Annex 1. Authorization Standards for Higher Education Institutions

The goal of higher education institutions' (HEI) authorization standards is to promote educational quality development at HEIs and to ensure student centered learning environment.

Standards of authorization for HEIs comply with Georgia's higher education goals and European Higher Education Area (EHEA) requirements. The standards aim to fully assess the institution, including its resources, regulations, carried out, current and planned activities, results achieved and feasibility to achieve intended goals (relevant planned activities, mechanisms for their implementation, and allocated resources).

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

Description	Evaluation Criteria	Indicator/Evidence
1.1 Mission of HEI		
Mission Statement of 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 defines its role locally and/or internationally; ● Mission Statement of HEI takes into consideration the role of higher education in developing active members of the society, knowledge creation and dissemination, facilitating students personal development and ensuring their competitiveness on the labor market; ● 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.	● Mission Statement of the institution; ● Interview results.
1.2 Strategic Development		
HEI has a strategic development (7-year) and an action plans (3-year) in place.	● HEI's strategic plan ensures the achievement of HEI goals; ● HEI's goals are based on its mission and priorities of its activities. They are achievable, time-bound, and measurable; ● Institution decides which strategic planning methodology to utilize while drafting its strategic development and action plans; ● Strategic planning is a participatory process that actively involves staff, students, employers and other stakeholders of an institution; ● 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,	● Strategic development (7-year) and action (3-year) plans; ● Strategic planning methodology; ● Interview results.

Description	Evaluation Criteria	Indicator/Evidence
	student services, infrastructure, etc. ; ● An action plan clearly describes future activities, sets timeframes for their implementation together with performance criteria and resources (material, financial, human) needed for their implementation.	
HEI contributes to the social development of the country, shares with the society the knowledge gathered in the institution, and facilitates lifelong learning.	HEI contributes to the development of the society and knowledge dissemination by planning and implementing the following activities: social, cultural, economic, environmental and other programmes and events; activities facilitating lifelong learning; 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.	● Planned and implemented activities; ● HEI Survey results; ● Interview results.
HEI monitors implementation of strategic and action plans, and duly acts on monitoring results.	In accordance with set rules and procedures, HEI monitors an implementation of strategic and action plans, and when necessary, duly acts on monitoring results.	● Mechanisms for monitoring strategic and action plans; ● Annual reports of HEI ● Responding to the results of monitoring;

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.

Description	Evaluation Criteria	Indicator/Evidence
2.1 Organizational structure and management		
Organizational structure of HEI ensures implementation of goals and activities described in its strategic plan.	● Organizational structure of the institution ensures effective implementation of activities defined in its strategic plan, and achievement of its goals. ● 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.	● Structure of the HEI; ● Functions of structural units of the institution; ● Interview results.
Procedures for election/appointment of the management bodies of HEI are transparent, equitable, and in line with legislation.	● Institution should ensure that election/appointment to the management bodies of the institution take place accordance to predefined requirements, and if needed, based on the discussion of candidates' vision and plans; ● The procedure for election/appointment of the management bodies of HEI should be approved, transparent, equitable, and in line with legislation.	● Regulations and procedures for election/appointment to the management bodies; ● Interview results.

HEI's Leadership/Management body ensures effective management of the activities of the institution.	● 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; ● Institution management uses modern technologies, including electronic document processing system; ● Institution maintains registry of educational institutions, as described in current legislation. ● To ensure the business continuity of all major processes taking place at the institution, HEI has a plan, which ensures continuity of all major business processes taking place at the institution. The plan takes into account all possible risks, mechanism for their prevention and in case the prevention is not possible, HEI has a strategy for risk mitigation.	● System for maintaining registry of educational institutions; ● Rules for document processing; ● Mechanisms for monitoring management effectiveness and evaluation system; ● The plan for business processes continuity; ● Interview results.
Considering the mission and goals of HEI leadership of the HEI supports international cooperation of the institution and the process of internationalization.	● Considering the mission and goals of HEI institution has elaborated internalization policy and supports international mobility of students and staff, development/implementation of joint programmes/projects, participation into international research activities, etc.; ● HEI's leadership ensures coherent implementation of the abovementioned activities and effective utilization of internationalization results in the work of the institution.	● Internalization policy; ● Mechanisms for international cooperation and internationalization and assessment of their effectiveness; ● Relevant statistical data; ● International student and staff attraction and recruitment plan (if available); ● Student and staff survey results; ● Interview results.
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.	● Every unit of the institution is effectively involved in the implementation of internal quality assurance mechanisms; ● With the purpose of effective implementation of internal quality assurance mechanism, HEI allocates appropriate human, information and material resources; ● Quality assurance mechanism ensures continuous assessment and development of institution's activities and its resources; ● Leadership of the institution makes decisions based on the results of quality assurance. Evaluation results are used for	● System for evaluation of the effectiveness of quality assurance mechanisms, which ensures garnering reliable and necessary information using appropriate methods and instruments; ● Procedures and practice of using assessment results; ● students and stakeholders survey results; ● Interview results.

