Dentistry program. One of the employers also mentioned that upon their suggestion a specific component was introduced to the study program. Employers have also filled out the questionnaires about the programs and changes were introduced thereafter. One of the employers was recently elected as a board member. Similarly, interviews with the alumni also suggest that they indeed participate in program design and development and provide feedback on specific program components and course content to meet the market demand. Despite the presence of multiple stakeholders on the institution's quality assurance agenda, the panel observed that the students, alumni, employers need to be not only formally or sporadically present, but at the core of quality assurance processes. While there is a practice to involve employers, academics and to some extent, students in QA processes, combining perspectives and stakeholder views on what constitutes a quality could be useful in achieving the mission.

Interviews with students, suggest that they were not in any way involved in program development, neither were they informed about the self-evaluation report and its purpose. Students only mentioned filling out the surveys, while the QA team and the university leadership highlighted several times that students are surely participating in program design. Furthermore, the European University Ltd also provided the reports on the focus groups with students conducted by the QA Office and the Learning Process Management during early summer 2020 via zoom, which attest that the university really cares about student experiences of the learning process, however the panel observed that this was the first time such meetings were conducted. Student participation in core QA processes is still quite low and their feedback is mostly limited to technical aspects of the educational services, such as the length of exam time, online teaching and practical component administration.

The panel suggests that focus group discussions similar to those conducted with students should be used with other relevant stakeholders to find out how the end-users really benefit of the educational programs. Sitting down with the alumni, invited staff, affiliated staff and having discussions with them about the design and evaluation of the programs should be viewed as equally beneficial as conducting surveys. Although this action requires consolidated effort of all stakeholders, not just the management or QA office, it will only supplement the existing data while making the process of Quality Assurance far more interactive and productive.

In planning a student body, the university involves Faculties, Deans and program heads. The student body planning methodology is based on existing material resources of the educational programs offered by the university, human resources engaged in the implementation and administration of the program, library resources and the capacity of the sites needed for a practical component. Taking these resources into consideration, the number of students in each program is calculated using relevant formulas. The numbers are determined according to the existing methodology and in conjunction with the other data (active students, possible number of graduate-year students during the academic year). QA mechanism enables retention and monitoring of the number of student body. The existing threshold number of the European University students is calculated using this methodology and enables all students to use the specified resources freely under normal

circumstances. In case of additional 500 students (3500 requested marginal number) existing resources would be sufficient as shown in annex 9.1 and the document on planning student body.

Student mobility is carried out twice a year as per LEPL Education Management Information System and the university also offers internal mobility twice a year, which is managed by the Educational Process Administration Service.

The university has to work towards fully fostering quality culture. Although the management shows utter commitment to the quality and the end users (largely an international student body- and that is attested by a high satisfaction of the interviewed international students), still there are significant improvements needed to inculcate the quality culture at all levels, so that all members of the university community – staff, students, invited staff, researchers, affiliated staff have this in mind all the times and are ready to deliver the mission to the end users.

Evidences/indicators

- Quality assurance policy
- Quality assurance mechanisms and the Procedures of using evaluation results.
- Procedures of planning, designing, approving, developing, changing and canceling the educational programmes
- Methodology for evaluation of the educational program learning outcomes.
- Methodology for determining the number of academic and visiting staff of the program.
- Assessment rule for academic and invited staff.
- Rule of staff selection.
- Procedures for evaluating the lecture-hall work process.
- Guideline for conducting a satisfaction survey.
- Summative Report of meetings with students
- Survey results
- Methodology for planning the student body.
- Procedure for monitoring the student body.
- Interviews with the QA staff, invited and affiliated staff, students, alumni and employers.

Recommendations:

- Safeguard student involvement in all aspects of QA and at all levels and as a way to espouse European values in line with the university mission.
- Diversify the QA methodology in ways that promote shared values and a common responsibility of students, academic staff, administration.

Suggestions:

- Group discussions should be used with other relevant stakeholders to find out how the end-users really benefit of the educational programmes.
- Continue focus groups with students and use the collected information to improve the student experience of the program and use their feedback to improve the learning outcomes of the programme.

Best Practices (if applicable):

Electing a potential employer as a University Board member.

Conducting focus groups with students to learn about their experiences of the programme and learning process.

Evaluation

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

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

2.3. Observing Principles of Ethics and Integrity

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

Descriptive summary and analysis of compliance with the standard component requirements

The University has developed a Code of Ethics and Disciplinary Liability, which is publicly accessible through the university website under the section About --- Legal Acts related to human resource management and evaluations. <https://eu.edu.ge/en/legal-acts>.

The document was approved by the order # 78, dated March 19, 2020 by the Rector of the University. The Code establishes the rules of conduct of the students and all staff of the European University as well as disciplinary measures and procedures related to disciplinary proceedings. Neither the site visit nor the interview results provided any evidence of violation of ethical principles.

The University supports the prevention of plagiarism and has developed appropriate regulations, mechanisms, information campaigns as well purchased the plagiarism detection software –Turnitin. The plagiarism prevention measures apply equally to students and academic/invited and scientific staff.

The university uses a plagiarism detection software to detect any similarities between the students' written assignments. The program also enables the supervisor to check Bachelor/Master's thesis and if detecting the case of academic dishonesty, students are given a chance to revise their work before the submission deadline. To prevent plagiarism, the university has included the courses in academic writing, conducts campaigns and holds information meetings with the academic/invited/scientific staff and students to raise awareness of plagiarism and the responses to academic dishonesty. During the interviews, students demonstrated the awareness of the anti-plagiarism mechanisms and participation in awareness raising events, yet they could not articulate the consequences of plagiarism at their university.

Panel was satisfied that the academic and invited staff participated in the training for plagiarism detection software. One of the invited staff interviewed is also the member of the Ethics committee of the university.

Provision of the academic freedom of students and staff is declared in the University Mission and is shared by the university management. All regulatory documents highlight the freedom of teaching, research and scientific work as a fundamental right of the academic staff. The principles of academic freedom are given in the employment contract between the University and the staff: teaching and research staff are authorised to independently determine the content of the learning courses (syllabi), teaching methods and means. This was highlighted by the academic staff during the interviews and

confirmed by the program implementation staff survey results (2019-2020 academic year survey results) provided in SER.

Evidences/indicators

- The Code of Ethics and Disciplinary Liability.
- Internal Regulations.
- Procedures and mechanisms for detecting, preventing, and responding to plagiarism
- Plagiarism Detection program- Turnitin.
- Staff satisfaction survey results.

Recommendations:

Suggestions:

- Ensure that the outcome of the academic dishonesty is instilled in students and that they are aware of disciplinary actions;

Best Practices (if applicable):

Evaluation

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

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

3. Educational Programmes

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

3.1 Design and Development of Educational Programmes

- HEI has a policy for planning, designing, implementing and developing educational programmes.
- Institution, while making decisions on planning, designing, implementation, development and annulment of the educational programmes, considers requirements of labour market, feedback from alumni and employers, results of students and alumni satisfaction surveys, students' academic performance monitoring results (according to programme learning outcomes), consultations with professional associations, best local and international practices.
- Institution works on the renewal and development of its programmes and ensures their relevance with constantly changing environment.

Descriptive summary and analysis of compliance with the standard component requirements

Based on the information collected through self-evaluation report, relevant enclosed documents and site visit evaluation of the institution's compliance with the standard requirements was performed. European University has a methodology in place for planning, designing, developing, modifying, and annulling educational programs, as well as approving the newly designed and the renewed programs, which are

regulated by the "Procedures of planning, designing, approving, developing, modifying and annulling educational programs" document of the university. Interview results are supporting this evidence.

There are currently 12 educational programs offered at the European University, including 7 BA, 1 MA, 3 one-cycle, and 1 teacher training program: BA Program in Business Administration, BA Program in Tourism Administration, BA Program in Finance and Banking, BA program in Informatics, Master's Program in Management, BA Program in Law, BA Program in International Relations, BA Program in Psychology, Teacher Training Educational Program, One-cycle Educational Program of Medical Doctor (in English), One-cycle Educational Program in Dentistry, One-cycle Educational Program in Dentistry (in English).

European University considers requirements of labour market, feedback from alumni and employers, results of students and alumni satisfaction surveys, students' academic performance monitoring results (according to programme learning outcomes), consultations with professional associations, best local and international practices while making decisions on planning, designing, implementation, development and annulment of the educational programmes.

Programme planning, designing, and development is a participatory process and all stakeholders (staff, students, alumni, employers, professional associations) are involved in it in order to ensure the development of high quality, market-oriented, and modern educational programmes. However, the involvement of academic staff and specially students could be broader and more efficiently used.

All the current educational programs were evaluated by stakeholders in the 2019-2020 academic year. The survey results were analysed by the program heads, noteworthy issues were discussed with the program committee and in case of necessity they were used for programme development. Assessment of the educational program by employers is important at the development stage of the program, at the assessment stage for making amendments in the educational program, as well as with regular intervals, to verify compliance of the goals, learning outcomes, and curriculum of the educational program with the requirements of labour market. The analysis of the assessment outcomes helps the university make its educational programs more delicate. Dissemination of responses to the survey outcomes has facilitated to increase the motivation and quality of participation of respondents in surveys. The survey outcomes are used to continuously improve the quality of the university.

European University works on the renewal and development of its programmes and ensures their relevance with constantly changing environment. The procedures for approving, modifying, and annulling the educational programs set out in the abovementioned document of the European University are in compliance with the current legislation.

The European University document "Methodology of Learning Outcome Evaluation" defines the target benchmarks according to which the modifications to the educational program are made and followed. The aim is to improve and better achieve the learning outcomes defined by the programme.

Syllabi of the educational programs at the European University are up-to-date and well done. Learning outcomes evaluation methodology is adequate and updated. Analysis of comparison with the positively evaluated experiences of similar programs is performed.

European University is providing opportunities for ensuring students with further education and ways and means of informing them, as well as future opportunities for continuing study. In the 2019-2020 academic year, the Master of Law programme termination justification report was prepared according to the above requirements. The report was submitted for consideration at the Faculty Council meeting (Protocol # S4-20, from 17.03.2020); after the positive decision of the Faculty, the issue was discussed by the Governing

Council (Resolution # 7, from 27.03.2020). The student with suspended status is informed in writing about the possibilities of restoring status and continuing his studies.

Modifications to the educational program are made by programme heads as needed to improve and better achieve the learning outcomes defined by the programme. This analysis is carried out regularly for each educational programme. Modifications to the relevant educational program are made as needed to improve and better achieve the learning outcomes defined by the programme. The modification may include a change in the prerequisites of the educational course, in the curriculum, in the literature used within the course, in the working hours intended for the course, etc. These analyses are confirmed by the Analysis of students' academic performance, reports conducted by the programme heads on the use of analysis results. European University analysis of students' academic performance, reports conducted by the program heads on the use of analysis results and interview results are confirming this evidence.

In the 2019-2020 academic year, the issue of annulling the BA programs of Computer Systems and Networks, and English Philology was also discussed. These educational programs were implemented in an authorised mode from the 2018-2019 academic year. The decision to transfer the program to an authorised mode was made according to the above procedures. Active and status-suspended students of the program were introduced the information regarding the implementation of the programme in authorised mode. In the Fall of 2019-2020, the students with active status have completed the programs and they were awarded the relevant qualification by the decision of the Faculty Council.

Evidences/indicators

- Procedures for planning, designing, developing, approving, modifying and annulling the educational programmes.
- Learning outcomes evaluation methodology.
- Educational programs at the European University.
- Syllabi of the educational programs at the European University.
- Stakeholder survey results, Results analysis, and reports on use of results by the Programme Heads.
- Analysis of comparisons with similar programs in case of each educational programme.
- Analysis of students' academic performance, reports of program heads on the use of analysis results.
- Minutes of the meeting of the Council of the Faculty of Business and Technology # b4-20, from 09.03.2020;
- Minutes of the meeting of the Council of the Faculty of Law, Humanities and Social Sciences # S4-20, from 17.03.2020, #S9-20, 08.09.2020;
- Resolution # 6 of the Governing Council of the European University, from 17.03.2020, Resolution # 7, from 27.03.2020 and Resolution #15, 10.09.2020;
- Interview results.

Recommendations:

- Based on the information collected through self-evaluation report, relevant enclosed documents, interview sessions and site visit we would recommend involving academic staff and students more into planning, designing, developing, modifying, and assessing educational programs.

Suggestions:

- To involve international staff in the implementation of the programmes.

Best Practices (if applicable):

Evaluation

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

- 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.
- Programme structure and content ensure logical connection between all of its components and achievement of learning outcomes by a student with an average academic performance within a reasonable timeframe.
- The programme provides students with opportunities to elect non-compulsory components of an educational programme.
- Individualized education programmes offer students appropriate formats and conditions of teaching-learning and assessment to students with different requirements, special educational needs, and different academic readiness as well as opportunities for adapted environment and appropriate human resources, if required.

Descriptive summary and analysis of compliance with the standard component requirements

European University fully follows current legislation and European Credit Transfer and Accumulation System (ECTS) guidelines while creating a programme. The volume of undergraduate programs is 240 credits (ECTS), the volume of master's program - 120 credits (ECTS), the volume of the one-cycle educational program of the Certified Medical Doctor - 360 credits (ECTS), the volume of the one-cycle educational program of Dentistry - 300 credits (ECTS), the volume of the teacher training programme - 60 credits (ECTS).

Learning outcomes are clearly stated and are in line with the level of higher education, and qualification to be granted. The volume of the programme component is defined by its content, learning outcomes and specifics of the field. All educational programs at the European University devote considerable time to the practical work, considering the constant recommendations from employers, students, and other stakeholders concerning the need to enhance students' practical skills significantly. All of the above is evidenced by the educational programs and syllabi available at the University. Students have opportunities to elect non-compulsory components of an educational programme allowing individualised education programmes.

Teaching and learning methods used within the educational programme reflect specifics of the field and ensure achievement of learning outcomes of the programme. Programme structure and content ensure logical connection between all of its components and achievement of learning outcomes by a student.

European University has performed survey in the Bachelor of Business Administration program students of the 2019-2020 academic year on the evaluation of the teaching and learning methods used within the program. The survey results were presented in the SER and the results were excellent (no medium, bad or very bad grades). Results of the Certified Medical Doctor one-cycle educational program students survey (2018-2019) on the evaluation of the teaching and learning methods used within the program were also good.

It is very important that as a result of the survey results analysis, the teaching and learning methods used within the educational programs can be modified and improved. Accreditation of these programs was carried out at the European University in the 2018-2019 academic year, in the mentioned process the teaching and learning methods were reviewed and renewed, practical teaching methods were introduced and implemented in the programs.

Use of modern teaching methods at the European University are regularly introduced into the educational programs, which is supported by the existence of the Centre for Innovative Teaching Methods at the University. In 2019-2020 academic year, the Centre conducted 6 training modules in various areas. In 2019-2020 academic year, the training conducted by the Center were attended by a total of 476 academic and invited staff of the European University. Student-centred study process, problem-based learning and contemporary teaching methods are implemented in syllabi.

This is confirmed by the report of the Centre for Innovative Teaching Methods on the conducted training.

A catalogue of educational programmes serves the purpose of informing interested parties on educational activities of the institution. Information on educational programs available at the University is publicly available on the European University website: <https://eu.edu.ge/ge>.

Evidences/indicators

- Evidence/indicators are based on relevant documents and interview results.
- Rule of regulating the learning process at The European University.
- Learning outcomes evaluation methodology.
- Educational programs at the European University.
- Syllabi of the educational programs at the European University.
- Stakeholder survey results, Results analysis, and Program Heads reports on use of results.
- Analysis of students' academic performance, reports of program heads on the use of analysis results.
- Student and Alumni Service Center report on Alumni survey results and Employment status.
- Methodology of elaborating individual education plans; Individual curriculum of students.
- European University Electronic Information System.
- Schedule of student counseling meetings.
- Report of the Innovative Teaching Methods Training Center on the conducted training and European University web-page: <https://eu.edu.ge/ge>
- Results of the interviews

Recommendations:

Suggestions:

- To strengthen the English-speaking components of the programme and involve foreign teachers.

Best Practices (if applicable):

The Centre for Innovative Teaching Methods at the University.

Evaluation

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

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

3.3 Assessment of Learning Outcomes

- HEI has law-compliant, transparent and fair system of learning outcomes assessment, which promotes the improvement of students' academic performance.
- Transparent criteria are used to assess student learning. They also inform students about goals achieved, gaps, and ways of improvement;
- Assessment system ensures equal and fair approaches;
- A student is informed about the assessment system used within the institution as well as related regulations.

Descriptive summary and analysis of compliance with the standard component requirements

Assessment of learning outcomes at the European University is regulated by the document "Regulation of the educational process of the European University". The evaluation system established by the document is fully in accordance with the current legislation. The evaluation of the work carried out by students considers midterm evaluations and final evaluation. The share of the final exam is determined within the academic freedom of the staff implementing each training course, but not more than 40% of the total evaluation. Evaluation rules, forms, methods and criteria for each component of the educational program are provided in the syllabus for each component.