	further development of the activities; ● 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; ● Institution has developed mechanism for evaluation and improvement of educational programmes. Academic/invited/scientific staff, together with students and external stakeholders (employers, alumni, etc.) are actively involved in their implementation; ● HEI periodically evaluates quality of its services and resources. Evaluation results are utilized for their further improvement.	
HEI has a mechanism for planning student body, which will give each student an opportunity to get a high quality education.	● HEI has a mechanism for planning student body, which is carried out according to the methodology defined by the HEI; ● Student body planning methodology takes into consideration HEI's resources, and relevant indicators and benchmarks approved by the institution.	● Student body planning mechanism, methodology, and benchmarks; ● Interview results.
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 developed codes of ethics and conduct for students and staff, and has defined procedures for responding to the violation of these regulations; ● Administration of the institution, by offering relevant events, constantly promotes ethical code and conduct norms.	● Codes of ethics and conduct; ● Procedures for addressing violations; ● Activities carried out in order to introduce the codes of ethic and conduct, and promote compliance; ● Access to relevant regulations; ● Interview results.
Institution has implemented mechanisms for detecting plagiarism and its prevention.	● Institution, supports the prevention of plagiarism using appropriate regulations, mechanisms, awareness campaigns and other means. It also detects the cases of plagiarism. ● HEI's regulations lay down mechanisms for appropriate response in case of plagiarism.	● Procedures and mechanisms for the detection and prevention of plagiarism and for the due response procedures in case of its occurrence; ● Interview results.

HEI follows the principles of academic freedom.	● HEI's rules and regulations declare the institution's adherence to the principles of academic freedom; ● HEI's community (staff and students) is familiar with and shares the principles of academic freedom.	● HEI's rules and regulations; ● Accessibility of these rules and regulations; ● Interview results.

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.

Description	Evaluation Criteria	Indicator/Evidence
3.1 Design and development of educational programmes		
HEI has a policy for planning, designing, implementing and developing educational programmes.	● HEI has a methodology in place for planning, designing and development of educational programmes; ● Program 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. ● 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; ● In line with current legislation, the institution has developed regulations and procedures for approving, amending, and annulment of educational programmes; ● In cases of amending/annulling of programmes, an institution gives due consideration to legal interests of the students, and grants students an opportunity to smoothly complete an	● Methodology for planning, designing and development of educational programmes; ● Analysis of labour market and employer demands; ● Student, alumni, employer satisfaction surveys and analysis; ● Alumni tracer study regarding career (including employement rate with obtained qualification) and academic development; ● Student academic performance monitoring results; ● Procedures for programme approval, amendment and annulment; ● Mechanisms providing further educational opportunities to students, in case of the amendment/annulment of educational programmes; ● Interview results.

		educational programme.	

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.	● Institution, while creating a programme, follows current legislation and European Credit Transfer and Accumulation System (ECTS) guidelines; ● Learning outcomes of the programme are clearly stated and are in line with the level of higher education, and qualification to be granted; ● Learning outcomes for certain fields are based on field characteristics and are developed in line with the Qualifications Framework; ● 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; ● The volume of the programme component is defined by its content, learning outcomes and specifics of the field; ● Teaching and learning methods used within the educational programme reflect specifics of the field and ensure achievement of learning outcomes of the programme; ● Institution ensures access to information on programmes. A catalogue of educational programmes serves the purpose of informing interested parties on educational activities of the institution. The catalogue is updated according to the changes in the programme. It is accessible to all interested individuals and is published on the web-page of the institution.	● Educational programme, syllabi; ● Regulations for planning, implementing and assessing scientific-research component; ● Academic calendar; ● Catalogue of educational programmes; ● Alternative tools of information provision, if available; ● Monitoring of programme completion in set timeframe, and dropout rate; ● Satisfaction survey of students, alumni, employers and analysis of results. ● Alumni tracer study regarding career (including employement rate with obtained qualification) and academic development; ● Students' academic achievement monitoring results; ● Interview results.
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.	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.	● Individualized education programmes and methodology for their development; ● Student survey results; ● Interview results.