Evaluation criteria, and procedures of the master's thesis evaluation system are regulated by the European University document "Rule of execution of the master's thesis" is regulating procedures of the master's thesis evaluation system. The master thesis must be evaluated in the same or the following semester when the student completes the work on thesis and is evaluated by the Defense Commission.

Results of the Business Administration Undergraduate Program students' and Undergraduate Program in Psychology student's (2019-2020 academic year) satisfaction with the assessment survey results are very encouraging. Vast majority of students were rating the assessment system used within the program completely or mostly comprehensible.

Students at a European University are eligible to appeal. The rights and procedures are regulated by the documents "A mechanism for protection student rights and lawful interests". "Rules for the Administration of the Examination Process" of the European University.

Evidences/indicators

- Evidences/indicators are based on relevant documents and interview results.
- The European University rule of regulating the learning process.
- The rule of designing master thesis.
- The rule on administering an examination process.
- Methodology for evaluating the learning outcomes of the educational program.
- Educational programs at the European University.
- Syllabi of the educational programs at the European University.
- The students survey results by educational programs.
- Analysis of students' academic performance, reports of program heads on the use of analysis results.
- European University Electronic Information System (<https://eunsis.eun.edu.ge>).
- Report of the Head of the Examination Center on cases of copying and appeals.
- Results of the interviews.

Recommendations:

Suggestions:

Best Practices (if applicable):**Evaluation**

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

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

4. Staff of the HEI

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

4.1. Staff Management

- HEI has staff management policy and procedures that ensure the implementation of educational process and other activities defined in its strategic plan.
- HEI ensures the employment of qualified academic/scientific/invited/administrative/ support staff.
- HEI has elaborated management policy focused on staff development, which includes:
 - Transparent and objective procedures for hiring (electing/appointing) academic, scientific, invited, administrative, and support staff, which ensures attracting and hiring qualified employees;
 - Affiliation terms and conditions;
 - Approaches and strategy for the professional development of its staff;
 - Preliminarily defined principles of remuneration and encouragement, which takes into consideration employees performance evaluation results;
- Institution actively utilizes staff evaluation and satisfaction survey results in the process of staff management;
- HEI sets benchmarks for their staff and the work completed by them in order to effectively manage the institution's activities; it also constantly tries to improve the benchmarks.

Descriptive summary and analysis of compliance with the standard component requirements

The University has developed a "European University Personnel Management Policy". The Rector of the University is responsible for developing human resource management policies and procedures. Human Resources Management Service is under direct supervision (subordination) of the Rector.

According to the mission, the personnel management policy supports and is based on the goals and objectives of the University in the direction of development and improvement of the quality of teaching-learning and scientific-research activities.

The mechanisms and procedures described in the relevant regulatory documents are effectively implemented in the organisation for the effective management of the human resources management system.

The University ensures the involvement of staff in the decision-making process regarding education, research and other important issues. The Human Resources Management Service conducts on-board training for new employees in the first few days, to better understand the university and regulatory documents in general.

The determination of the required academic and invited staff is made with the direct involvement of the Deans of the Faculty and the Heads of the Program, based on a specific methodology and taking into account the strategic plan of the University.

In determining the number of academic and invited staff for educational programs, the following issues shall be taken into account: a) the number of students enrolled in the educational program; b) maximum number of students admitted to a group for educational courses; c) the number of lecture and practical teaching hours per week in the compulsory courses during the semester within the framework of educational programs; d) the maximum workload allowed for academic staff; E) Benchmarks for academic and visiting staff at the European University.

The University has the following classification of staff: Academic staff (Professor, Associate Professor, Assistant Professor, Assistant), which at this stage is represented by 183 persons. Scientific staff - 36 persons, invited staff - 334 persons, administrative staff and support staff - 108 persons.

At this stage the total number of active status students is 1541. The ratio of the academic, scientific, invited staff number to the number of students is 1/2.8 (University's target benchmark 1/5). Ratio of the academic and scientific staff to the total number of invited staff is 1/1.5 (University's target benchmark 1/1.2).

Each position has a job description and qualification requirements according to which they are hired. The academic staff of the University is divided into affiliated and non-affiliated staff. The University has developed rules and conditions for the affiliation of academic staff, according to which the affiliation implies a written agreement between the University and the person holding the academic position.

Each academic official determines his / her affiliation only with the European University, participates in the development and knowledge sharing processes on his / her behalf.

The University will allocate a particular amount of money if the minimal requirements for research activities are met by affiliated staff. The amount of funds is different and depends of academic position. The minimum requirement refers to the particular number of points accumulated as a result of the annual assessment, which indicates the active scientific or research practice of the academic staff.

The assessment system of the University administrative / support staff is based on an assessment of staff competencies. Competency assessment, taking into account the position of the staff, implies the assessment of the skills necessary to perform the purpose (s) / task and / or work, defined by the job description. The procedure and criteria of staff evaluation are given in the "System of Competencies Assessment of the European University Administrative Staff ". For example, In June 2019, a study of the assessment of the administrative staff competencies was carried out throughout the University). The purpose of the evaluation was to identify the professional competencies of the University employees, to discover the potential for their growth and development and to plan appropriate measures for their professional advancement and development

The assessment of the academic and invited staff is conducted according to the rules of evaluation of the scientific-research and academic activities of the staff. Periodical assessment of the academic and the scientific-research activities of the staff facilitates the increase of productivity of scientific-educational activities, raising the qualification and professionalism of the staff. The staff development plan is an integral part of job performance management, reflecting staff development knowledge, skills and competencies. After evaluating the staff, University HR Department summarise their strengths and weaknesses and identified those aspects of development that are important for better job

performance and plan of staff development through various activities and constantly tries to improve the benchmarks.

The university currently has 78 affiliated academic staff. It is desirable to increase this number to ensure the sustainability of university teaching and research processes. The university should also take care of attracting foreign academic and invited staff and integrating them into university activities. All this will help the university in internationalisation process and maintaining stability in a highly competitive environment. These circumstances are also mentioned by the University in the self-evaluation report, although 2025 is taken as a milestone in achieving the goal. Along with the experts, the university itself notes that the issue of affiliation needs an improvement, while the qualified academic staff in Georgia is in demand and a highly competitive environment has been created. That is why it is necessary to take timely measures to maintain stability and ensure quality of education and research. It is desirable to carry out more intensive work in this direction, as this goal must be achieved in a timely manner.

The qualification of the staff corresponds to the competence necessary for the implementation of the educational programs, including the qualification of the academic and invited staff of the medical program in accordance with the requirements of the Medical Sector Benchmark.

Evidences/indicators

- Personnel management policy
- Administrative Personnel Competency Assessment System
- Academic staff affiliation rule and conditions
- Staff selection rules.
- Job descriptions and qualification requirements.
- Adaptation guide.
- Methodology for determining the number of academic and invited staff.
- Competence assessment system for administrative staff.
- Rules for evaluating the activities of academic and invited staff

Recommendations:

Suggestions:

Best Practices (if applicable):

Evaluation

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

- 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.
- HEI has an academic and invited staff; workload scheme which is updated every semester. The scheme includes teaching, scientific/research/creative/performing and other workload according to academic staff's functions and duties.

- The number and workload of academic and scientific staff ensure implementation of educational programmes, and proper fulfilment of research/creative/performing/other activities and functions/duties assigned to them (during the evaluation of this standard one should consider the workload of an academic staff in all institutions, where he/she holds an academic or scientific position);
- To ensure programme sustainability, while planning the number of academic, scientific and invited staff, the institution considers the number of existing and future students on each programme, the specifics of the programme, and best international practices;
- HEI sets benchmarks for its staff in order to effectively carry out its educational/research/creative/performing activities. The institution also works on the improvement of the benchmarks.

Descriptive summary and analysis of compliance with the standard component requirements

Workload threshold is regulated by the document on the Methodology for Determining the Number of Academic and Invited Staff at the European University. The workload scheme for academic and invited staff, renewable once a semester. The affiliate rules and conditions, operating at the University determine the workload of the affiliated academic staff at another university, which is limited to 10 hours. The HEI HR Management Service uses the QMS database to regulate the hourly workload of academic and invited staff for displaying internal data and for accessing other external data.

To ensure the sustainability of educational programs, the University has developed a methodology for determining the number of academic and invited staff, which is used for determining the number of academic and invited staff required for the implementation of existing educational programs. According to this methodology, at least 60% of the hours for mandatory specialisation courses within the educational programs are led by the academic staff. At this stage due to the fact that the academic staff is less than the invited staff, therefore, the ratio of staff with affiliate status to other staff and students is low. University plans to announce new competitions to achieve ratio benchmarks.

The University calculates the minimum / maximum permissible number of academic and invited staff for the educational program according the formula, where are used:

number of lecture hours to be conducted per week within the compulsory courses of main field of study in the odd/ even semesters of the educational program;

number of hours of the practical classes to be conducted per week within the compulsory courses of main field of study in the odd/ even semesters of the educational program;

Number of students enrolled in the educational program (with active status);

Maximum number of students allowed for the theoretical part of the training courses;

Maximum number of students allowed for the practical part of the training courses;

Maximum average number of hours per week for academic staff;

Number of academic years of the educational program

The maximum workload is regulated by the Document of the Methodology for Determining the Number of Academic and Invited Staff at the European University. Semester workload of academic staff:

- Professor - Maximum 270 hours per semester (average 18 academic hours per week).

- Associate Professor - Maximum 315 hours per semester (average of 21 academic hours per week).

- Assistant Professor - a maximum of 360 hours per semester (average of 24 academic hours per week).

- Assistant - Maximum 360 hours per semester (average of 24 academic hours per week (practical / group work hours, etc.).

According to the Regulation Affiliate academic staff workload rate at another university is limited to 10 hours. Affiliated staff are entitled to supplement the maximum hourly workload assigned to them (the

number of total hours of internal and external workload) by loading it into another HEI if the European University cannot provide its full workload.

Within the educational programs (at all levels) at least 60% of the hours of the compulsory courses in the main field of study must be taught by the academic staff and, consequently, by a maximum of 40% - by the invited staff (unless the specifics of the program require different ratios. The ratio of academic staff should not be less than 40%.

According to the university regulations, the affiliated staff is obliged to carry a certain number of hours, however, according to the hours reflected in EMIS, the corresponding workload is not seen in the university, and the invited staff has much more workload. At this time the university says it should mainly hire affiliate staff. This percentage distribution of hour workload data need to be reconciled.

Evidences/indicators

- Academic staff affiliation rule and conditions
- Methodology for determining the number of academic and invited staff

Recommendations:

- Suggestions:**
- The distribution of the academic and invited staff workload need to be reconciled

Best Practices (if applicable):

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

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

5. Students and Their Support Services

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

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

- For each of the educational levels, HEI has developed regulations for assignment, suspension and termination of student status, mobility, qualification granting, issuing educational documents as well as recognition of education received during the learning period.
- HEI ensures the protection of student rights and lawful interests.
- The contract between HEI and a student protects student rights and lawful interests.
- An institution is obliged to inform and instruct students about the rights and obligations included in the contract.

Descriptive summary and analysis of compliance with the standard component requirements

The Learning Process Regulatory Rule (available on the website on both languages <https://eu.edu.ge/en/legal-acts>) describes the process of assignment, suspension, and termination of student status, mobility, qualification granting, issuing educational documents, and recognition of

education received during the learning period. The document is in accordance with the legislation of Georgia.

The Agreement on Provision of Educational Services are available on the website (<https://eu.edu.ge/ge/everything-about-learning-process>) in Georgian. Although the English version has been submitted by the HEI, it is not available on the English version of the mentioned website. The contract between the European University and its students protects student's rights, regulates obligations of both parties and provides information on payment procedures and settlement of disputes. Students sign the contract and the university communicates with the students about articles of the contract at the beginning of studies each year.

The HEI has also developed internal regulations of Administration of the Examination Process and Code of Ethics. Based on the interview results with students, they are satisfied with the learning process at the university and have not faced serious problems or discontent. Students confirmed they have heard about regulations and procedures of appeal, although they prefer conversing with professors or administrative staff personally in case of need. Such approach contains risks of unfair treatment of students and allows professors and administrative staff base their decisions on personal opinions without documenting the incident and following the procedure of the appeal. The mentioned evidence from the interview suggests that the appeal system should be enforced.

The Student Self-Government seemed to lack effectiveness as they were unable to provide examples of their completed work and there is a possible internal communication difficulty/language barrier between Georgian and foreign students. It is recommended to review the effectiveness of student advocacy by student self-government and consider how its functioning and the communication between Georgian and international students may be strengthened. One of the students recalled a precedent of university replacing a professor due to complaints from students, although the story was not supported by evidence and the Student Self-Government failed to describe formal and legal mechanisms, they used to replace the professor. Students and Alumni Services is also available to assistance with students' needs, as it was confirmed during the site visit.

Evidences/indicators

- Learning Process Regulatory Rule
- Agreement on Provision of Educational Services
- Interview with students
- Interview with the representatives of Academic Process Administration office, Exam and Students & Alumni Service Centers
- Web-site <https://eu.edu.ge/en/legal-acts>

Recommendations:

- Review the effectiveness of student advocacy by student self-government and consider how its functioning and the communication between Georgian and international students may be strengthened.
- Consider the ways appeal procedure can be enforced among students and professors to ensure fair treatment.

Suggestions:

- Provide English translations of key documents for students available on the website in Georgian

Best Practices (if applicable):

Evaluation

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

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

5.2 Student Support Services

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

Descriptive summary and analysis of compliance with the standard component requirements

The information about the learning process and academic registration is publicly provided on the website. University students and professors use an online portal for schedules, academic registration, surveying, and scoring. The platform was confirmed to be running smoothly during the site-visit.

Learning Process Managers of the university support students and provide aid with planning the educational process. Based on the interview results, students communicate with managers in case of illnesses or other problems, as well. Learning Process Managers also develop individual curriculums. Individual curriculums are mostly available for students who have transferred from foreign universities after the recognition of their previous credits. According to the interviews, approximately 50 students have individual curriculums. There has been no practice of developing individual curriculums for students with learning disabilities. According to professors, they usually are allowed longer times in examinations and schedule individual contact hours in case of necessity.

Feedback from the students is survey based. Students fill out satisfaction surveys via an online platform at the end of the courses. Although, most of the students confirmed during the interviews that they prefer personal communication with professors to provide feedback. In case of complaints, Quality Assurance Heads monitor the lectures and propose solutions to the students, and/or give recommendations to the professor.

As foreign students represent a big part of the university student community, HEI offers psychologist services and counselling services. The Students Adaptation Guideline is available on the website in English, which includes information about logistical aspects of living in Tbilisi and crucial information about the university.

The university has an active Student and Alumni Service Center which focuses on career development of the students and alumni. The main scope of work of the service center consists of maintaining a database of the students, alumni, potential employers, retrieving vacancies from social networks and communicating opportunities with the students and alumni. The self-evaluation report also mentions job fairs, training sessions, and memoranda with potential employers to allow students expand their networks and increase the chances of employment. Students confirm receiving information about job opportunities and participating in training sessions, including the one with a potential employer from Technopark Georgia.

The Student and Alumni Service Center also organises activities to develop professional skills of the students, including CV writing, personal development, and time management. The panel consider these

activities are essential elements of employability and recommend that employability skills are embedded in curricula.

According to the Alumni Career and Academic Development Survey result, the percentage of graduates who are employed in accordance with their qualifications is comparably low (28% of the surveyed graduates). It is also worth mentioning that majority of graduates represent medical/dentistry program, and they continue their education according to the requirements for acquiring medical license rather than start working right after the university. As the university is rather new, results of partnerships between the HEI and potential employers is still to be determined. Majority of potential employers and partners of the university represent medical/dentistry fields. It is important to ensure diversity of career opportunities of students of other faculties, including Law, Humanities, Social Sciences, Business and Technologies. The Students and Alumni service center mostly coordinates extracurricular sports, clubs, and activities. According to the interview with the students, sport activities stand out among the reasons why they would recommend this university to others. There is little evidence of participation in local or international, educational projects and conferences. The university has been working on memorandums with various institutions across Europe and has upcoming international mobility opportunities for students. The university approved the Rule on Participation in the International Academic Mobility Program which regulates the announcement of the competition and selection procedures. Interview with the Student Self-Government demonstrated the lack of student lead initiatives, as they were currently working on conducting interest surveys among students. Several foreign students mentioned organising USMLE club for those seeking to start residency program in the US.

The HEI has financial mechanisms of supporting low SES students, including a 20% financial benefit to students who represent vulnerable groups (persons with disabilities, IDPs, members of large families, etc.). Official documents regulating the procedure of financial support is available on the website. Students are entitled to the financial benefit after presenting required documentation confirming their low SES status. The Interview results with the representative of the financial office confirm that the university allocates funds annually to be able to support low SES students. According to the 2021 Budget of the university, 65,000 GEL is reserved for funding studies by the university. The amount is allocated under administrative staff budget. The university does not have a separate fund for financial support to ensure that allocated funds are not spent on other purposes. For the 2020-2021 academic year, 5 students received financial benefits from the university after presenting required documents. The university has approved The Rule for appointing scholarship and using individual payment schedule that formulate decision making process and requirements for receiving scholarships and individual payment schedules.