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.	● Learning outcomes assessment system takes into consideration specifics of the field, and includes adequate assessment formats, components and methods, which enable identifying whether students have achieved learning outcomes attributed to the specific educational programme; ● Assessment system and related regulations are clearly described and are in line with legal acts of Georgia; ● 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; ● The institution has an effective assessment appellation system in place.	● System for learning outcomes assessment and its accessibility to all interested parties; ● Educational programme; ● Student survey results; ● Interview results.

4. Staff of the HEI

HEI ensures that the staff employed in the institution (academic, scientific, invited, administrative, support) are highly qualified, so that they are able to effectively manage educational, scientific, research, creative, performing activities 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.

Description	Evaluation Criteria	Indicator/Evidence
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 has elaborated management policy focused on staff development, which includes: ▪ General principles and rules of staff management; ▪ Transparent and objective procedures for hiring (electing/appointing) academic, scientific, invited, administrative, and support staff, which ensures attracting and hiring qualified employees; ▪ Affiliation[1] terms and conditions; ▪ Principles of involvement of academic	● Staff management policy, relevant regulations (including staff attraction, selection, hiring and professional development mechanisms) and implementation results; ● Accessibility of staff management policy and regulations; Informing interested parties on these policy and regulations;

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[1] Affiliation of academic staff implies formal written agreement between the HEI and each academic staff, where each academic staff member defines his/her affiliation with one HEI only. Affiliated staff participate in social development and knowledge distribution processes under the name of this HEI and:

▪ The affiliated staff member performs his/her major educational, research/scientific/creative/performing activities at this HEI, and his/her research/scientific/creative/performing activity results are credited to the affiliated HEI. In case the research/scientific/creative/performing activities are carried out on the basis of consolidated resources of different HEIs, the rule of affiliate and the written agreement between the HEIs define the affiliation of the results.

▪ Actively participates in the decision making process regarding the important issues of educational, research/scientific/creative/performing activities of the HEI;

▪ Actively participates in students' advising process and supervision of students' research/scientific/creative/performing activities. .

	and scientific staff in educational, research, creative, performing and other important decision-making processes; ▪ 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; ▪ Procedure ensuring the integration of new employees into work environment and their efficient involvement into the working process; ▪ Information regarding its employed staff (statistical data of various types); ▪ 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.	● Staff evaluation and satisfaction survey results and their utilization in staff management and development; ● Statistical data on staff, including: Number of academic, scientific, invited, administrative and support staff; Distribution of academic and scientific staff according to age and gender; Ratio of academic/ scientific staff to administrative/support staff; Academic/scientific staff-students ratio; Administrative staff-students ratio; Staff retention rate; ● Regulatory document(s) for affiliation terms and conditions; ● Benchmarks set by the HEI; ● Survey results; ● Interview results.
HEI ensures the employment of qualified academic/scientific/invited/ administrative/ support staff.	● HEI has defined the qualification requirements of academic/scientific/invited/ administrative/support staff, considering their job descriptions, functions and existing legislation ● Staffs' qualifications are in line with HEI qualification requirements	● Functions and job descriptions of staff; ● Staff qualification requirements; ● Personal files of the staff; ● Contract samples of staff; ● Number of applications on advertised job openings; ● Interview results.
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	● 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, scientific, invited staff workload scheme and indicator (which also includes the staff's workload in other HEIs); Methodology of determining the number of academic, scientific, and invited

them.	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; ● Academic staff defines his/her primary affiliation to a single HEI based on an agreement between the academic staff and the HEI. ● Each academic staff defines his/her affiliation with one HEI only, which means they nominate their affiliation to one HEI only. Affiliation terms and conditions are written out in a formal agreement between the academic staff and the HEI. ● 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.	staff in relation with academic programmes; ● Academic, scientific, and invited staff- programme ratio and academic, scientific, and invited staff - students ratio; ● Academic and scientific staff-invited staff ratio; ● Affiliate academic staff- entire academic and invited staff ratio; ● Affiliate academic staff-students ratio; ● Benchmarks set by the HEI; ● Survey results of students, academic, scientific, invited personnel ● Interview results.