HEI also offers a flexible schedule of payment or prolongation to Georgian students, as confirmed by the rector. Students have been allowed to split their costs for 2020-2021 academic year into 10 equal parts. Additionally, there are financial benefits for those students who select the university among their top 3 priorities.

Evidences/indicators

- The Rule for appointing scholarship and using individual payment schedule
- Foreign Students Adaptation Guideline
- Rule on Participation in the International Academic Mobility Program
- Self-evaluation report
- Alumni Career and Academic Development Survey Results
- Methodology for the development of the individual curriculum of the Ltd European University
- 3. Career Support Services
- Website: <https://eu.edu.ge/en/everything-about-learning-process>
- Mechanisms of supporting vulnerable students

<ul style="list-style-type: none"> • Interview with Student Self-Government • Interview with Students • Interview with alumni • Interview with the representatives of Academic Process Administration office, Exam and S&A Service Centers • Interview with Employers • Interview with the representatives of Academic Process Administration office, Exam and S&A Service Centers
<p>Recommendations:</p> <ul style="list-style-type: none"> • Analyse the reasons for low employability rates among surveyed graduates and adjust the action plan of Student and Alumni service center accordingly. • Diversify career services available for students and alumni of the Faculty of Law, Humanities and Social Sciences and the Faculty of Business and Technologies. • Encourage participation in local or international conferences and mobility programs. • Develop mechanisms to monitor proactive work of the Student Self-Government, initiate reporting system to ensure accountability. • Embed employability skills in all curricula.
<p>Suggestions:</p> <ul style="list-style-type: none"> • Revise the procedure for receiving 20% financial benefit to provide a fair opportunity for those who have trouble acquiring certain documentation. • The university can consider modifying the name of Student & Alumni Service Center to include Careers Service for more clarity.
<p>Best Practices (if applicable):</p>
<p>Evaluation</p> <p>Please mark the checkbox, which best describes the HEI's compliance with this specific component of the standard</p> <p> <input type="checkbox"/> Complies with requirements <input checked="" type="checkbox"/> Substantially complies with requirements <input type="checkbox"/> Partially complies with requirements <input type="checkbox"/> Does not comply with requirements </p>

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

<p>6.1 Research Activities</p> <ul style="list-style-type: none"> ○ HEI, based on its type and specifics of its fields, carries out research/creative activities. ○ Ensuring the effectiveness of doctoral research supervision ○ HEI has public, transparent and fair procedures for the assessment and defense of dissertations which are relevant to the specifics of the field ○ HEI supports the integration of teaching, research and economics. For this purpose, HEI cooperates with economic agents and implements research and development activities that aim at economic, technological, industrial and other innovative development. ○ The institution carries out research, development, creative activities, which contributes to scientific, social, economic, cultural, etc. development on regional, national, and/or international levels. ○ Research results are integrated in teaching activities of the institution.

Descriptive summary and analysis of compliance with the standard component requirements

The HEI has elaborated a strategy for the development of scientific research activities for 2019-2025. The strategy is based on the mission and core values of the HEI, namely: promote self-realisation and scientific activities of students and academic staff through development of critical thinking, innovation and academic skills; active participation and contribution to the formation of the knowledge society and knowledge-based economy in Georgia.

The strategy was developed on a participatory basis, with high involvement of the academic staff. It should be noted that the head of the financial service participated in the strategy working group, which ensures the adequate use of financial resources in the process of implementation.

The goal of the strategy is to establish an effective system to promote innovative research activities and to share best research practices in collaboration with local / international partners. The objectives of the strategy include the following: development and internationalisation of the Scientific Research Institute of Law; development and internationalisation of the Institute for the Study of Economic and Social Problems of Globalisation; initiation of interdisciplinary research projects; facilitate initiation of individual research projects; encourage student involvement in research activities; development of scientific research activities in the field of medicine; development of scientific-research activities in the field of international relations; promoting the commercialisation of scientific research activities.

Based on the Strategy, the action plan 2021-2023 has been developed, with the objectives targeted at scientific-research activities, which, in most part, voce with the strategic objectives. It is noteworthy, that the emphasis is made on encouragement of interdisciplinary research grants and individual research grants, as well as students' involvement in research activities. The following organisational structures are currently functioning at the European University in the field of scientific research: the Center for Support of Scientific Research, the Scientific Research Institute of Law, Research Institute of Globalization, Economic and Social Problems and the Medical Research Institute.

The HEI carried out scientific research activities in several directions: Faculty of Business and Technology Research Institute of Globalization, Economic and Social Problems, established under the Faculty of Business and Technology in 2016, publishes the international scientific journal "Globalization and Business". The journal is listed in the international scientific bases, such as EBSCO, ERIH PLUS, Google Scholar, INDEX COPERNICUS. Visual inspection by the experts of this scientific journal in one of the listed scientific databases confirms the quality of papers, citation index, peer review and publication standard, as well as expertise of local and international authors and the editorial board members. Most of the publications are in Georgian, with English abstracts. According to the HEI self-assessment report, it is planned to increase the internationalisation of the journal by increasing the number of foreign language articles and international peer-reviewers.

Faculty of Law:

The Faculty Scientific Research Institute of Law publishes the international scientific peer-reviewed journal "Law and the World", the publications are published with English-language abstracts. The journal has awarded the International Index of Open Academic Journals Index (OAJI) and the International Index of Scientific Services (SIS). The Editorial Board consists of highly qualified theoretical and practical law specialists.

The Institute cooperates with The Max Planck Institute for Foreign and International Criminal Law of Freiburg. The memorandum envisages the implementation of joint scientific research projects, as well as research visits of students and academic staff and access to the library of the Max Planck Institute.

Faculty of Medicine

Specific emphasis is made on the development of scientific-research activities in the field of medicine, with the goals of establishing a medical journal Biomedicine and Medical Sciences. Under the Medical Research Institute. The editorial board of the magazine has already been established. The Institute aims at promoting applied research through internal funding mechanisms; partnership with medical research bases. The partnership memoranda with local and international institutions support integration of scientific research activities in educational programs. The partners include I. Beritashvili Experimental Bio-medicine Center, Georgian National Center for Tuberculosis and Lung Diseases, Max Healthcare Institute (India); Spinal Injuries Center (India); University of Klaipeda (Lithuania); Marat Ospanov Medical University of West Kazakhstan (Kazakhstan); University of Korea (Seoul, Korea); Ivano-Frankivsk University (Ukraine); Tokat Gaziosmanpaşa University, Tokat (Turkey). Partnership with local medical institutions provides opportunities for the students to use their material-technical resources as well as the expertise to develop practical skills.

The HEI has good potential for developing interdisciplinary applied research. Certain measures are being taken in this direction: according to the interview results, one of the non-mandatory criteria for in-house university funding is interdisciplinarity of the submitted projects. All three research institutes are collaborating, for example, the joint work of research institutes in economics and law has resulted in several publications on topics such as healthcare management and others. This interdisciplinary cooperation is also facilitated by the broad background of the researchers. Although, the authorisation experts suggest focusing more on the interdisciplinary research, which will also lead to commercialisation of the research products.

The content of research and scientific projects confirms the applied character and the focus on the latest achievements of the research activities: For example:

Gini and Teils Indexes and Modeling the Economic Structure of the Georgian Population by Pareto and Lognormal Distributions; Decriminalization of drug crime in Georgia, comparative analysis and court practice - The projects are submitted for funding and will be implemented with the participation of the academic staff and students of the Faculty of Business and Technology and the Faculty of Law. The other projects include raising awareness among students about the risks associated with cyber, drugs and gambling; legal assistance to employees dismissed during the pandemic, etc.

Regarding the integration of scientific research activities in the field of education and student involvement, the following should be noted:

Seminars with the participation of students are regularly held on the basis of existing scientific institutes, which promote the development of students' independent research and practical skills.

The Scientific Research Institute of Law conducts international seminars and conferences where students, present their works under the supervision of the professors; foreign researchers and academicians are regularly invited as guest speakers for both public lectures and trainings. For example, similar activities were carried out in 2019 in collaboration with the University of Grassfeld, Germany, in the framework of the Memorandum of Understanding with the International Institute of Human Rights in Strasbourg in 2017-18; In partnership with St. Mary's University, USA; The institutes are also engaged in translation and publication of foreign language textbooks into Georgian.

Grant projects are implemented with the involvement of students at the Faculty of Medicine as well. The projects are conducted within the framework of a one-year research grant project competition announced for affiliated academic staff. Information about the competition was posted on the HEI website, where project submission and funding procedures, eligible entities, list of documents to be submitted and information on the overall budget are available. Projects are selected by the commission

which includes field specialists, practicing physicians and scientists with doctoral degrees, experience in research and scientific publications. Currently, two projects are underway, involving 6 students.