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.

Description	Evaluation Criteria	Indicator/Evidence
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.	● Regulations for assignment, suspension and termination of student status, mobility, qualification granting and recognition of education are transparent and fair, and are in line with current legislation. The information regarding these issues is public and accessible to students and other stakeholders; ● Educational institution ensures effective and timely implementation of the abovementioned procedures in order to protect student rights and lawful interests.	● Regulation documents; ● Publicity of information; ● Students survey results; ● Interview results.

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; ● An institution has a mechanism for the protection of student rights and lawful interests, for the discussion of students' appeals related to the work of academic and administrative bodies.	● Samples of contracts between HEI and a student; ● A mechanism for the protection of student rights and lawful interests; ● Student survey results; ● Interview results.
5.2 Student support services		
HEI has student consulting services in order to plan educational process and improve academic performance.	● A student receives proper consultation and support on the planning of education process and improvement of academic performance. ● HEI takes responsibility to provide students with information on existing consultation and support services from the onset of the educational process.	● Planned and implemented consulting services; ● Student survey results; ● Interview results.
HEI has career support service, which provides students with appropriate counselling and support regarding employment and career development.	● HEI has career support service, which provides students with professional orientation and other information events regarding employment and career development; ● Institution finds information on potential employers, and ensures cooperation with them; ● A unit/person responsible for career support services facilitates employers' involvement in the creation and implementation of educational programmes, implementation of internship and practice corresponding to educational programmes; ● HEI creates employer database and constantly informs students and alumni on employment opportunities/ vacancies; ● HEI regularly conducts surveys of its students and alumni regarding their personal, professional and academic development.	● Career support services; ● Implemented and planned and implemented activities (employment forums, workshops, thematic conferences, individual student counselling, etc.); ● Student and alumni employment indicators, including according to the qualifications granted; ● Alumni tracer study regarding career (including employment rate with obtained qualification) and academic development; ● Implemented internship and practice programmes; ● Cooperation with employers and its results; ● Survey results; ● Interview results.
HEI ensures students awareness and involvement in various university-level, local and international	● HEI creates opportunities for students' international mobility and participation in various projects, ensures students awareness on various international projects	● Student participation indicators in various projects; ● Accessibility of information;

projects and events, and supports student initiatives.	and events carried out outside of the institution; ● HEI fosters additional (extracurricular activities- sports, arts, educational activities) and supports student initiatives.	● Implemented and planned student initiatives/projects; ● Student survey results; ● Interview results.
HEI has mechanisms, including financial mechanisms to support low SES students.	● Institution takes into consideration students' socio-economic status (SES) and implements various support services (e.g., stipend, flexible payment mechanisms of tuition, and other benefits); ● Institution has transparent and objective mechanisms for supporting low SES student and the information on these mechanisms are public and accessible.	● Support services for low SES students; ● Analysis of statistic data; ● Publicity of information; ● Student survey results; ● Interview results.

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.		
Description	**Evaluation Criteria**	**Indicator/Evidence**
6.1. Research Activities		
HEI, based on its type and specifics of its fields, carries out research/creative activities.	● 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; ● The institution has a clear vision of being an implementer of research/development/creative activities and it has implemented or plans to implement complex research/development/creative activities. ● Research results are integrated in teaching activities of the institution.	● Mission statement of the institution; ● Scientific/creative activities of academic and scientific staff of college and teaching university; ● Memorandum of cooperation with economic agents and research projects implemented, ongoing, and planned in collaboration with these agents; ● For university: Mission of the university and strategy for development of its fundamental and/or applied research/creative activities. ● Implemented, current and/or planned activities for scientific-research/ creative projects; ● Relevant publications; ● Interview result
Ensuring the effectiveness of doctoral research supervision.	● University has clearly defined functions for the supervisors of PhD students/researchers. ● Workload of academic and scientific staff enables them to effectively supervise PhD works/arts-creative projects, and high	● Workload and functions of academic and scientific staff; ● Supervisor-PhD student ratio; ● Student survey results;

	quality scientific works and projects.	● Interview results.
HEI has public, transparent and fair procedures for the assessment and defense of dissertations which are relevant to the specifics of the field.	High standard for the evaluation and defense of dissertation is ensured through public, transparent, and fair procedures and by the involvement of highly qualified academic and scientific staff in the process.	● Regulations for the assessment and defense of PhD dissertations; ● Public, transparent and fair procedures; ● Dissertation defense indicator; ● Interview results.