Since 2015, student conferences are held regularly at all three faculties of the HEI (Faculty of Law, Humanities and Social Sciences, Faculty of Business and Technology and Faculty of Medicine); It is noteworthy that the conferences were held in 2020 as well in online format. According to the interviews with the students and alumni, they have actively participated in the conferences.

The HEI does not currently execute PhD programs, but it is included in the Strategy 2019-2025 as one of the priorities.

The affiliation rule includes supervision of MA theses and states to ensure their quality. Affiliated professors, among other obligations, are required to supervise MA theses and carry out scientific research activities.

The instruments to support research and scientific activities include human resources, regulated by the "Academic Staff Affiliation Terms and Conditions", and financial aid, which is described in The report of the Center for Support of Scientific-Research Activities on the financial support of the research activities of the European University staff and students for 2019-2020 academic year.

The affiliation rule is approved by the Rector's order of March 28, 2020 and defines the powers and responsibilities of the affiliated academic staff, the affiliation policy, the workload scheme and more.

The HEI affiliated academic staff consists of affiliate professors, affiliate associate professors, affiliate assistant professors, and affiliate assistants.

The annual reports on the academic research and professional development are elaborated individually for each member of the academic staff. According to these reports, the evaluation of the affiliated and invited staff is carried out by the Dean of the Faculty, Program Managers, Learning Process Manager, Examination Center, as well as by the students. The document also defines the evaluation procedures and criteria and the process of responding to the evaluation results.

As the interview results show, the professional development of the academic staff's scientific research capacity is carried out intensively. The head of the Center for S&T Activities Support recalled a survey conducted in 2020 on training needs of the academic staff and the personnel of the scientific institutes. Based on the survey results three workshops have been planned for the spring semester: training in SPSS – currently ongoing; training in research methods, scheduled for April-May for all three faculties, with different specifics for each target group; training in budgeting research projects, which is often a problem when drafting project applications. The Center constantly provides the academic staff with information on international fellowship programs, which facilitates the internationalisation of scientific research and at the same time professional development of the personnel.

In order to fulfill the tasks set in the strategy, periodic evaluations of the academic staff and material base is conducted, both by the HEI and by the partners;

To facilitate the development of students' research skills, the HEI has introduced the "Rule of Execution of Master's Thesis", which was approved by the order of the Rector on March 13, 2020. The document defines the functions of the supervising academic personnel and the reviewer, the thesis evaluation components and criteria, the defense and appeal procedures, composition of the commission, etc. Although during the interviews with the MA supervisors the experts found out that most of the master programs have been launched recently and currently have only the first year students. Two theses were submitted to the authorisation commission for revision. Neither of them is based on any original research carried out by the students and imply mostly literature review on the selected topic. According to the MA thesis syllabus, the aim of the thesis is to develop the necessary skills for academic research

and to prepare the student for the next level (doctoral) research, as well as apply these skills in professional research activities; According to the Learning Outcomes Map, the master thesis meets 7 out of 6 learning outcomes, including the sixth outcome, the ability to carry out research activities independently and to present the results of one's own research in an argued manner. Therefore, the authorisation experts suggested to bring more attention to the field research and collection of primary data, both through qualitative and quantitative instruments for the MA theses.

Evidences/indicators

- Strategy for Developing Scientific-Research Activities 2019-2025.
- Faculty of Law, Humanities and Social Sciences, Report on Student Conferences.
- Faculty of Business and Technology, Report on Student Conferences
- LLC European University's 2019-2025 Strategic Document 2021-2023 Action Plan
- LTD European University Academic Staff Affiliation Rule and Conditions
- The Report of the Center for Support of Scientific-Research Activities on the financial support of the research activities of the European University staff and students for 2019-2020 academic year
- Academic Personnel Research Activities Reports
- Memoranda of Understanding with local and international partners
- Evaluation Procedures of the Scientific-Research Activities of the Academic Personnel at the European University
- The Rule of Execution of master's Thesis
- Faculty of Business and Technologies, Management Program MA Thesis Syllabus
- <https://eu.edu.ge/ge/news/1146-kvleviti-sagranto-proektebis-konkursi-meditsinis-apilirebuli-akademiuri-personalistvis>
- Interview results with students and alumni
- Interview results with the head of the Center for S&T Activities Support
- Interview results with the head of the Historical-Archaeological Museum
- Interview results with the heads of the programs
- Interview results with the MA supervisors
- Interview results with the academic and invited staff
- Site visit to local medical institutions

Recommendations:

Suggestions:

- To fully exploit the HEI's potential in interdisciplinary and applied research, make more emphasis on cooperation among the faculties and encourage joint research projects, which will eventually create possibility for commercialization of the research products
- Define concrete steps and timeline for development of doctoral programs for 2025.
- Bring more attention to the field research and collection of primary data, both through qualitative and quantitative instruments for the MA theses

Best Practices (if applicable):

Evaluation

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

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

6.2. Research Support and Internationalization

- 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 internationalization of research, development and creative activities.

Descriptive summary and analysis of compliance with the standard component requirements

Supporting and strengthening research capacity is one of the strategic priorities of the university and this priority is reflected in all of its activities. To promote the scientific research among its students and staff, the University has a Research Support Center. Its activities center around the core competences for the research grants, funding meetings with the National Science Foundation of Georgia, writing research grant projects, conducting research for academic staff, invited staff and researchers to strengthen their research skills.

The university has fair and transparent procedures for funding research. The Rule of Funding Research is a key document governing selection and implementation of research projects. It regulates issues such as the sources of funding, eligibility, evaluation criteria, etc.

The budget - total 486,103 GEL is allocated for the scientific- research activities, among them Support of scientific-research activities - 187 303 GEL; Financing of scientific-research activities of affiliated staff - 167 000 GEL; Publication of journals of research institutes - 60 300 GEL; Organisation of local and international scientific conferences (according to relevant institutions) - 71,500 GEL;

The university provides support for conferences and publications to the affiliated and invited staff. Affiliated and invited staff as well as researchers have an opportunity to support their activities through various funding schemes. Participation in international and local conferences, publication of scientific articles and other scientific publications, publication of textbooks and monographs, membership of scientific and research associations are funded by the university.

The leadership supports and encourages scientific –research activity of the academic staff as well as students. Through the Research Support Center the university staff get consultation on preparation and submission of grant applications. The review of the documents and the interviews with the staff suggest that the university provides funding for research projects which involve students. In 2019-2020 four projects were prepared by the Research Support Center and funded through the internal funding scheme. Three international and three local projects were also prepared by the Research Support Center, but they were not funded. The panel believes that the European University can benefit further if the academic and scientific staff activate their personal contacts to prepare collaborative research projects with local and foreign institutions. The Research Support Center can continue to be a valuable asset in guiding this process.

Involvement of students in scientific-research activities is particularly encouraged at the European University Ltd. The Faculties organise student conferences, fund their participation in international conferences, and promote the publication of student led journals. Interviews with students confirm this.

The institution has an aspiration towards a vibrant research culture and has a potential to achieve it in a long run. Planning for research Master's and doctoral programs, including joint programs, involving

exchange of academic and research staff and attracting foreign academic staff is needed to fully realise the potential.

- Evidences/indicators**
- The report of the Research Support Center;
 - The Assessment rules for scientific-research and academic activities of the staff;
 - The interim progress reports on the University grant projects
 - The Provisions of the faculties of the European University
 - The report on participating in international, local and university grant competitions;
 - Budget
 - The rule of Master's thesis design
 - Reports of the Faculty of Medicine and Research Institutes on Internationalization of Research Activities
 - The Rule of Funding Research
 - Interview results

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

- Suggestions:**
- Encourage and support collaborative research projects with local and foreign institutions with the involvement of the academic staff.

Best Practices (if applicable):
Practices, which prove to be exceptionally effective and which may become a benchmark or a model for other higher education institutions

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

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

6.3. Evaluation of Research Activities

HEI has a system for evaluating and analysing the quality of research/creative-arts activities, and the productivity of scientific-research units and academic/scientific staff.

Descriptive summary and analysis of compliance with the standard component requirements
To ensure the evaluation of the quality of scientific research activities as well as the effectiveness of academic / scientific staff, the HEI has established mechanisms for protecting academic integrity, including plagiarism detection and prevention procedures, (evidence: the document on plagiarism detection and prevention). The University annually evaluates the scientific-research activities of the academic staff and based on the results, carries out further activities. This issue is regulated by the

internal legal act of the University "Rule of Evaluation of Scientific-Research and Academic Activities of the Personnel".

Financial support for the scientific-research activities is regulated by the "Rule of Research Funding", which has been developed by the Center for Support of Scientific-Research Activities. The "Rule of Funding" is approved by the order of the Rector of the HEI on March 21, 2020. The document regulates the sources of funding for the research project applications, the competition process and decision-making stages, the evaluation criteria, the procedure for the formation of the commission as well as appeal procedure.

The Center monitors and evaluates the implementation of research projects and submits the results in the "Report of the Center for Support of Scientific-Research Activities Academic Year 2019 - 2020. The document submitted by the HEI covers a period of two years (March 2018 - September 2020). The report contains information of the project titles, implementing faculty / program and staff, implementation phase, as well as the funding organisation. According to the report, the projects are funded by various international and local donors (PH International Georgia, European Commission: Eastern Partnership Civil Society Facility, Shota Rustaveli National Science Foundation), as well as with internal funding from the HEI. The topics of the projects cover the fields of law, business, medicine and related fields. It should be noted that the report does not indicate the total budget of the funded projects, which would facilitate the control of financial transactions (advice, question - how research projects funding is budgeted). In addition, the Center monitors projects individually, and develops individual Program Reports, where more detailed information is given on each research project, including topics, activities and budget. The appendices to the document present project application forms and templates; The source of internal funding for a research project is allocated annually from the HEI budget. The affiliated academic staff of the European University is eligible to apply for the research project. Non-affiliated academic staff are eligible to apply for the competition only if they agree to implement the project on behalf of the European University.

The Commission decides on the financing of the submitted project by evaluating the following criteria (each criterion is awarded 10 points): significance of the research problems (scale, scientific novelty; inter/multidisciplinarity); goals and objectives (hypotheses and research questions; achievability); research methodology (relevance of the selected method; data analysis methods; ethics issues); the scientific value and impact of the results; rationality and effectiveness of the work plan (procedures, risk management, monitoring and evaluation); budget and profitability; project staff (qualifications, quantity of the involved researchers, involvement of students and / or young scientists); institutional environment (affordable relevant material, technical and intellectual resources, adequacy of partner organisations); communication and dissemination of the results (a communication strategy with target audiences to disseminate results, publication plans).

The project awarded at least 70 points receives funding. In case of getting at least 60 points, the project team can make changes to meet the requirements of the relevant criteria. In case when several projects get same scores, all of them are funded. The decision of the commission can be appealed to the University Governing Board within 7 days after the decision is published. The described system is considered effective, taking into account the up-to-date character and scientific novelty of the research projects, as well as their interdisciplinarity. In addition, the existing funding procedure encourages involvement of both academic staff and students in scientific research activities.

Evidences/indicators

- Report of the Center for Support of Scientific-Research Activities Academic Year 2019 - 2020
- Quality Assurance Policy
- Rule of Evaluation of Scientific-Research and Academic Activities of the Personnel
- Rule of Research Funding
- Current Project Reports 1 and 2

<ul style="list-style-type: none"> • Grant Competition Report • Interview results with the Head of Scientific and Research Activities Support Center • Interview results with the academic and invited staff • Interview results with the Head of Financial Office
Recommendations:
Suggestions:
Best Practices (if applicable):
<p>Evaluation</p> <p>Please mark the checkbox, which best describes the HEI’s compliance with this specific component of the standard</p> <p> <input checked="" type="checkbox"/> Complies with requirements <input type="checkbox"/> Substantially complies with requirements <input type="checkbox"/> Partially complies with requirements <input type="checkbox"/> Does not comply with requirements </p>

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.

<p>7.1 Material Resources</p> <ul style="list-style-type: none"> ○ The institution possesses or owns material resources (fixed and current assets) that are used for achieving goals stated in the mission statement, adequately responds to the requirements of educational programmes and research activities and corresponds to the existing number of students and planned enrolment. ○ HEI offers environment necessary for implementing educational activities: sanitary units, natural light possibilities, and central heating system. ○ Health and safety of students and staff is protected within the institution. ○ HEI has adapted environment for people with special needs ○ Lawful possession of fixed assets is based on written agreements and registration of such rights into the Public Registry. Lawful possession of fixed assets is certified by the extract from the Public Registry; ○ Institution is obliged to present appropriate written evidence (written agreement, handover statement, invoice, prolonged existence on the balance (for at least the authorization period), written consent of the grantor in case of oral contribution, etc.) to certify rights to the liquid assets; ○ Agreements for possession of fixed or liquid assets should be made for at least a period of authorization to be granted; ○ Buildings have additional emergency exit(s) (where doors open inside out, and cannot be made of iron); ○ To provide first aid, institution should have medical staff in place, or a person with appropriate qualification; At the same time, institution should have a medical cabinet equipped with first aid tools, both natural and artificial lights, natural ventilation, and constant supply of cold and hot water; ○ Students with special educational needs should have access to learning resources considered by a programme or individual teaching plan, that are adapted to their needs and demands; At the same time, these individuals should have access to administration of faculty and the HEI;
Descriptive summary and analysis of compliance with the standard component requirements

European University possesses two buildings located in Tbilisi. One building situated at Guramishvili st.76, (5-floor, 2565.56 sq.m., from which 1332.17 sq.m. is the study area and 1233.39 sq.m. is the auxiliary.) This part of University belongs to administration of University and Faculty of Law, Humanities and Social Sciences as well as Faculty of Business. Second building (totally- 5219.55 sq.m. from this, the study area is 2802.31 sq.m; Auxiliary area is 2417.24 sq.m) of University is placed at Sarajishvili st 17., whereas the Faculty of Medicine are mainly implemented. However, the auditoria or/and class rooms also can be used the students of other educational programs.

Both buildings are well equipped and adequately respond to the requirements of educational programmes as well as goals stated in the University. Particularly, various fixed assets, including furniture, computers and other assets are owned by the institution as indicated in its accounting register. Both buildings have office rooms, classrooms, library, foyer and recreation area, professor's office, and lab equipped with appropriate equipment for the informatics program. Heating system is in place, in both buildings. Both buildings have elevators, air conditioners and modern infrastructure. Both buildings have emergency exit. EU has specially equipped medical rooms served by a qualified nurse. In case of accident, the nurse provides first aid (blood pressure, temperature monitoring, wound dressing, etc.) and necessary medicines. The nurse has a logbook, where are written patients' daily admissions, as well as a medication delivery.

European University's both buildings have sanitary units (for person with special needs only on the first floor); with continuous water supply and cleaned and organised as appropriate. In University each classroom has natural as well as artificial light possibilities, with ventilation. Both buildings are adapted and it is possible to use the elevators. As seen from site visit, a student with Special Needs has an access to the University and faculty administration using elevators. Also, EU has an open parking lot for the special need students.

University has regulation of the Logistics and Security Service and Safety and Health Care Rules. University has developed fire prevention and safety and order mechanisms and has appropriate equipment in place; Evacuation plans are posted on all floors and fire extinguishers are installed. There are properly equipped medical rooms served by a nurse.

Based on specifics of medicine teaching in the second building has a simulation center as well as 3D laboratory, which are equipped by appropriate material and techniques (mannequins, medical instruments, computer technology, etc.). The simulation center (12 rooms) creates a student-centered environment and ensures the development of students' field skills within the educational programs; implementation of training courses provided by the educational programs in a simulated environment; modeling medical cases and implementing targeted practices with the use of modern medical technologies.

The University prepared and used a document "Monitoring Mechanisms and Evaluation System of Management Effectiveness". According to this regulations University staff monitors every classroom as well as sanitary units periodically and made remarks.

New canteen is under construction. European University is committed to improve and develop teaching and research facilities.

Evidences/indicators

- Self-evaluation report,
- Site visit.
- X process.
- Public registry (cadastral code; 01.12.01.004.137;01.11.05.034.011).

- Internal measurement drawings.
- Nurse logbook.
- Movable property inventory materials, purchase documentation, accounting records.
- Contracts signed with the practice/scientific research institutions.
- Student and Personnel Survey Results regarding Material Resources.
- Document certifying orderly operation of heating and ventilation systems.
- Document certifying compliance with sanitary norms.
- European University Security Rule (N74 Order of the Rector, 19.03.2020).
- Mechanisms for Maintaining Order and Finding Medical Care at the European University (N75 Order of the Rector, 19.03.2020).
- On Establishment of the Emergency Headquarters of the European University and Definition of its Functions (N77 Order of the Rector, 19.03.2020).
- Conclusions on the Safety of the Buildings (Ltd "Optimus").
- Conclusions on fire safety.