6.2. Research support and internationalization

HEI has an effective system in place for supporting research, development and creative activities.	● HEI supports scientific research/creative activities, which focus on developing new knowledge, vision, approaches and perspectives for research topic / creative practice; ● HEI has public, transparent and fair procedures for funding research; ● Institution provides assistance to academic and scientific staff as well as scientific-research units to find funding from various sources for research and improvement of research infrastructure; offers consultations regarding legal issues, finding sources of funding, drafting grant proposals, their evaluation and submission to academic and scientific staff and scientific research units. HEI supports effective administration of grants and helps with reporting process; ● HEI continuously works to increase the effectiveness of its research, development and creative services.	● Topics regarding research, development and creative activities are depicted in regulatory document(s); ● The dynamic of funding allocated for research, development and creative/performing activities during last 5 years; ● Public, transparent and fair procedures for research funding are in place; ● Support mechanisms for research and creative activities; ● Interview results.
Attracting new staff and their involvement in research/arts-creative activities.	HEI practices effective system for attracting and supporting new staff in research/arts-creative activities. It fosters MA, PhD, and postdoctoral students involvement into university's scientific/arts-creative activities and actively supports their initiatives.	● Strategy for attracting and involving young staff in scientific research/arts-creative activities of the university; ● Initiatives of young researchers (MA, PhD, post-doctoral students, etc.) that are supported by the university; ● Student survey results; ● Interview results.
University works on	● HEI implements joint research,	● Joint research/arts-

| | creative-arts projects/activities with international partners. It is involved in EU scientific-research programmes, has institutional cooperation with international research/arts centres, is engaged in various international scientific/arts-creative activities;
 ● HEI supports the implementation of joint MA and PhD programmes. It also supports joint supervision practices by international and local professors. | creative activities with international partners;
 ● Institutional cooperation with international research units;
 ● The involvement of staff and students into international scientific/arts-creative activities;
 ● Joint MA and PhD programmes or action plan for finding partners for their implementation;
 ● Statistics of joint supervision practices by international and Georgian professors;
 ● Interview results. |
| internalization of research, development and creative activities. | | |

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. | ● HEI regularly evaluates and analyses the quality of research/creative-arts activities and the effectiveness of scientific-research units;
 ● HEI regularly publishes reports on implemented research activities;
 ● Evaluation results are used for the further development of research/creative activities. | ● Quality evaluation mechanism for research/creative-arts activities and evaluation results;
 ● System of evaluation of scientific productivity of staff;
 ● Reports on implemented research activities (taking into consideration the affiliation of academic staff);
 ● Analysis and utilization of evaluation results;
 ● Interview results. |

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.

Description	Evaluation Criteria	Indicator/Evidence
7.1 Material resources		
The institution possesses or owns material resources (fixed and liquid 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	● Material resources (fixed and liquid assets) under the ownership or lawful possession of the institution serve educational purposes of the institution and correspond to the requirements for implementing educational programmes and research/creative/performing activities, and the number of existing and/or planned student body; ● HEI building has the following compulsory sections: foyer, recreation	● Documents certifying the possession of fixed assets, extract from the Public Registry; ● Internal measurement drawings of buildings; ● Documents certifying possession of liquid assets; ● List of educational programmes and relevant material resources to be used

students and planned enrolment.	spaces, classroom(s) for theoretical teaching, administrative office(s), space for group work, sanitary/hygienic units, library, laboratory appropriate to the specifics of the field, learning classrooms, archive. Distribution of various units supports effective implementation of educational and administrative process; ● 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; ● Educational and auxiliary spaces of HEI should be separated based on the measurement drawings of the building. Educational space is the one used for teaching and learning purposes, namely: teaching classrooms, conference hall, professor offices (where professors provide counselling to students), teaching/scientific-research laboratories, library (except for book depository), and other spaces based on the specifics of an educational programme; ● Educational space is equipped with necessary facilities for educational programme, including teaching/scientific-research laboratories, inventory needed for implementing practical component, IT equipment or agreements with relevant entities for the use of such resources, relevant stock (reagents, teaching materials, etc.) that ensures achieving programme objectives and learning outcomes; ● For the purposes of obtaining possession over liquid assets, it is necessary for parties to have an appropriate agreement, and the item to be handed into the ownership of a new possessor. In this case, possession evidence is the agreement and actual possession and use of the item; ● 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	for these programmes, and its compliance with material resources; ● Agreements made with practice/research-scientific institutions; ● Student and staff survey results; ● Interview results.

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	liquid assets; ● Agreements for possession of fixed or liquid assets should be made for at least a period of authorization to be granted; ● Teaching/scientific-research laboratory should observe safety regulations.	
HEI offers environment necessary for implementing educational activities: sanitary units, natural light possibilities, and central heating system.	● Institutions have uninterruptible power supply system; ● Buildings should have divided sanitary units, which should have continuous water supply, and should be cleaned and organized as appropriate. Sanitary units should observe sanitary-hygienic conditions. They should have uninterruptible artificial lights and ventilation; ● Each of the classrooms should have natural as well as artificial light possibilities except for the cases considering specifics of the field; ● Buildings should have central heating system.	● Uninterruptible power supply system; ● Receipts certifying payment of electricity, water and natural gas utilities; ● Document certifying orderly operation of heating and ventilation systems, and timeframe for their validity; ● Document certifying compliance with sanitary norms.
Health and safety of students and staff is protected within the institution.	● Health and safety protection of staff and students within the institution means meeting the following requirements: ▪ Institution has developed fire prevention and safety, first aid, and order mechanisms, and has appropriate inventory in place; ▪ Fire equipment is located on each floor of the building, in a visible area, with detailed instruction of use, and evacuation plans approved by competent agencies; ▪ 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; ▪ Order should be maintained throughout the perimeter of the HEI; Institution should allocate security staff to timely and effectively respond to violation of order, and protect material values of the institution; ▪ To maintain order, institution should	● Fire prevention and safety, First Aid, and Order mechanisms; ● Documents certifying the approval of evacuation plans; ● Documents certifying the possession of fire prevention and medical inventory as well as security cameras; ● Employment agreements made with staff responsible for security and provision of medical assistance; ● Conclusions on: Building safety and Fire safety.

	have security video recording and storing facilities installed both inside and outside of the buildings, throughout the premises; ▪ HEI building location should provide students and academic/administrative staff with safe environment that is appropriate for education purposes.	
HEI has adapted environment for people with special needs.	● People with special needs should be able to freely navigate and move around the building (including, ramps, elevators, etc.); ● 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; ● Specially adapted sanitary unit should be in place for students with special needs; ● It is compulsory to arrange parking lot for people with disabilities, which would enable easy access to the buildings.	● Adapted environment and/or further development plan; ● Interview results.
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 should include the following spaces: ● Book archive, reading hall, library staff office space, meeting and group workspace, IT equipment space; ● Institution should have regulations for using library, informative instructions and reading hall equipped with appropriate inventory, including: ● Computers connected to internet, and possibilities for using printer, copy machines, and scanners. Library should also have Wi-Fi; ● Library resources, both paper-based and electronic is diverse, constantly updated based on developments in the field, and ensures achievement of educational program learning outcomes and implementation of research/scientific work; ● Main literature listed in the syllabi is available in the library of the institution; ● Books of the library should be processed in accordance to the library regulations; ● Students and staff should have access to international library databases; ● Library staff (librarians) should have	● Documentation certifying the possession of library resources; ● Electronic catalogue published on the web-site; ● Compliance of library books with core literature indicated in educational programmes; ● Documents certifying involvement in international electronic library database; ● Electronic catalogue; ● Documents certifying possession of equipment of the library; ● 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; ● Student survey results; ● Dynamic of funding