Memorandums and agreement with clinics

Suggestions:

Best Practices (if applicable):

Evaluation

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

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

7.2. Library Resources

- Library environment, resources and service support effective implementation of educational and research activities, and HEI constantly works for its improvement.
- Library staff (librarians) should have appropriate competence in library science, including competences to provide assistance with using international library databases.

Descriptive summary and analysis of compliance with the standard component requirements

The university provided the documentations certifying the possession of all the inventory and resources present. The libraries are located in both buildings (the reading hall of the first building includes 44 seats, and that of the second building includes 120 seats) and are equipped by computers connected to the internet, printers (14-14 computers in the reading halls of both buildings). Wi-Fi is all available. Library works at least 60 hours a week and is open from Monday to Saturday (10:00-20:00 without a break). During site visit, panel reveal that Library staff help the students and academic personnel in using library international scientific databases; According from SER "Orientation meetings are held by the library, where information is provided on the use of existing resources. In addition to the meetings, the library staff has created instructions for both scientific databases and the use of the library's electronic catalog, which are periodically emailed to students and academic staff".

The university created regulations and instructions for using library resources in a rightful way and is planning to deliver the information to their future students and staff members. The mechanisms, planned by the university, to help staff and students in making good use of the library are orientation meetings, counselling, workshops, and trainings. Electronic catalogue is created and published on the website. The university made an agreement with OpenBiblio, which will provide an integrated

library service (<http://esu.edu.ge/biblio/opac/index.php>). International library databases eIFL, EBSCO, ELSEVIER are available for students and academic staff.

The books of the library comply and are in line with the core literature of the educational programs, those listed in the syllabi. The books are updated to latest versions and have newest copies of modern medical literature. The library provides international library database links on the official website; This access is also documented. The staff and the students will be given passwords to have access to all the international library databases listed, and use the material to the fullest, in the learning or scientific research activities.

Periodically, according to the rules developed by University, a consumer opinion survey is conducted on the development of library resources. Based on the results, the areas for improvement are identified and an appropriate action plan is developed, which aims to update and enrich the library resources.

Thus, based on site visit and interview process, the library environment is satisfactory. Furthermore, for increase the relaxation as well as library area the University is renovating 7th floor and plan to move the library to this place, which is very modernised and equipped well.

Evidences/indicators

- Self-evaluation report.
- Site visit.
- Interview process
- Inventory materials, contracts, delivery-acceptance acts.
- Electronic catalogue published on the website <http://esu.edu.ge/biblio/opac/index.php>
- Documents certifying involvement in international electronic library network.
- Statistics for use of electronic library databases.
- Mechanisms for the development and renewal of library resources and services.
- Meetings, consultations, and other events held.
- Regulations and instructions for using library.
- Results of student survey, conducted by the HEI.
- Self-evaluation report.

Recommendations:

Suggestions:

Best Practices (if applicable):

Evaluation

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

- 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 webpage in Georgian and English languages.

Descriptive summary and analysis of compliance with the standard component requirements

The Information Technology Management Policy and Procedures are in place. The policy document regulates access of all members and groups of the University community to the information and communication systems of the University without any restrictions and its use; ownership of the IT equipment; protection of copyright, as well as intellectual property rights. The document defines staff responsible for the secure and efficient work of the IT system. Data protection procedures, information security incidents; IT management procedures including creation of a User Account and password, right to access of user account and restriction; electronic mail of the university, privacy protection; data classification and protection; protection against viruses and malware; disposal of electronic data; management of computer network; the University wireless network management and other related issues.

The HEI has introduced electronic services and electronic management systems, which ensure effectiveness, efficiency and accessibility of management of services and processes.

The interview results and the on-site visit allowed the authorisation experts to confirm that the IT infrastructure and its administration is carried out diligently. The relevant personnel (the librarians, the HR department representatives) have adequate knowledge and skills to run the programs. Students and the University personnel, as well as academic ad invited staff have relevant access to the databases.

The classrooms are equipped with the computers, the University internet is provided without any interference.

The official webpage of the HEI, eu.edu.ge, operates both in Georgian and English languages. It contains information on the mission and vision of the university, its major activities, organogram of the university structure with clearly indicated accountability and subordination scheme.

The catalogue of educational programmes is accessible through the faculties' link, including key administrative personnel with the contact information, academic and invited staff with indication of the affiliation and position.

Each program has attached documents on program description, curriculum with credits and indication of compulsory and elective courses as well as free credits, evaluation system, admission criteria, and learning outcomes and qualification.

All the major regulation documents are presented with the active links, including 2019-2025 Strategic Document; Action Plan (2021-2023); Business Continuity Plan; Action Plan Performance Monitoring; Mechanisms for monitoring Management effectiveness and Evaluation system; Mechanisms for the Strategic Development of European University LTD and for monitoring the implementation of action plans and response to the outcomes; Strategic planning methodology of European University Ltd.

The library link contains information on the material and e-catalogues, library working hours, as well as electronic resources, such as Scopus, ScienceDirect, Fundinginstitutional.com, EBSCO, and others. Over 10000 books are listed in the catalogue. The library carries out statistics on using EBSCO.

The section for students has active links to the academic calendar, examination procedures and assessment systems, as well as students' and graduates' services as well as employment opportunities.

The research link in the main menu provides information about the scientific research Institutes and the Center for Support of Scientific Research, the list of scientific personnel of the institutes and their goals and the annual reports on the implemented research projects.

All the information, as well as the basic statistics is available and updated.

Evidences/indicators

- Information Technology Management Policy and Procedures
- The HEI website eu.edu.ge
- Mechanisms for development and updating library resources of the European University
- Results of the on-site visit
- Interview results with the IT department, Librarian, and head of the HR department

Evaluation

Please mark the checkbox which mostly describes your position related to the HEI's compliance with this specific component of the standard

- 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
- Financial reports certify correctness, fairness and fullness of financial information.
- HEI has adequate and sufficient financial resources for continuous implementation of scientific research, equally available to all individuals;
- HEI conducts financial audit by eligible auditor/audit company and the reports with relevant financial statements are publicly accessible.

Descriptive summary and analysis of compliance with the standard component requirements

The main regulatory document for the control of the ongoing financial processes at the University is „The rule of introduction of financial management and control system of the European University, which serves to carry out the activities defined by the mission and action plan of the University.

The managerial accountability system is operating at the University to assure proper functioning of the financial management and its control. The aforementioned system includes the heads of all structural units of the University being responsible for achieving goals in a timely manner, within the given budget and in compliance with existing legislation and regulations of the HEI. The Rector of the University is

responsible for the proper formation of the University budget and the monitoring of the implementation of further processes, with further delegation to the Vice-Rectors and Deans.

The Vice-Rector implies the proper formation of the budget by the structural units with proper supervision and the coordination of the further implementation processes. The Dean implies the proper formation of the faculty budget with the coordination of further processes.

The Financial Service carries out the calculations and analysis of financial risks, prepares financial reports, implements a financial management and control system, and implements measures related to the effective management of financial resources.

The existing accountability system complies with an effective implementation of the University strategy and goals, taking into account the budget target and time factor.

The main source of funding for the University includes the income of educational programs, 90% of which in turn comes from the English-language Medical Program. The financial results are periodically compared with the university budget data and analysed.

The Financial Situation of the University was audited by the External Audit Service convened by the University. According to the Official Reports the External Audit Service compiles the financial reports and assesses tax risks in accordance with the current legislation of Georgia and the International Auditing Standards (IAS). 2018-2019, the financial performance was checked and evaluated both individually and in a consolidated form (with subsidiaries), which is published on a special portal. The audit of 2020 financial year is currently underway.

The 2021 budget is presented considering the components necessary for the educational process, e.g., 15 000 GEL is allocated for the library functioning and development, which represents a good indicator for development, especially when it became necessary to fill an online library due to a pandemic. As well as according to the 2021 budget, a sufficient amount of financial resources has been allocated to financial support of student, academic and scientific staff activities, e.g. participation in conferences, publication of articles in international journals, etc.

It is desirable to increase the funding of scientific research, especially considering HEI ambition to become a University and pursue a PhD program.

Generally, the dynamics of HEI funding shows that financial resources are provided for teaching process, human resources and infrastructure are sustainable for further development.

It should be noted that to ensure adequate and effective risk management, the University has a contingency fund.

Evidences/indicators

- The report of the Center for Support of Scientific-Research Activities on the financial support of the research activities of the European University staff and students
- EU Budget 2021
- The rule of introduction of financial management and control system of the European University
- Report of the Head of the Research Support Center
- Mission of LLC European University
- Self-evaluation Report

Recommendations:

Suggestions:

- It is desirable to increase the funding of scientific research, especially considering HEI ambition to become a University and pursue a PhD programme

Best Practices (if applicable):

Evaluation

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

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