	appropriate competence in library science, including competences to provide assistance with using international library databases; ● Library staff provides information to students and staff on the resources and services offered by the library (e.g., orientation sessions/ meetings, counselling, etc.), help with finding appropriate literature and other resources, including from external sources (other libraries, purchasing), holding workshops and trainings; ● The library should be available to students and staff for no less than 6 days a week, 60 hours. ● Institution should have electronic catalogue of library resources and an electronic search system; ● Library management system ensures effective use of library resources and services; ● HEI continuously renews and upgrades resources and services based on the requirements of students and staff.	allocated for provision and development of library resources during last 5 years; ● Interview results.
7.3 Information Resources		
HEI has created infrastructure for information technologies and its administration and accessibility are ensured.	● Information technology infrastructure created within the HEI is compliant with business processes of the institution and ensures their successful implementation; ● IT risk management is adequate and effective, data protection (including personal data) is ensured, and the efficiency of information system is evaluated; ● IT infrastructure (computer equipment, software provision, internet), which is meant for HEI services, is constantly and continuously accessible to students and staff.	● IT management policy and procedures, IT infrastructure (indicating standard in case of using international standard); ● Regulation for administration, responsibility and accountability; ● Accessibility of IT infrastructure; ● Documents certifying existence of internet connection.
Electronic services and electronic management systems are implemented and mechanisms for their constant improvement are in place.	HEI has introduced electronic services and electronic management systems, which ensure effectiveness, efficiency and accessibility of management of services and processes.	● Implemented electronic services; ● Electronic management systems; ● Mechanisms for the development of electronic services and electronic systems; ● Interview results.
HEI has a functional web-page in Georgian and English	● Official web-page of the institution serves communication and information functions, contains contact and other useful	● Domain, hosting, certification; ● Operational web-page

languages.	information in Georgian and English languages, including mission of HEI, its activities, structure, catalogue of educational programmes, programmes and enrolment criteria, expected learning outcomes and qualifications to be granted, procedures for teaching-learning and assessment, administrative/academic/scientific staff, library electronic catalogue, regulation documents, strategic development plans, annual reports, financial reports, ongoing and implemented research (results), basic statistics, accessible services, employment opportunities, etc.; ● Information is regularly updated so that the interest to receive information in a timely manner is protected.	in Georgian and English languages; ● Person responsible for web-page administration, regulation for administering the page, and appropriate job description; ● Clear, precise, full, objective, stable, updated, and easily accessible information.
7.4 Financial resources		
Allocation of financial resources described in the budget of HEI is economically achievable.	Allocation of financial resources described in the budget is economically achievable, sources of funding are diversified ensuring adequate and effective risk management.	● Sources of funding; ● HEI budget; ● Dynamics of planned funds according to years.
Financial standing of HEI ensures performance of activities described in strategic and mid-term action plans.	● Funds available to HEI are adequate and sufficient to effectively perform activities described in strategic and action plans; ● Financial reports certify correctness, fairness and fullness of financial information.	HEI budget, dynamics of funding, financial reports for current/previous reporting periods, share of administrative expenditures within total budget.
HEI financial resources are focused on effective implementation of core activities of the institution.	HEI financial resources provide for sustainable and further development of learning/teaching/research/arts-creative activities, and human resources/infrastructure.	● Dynamics of funding; ● Ratios between expenditures.
HEI budget provides funding for scientific research and library functioning and development.	● HEI has adequate and sufficient financial resources for continuous implementation of scientific research, equally available to all individuals; ● HEI budget allocates adequate financial means for funding activities of students, academic and scientific staff, post-doctorate students, such as participation in conferences, publishing articles in international journals, etc.; ● HEI allocates funds required for functioning and constant development of the library.	● Expenditures incurred and planned for research activities and functioning and development of the library; ● Ratios between expenditures.
HEI has an effective system of accountability, financial	HEI has developed functional managerial accountability, financial management and	● Regulation and format for the distribution of

management and control.	control system, which ensures lawful, transparent, economical, efficient, and productive use of resources for the achievement of HEI goals. HEI conducts financial audit by eligible auditor/audit company and the reports with relevant financial statements are publicly accessible.	responsibilities, delegation, and accountability; ● Document implementing financial management and control function; ● Document assessing functioning of financial management and control system. ● Financial reports elaborated by eligible auditor/audit company and relevant financial statements; ● Publicity of information