



# Action Plan 2021-2023

<b>Date</b>	February 2021
<b>Chapter</b>	0
<b>Page</b>	1/21
<b>Revision</b>	0

“Approved”

Rector of the Georgian Aviation University

D.T.Sc., Professor

\_\_\_\_\_ S. Tepnadze

\_\_\_\_\_ 2021

Statement \_\_\_\_\_

Georgian Aviation University



# Action Plan 2021-2023

Master Copy



<b>Date</b>	February 2021
<b>Chapter</b>	1
<b>Page</b>	2/21
<b>Revision</b>	0

Table of Contents

**1. Table of Contents**

1. Table of Contents.....	2
i. Revisions.....	3
ii. Revision History.....	4
iii. List of Valid Pages.....	5
2. Documentation Control.....	6
2.1 Document Distribution List.....	6
3. General provisions.....	7
3.1 Strategic Priority 1: Institutional Strengthening.....	7
3.2 Strategic priority 2: International strengthening of the university.....	10
3.3 Strategic Priority 3. Quality Development.....	15
3.4 Strategic Priority 4: Develop the cooperation with interested parties (applicants, students, graduates, staff, employers).....	18
3.5 Strategic Priority 5: Flight training infrastructure development.....	20

	Action Plan 2021-2023	Date	February 2021
		Chapter	i
	Revisions	Page	3/21
		Revision	0

**i. Revisions**

Implementation of any Revision can only be performed through participation of the Head of Quality Manager and Governing Board. No revision will have legal power, unless it is reviewed and approved.

Compiled By:	Approved by:
Program Supervisor	Rector
Date:	Date:

Remover Page				Added Page			
Paragraph	Page	Revision	Date	Paragraph	Page	Revision	Date





	Action Plan 2021-2023	<b>Date</b>	February 2021
		<b>Chapter</b>	iii
	Documentation Control	<b>Page</b>	6/21
		<b>Revision</b>	0

## 2. Documentation Control

Control of documentation is provided by the rules and procedures written in the Quality Manual of Georgian Aviation University. The aim of rules and procedures is to create system to identify and use all documents easily by employees within the organization. All documentation must be created, and storage by the format and terms indicated in Quality Manual. These procedures will establish effective system to create, renew and share documentations easily.

### 2.1 Document Distribution List

Organization	Format	Copy N:
Quality Service	Hard Copy	Master Copy
Quality Service	Electronic Version	Electronic Version
University Web Page	Electronic Version	Electronic Version



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	7/21
<b>Revision</b>	0

### 3. General provisions

#### 3.1 Strategic Priority 1: Institutional Strengthening

##### Strategic Aim 1: Human resource development

##### Objective 1: personnel capacity building

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1.1 Evaluation of the staff activity	Human resources	July 2021 July 2022 July 2023	Administration (HR Manager)	-
1.2 Summary of Staff Performance Evaluation Results	Human resources	August 2021 August 2022 August 2023	Administration; Quality Assurance Service	-
2.1 Personnel training / retraining	Human / Financial resources	March 2021	Administration (HR Manager)	-
2.2 Monitoring of Personnel training / retraining	Human resources	December 2021	Administration (HR Manager)	-
3. Increase the participation of staff in international events	Human / Financial resources	Annual	Administration (HR Manager) International Relations Manager Faculties	-



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	8/21
<b>Revision</b>	0

**Strategic Aim 2: Ensuring effective management**

**Objective 1: improving the management of university activities**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1.1 Develop a Strategic Development Plan 2021-2027 and an Action Plan 2021-2023.	Human resources	February 2021	Quality Assurance Service	-
1.2 Organizing an event to get acquainted with strategic and action plans	Human resources	February 2021	Quality Assurance Service	-
1.3 Posting of Strategic Plan on the Website in Georgian and English languages	Human resources	March 2021	Public Relations Manager	-
2. Monitoring the implementation of strategic and action plans	Human resources	December 2021 December 2022 December 2023	Quality Assurance Service	-

**Objective 2: Development of Information Systems**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Introduction of Electronic Case Management system	Human / Financial	February 2021	Administration (Case Manager)	10 000
2. Updated electronic LMS (learning management system)	Human / Financial	February 2021	Quality Assurance Service	

**Strategic Aim 3: Improvement of the infrastructure**



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	9/21
<b>Revision</b>	0

**Objective 1:** Arrange / improve appropriate spaces for student events

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Use of unused spaces, as well as add new spaces for student events	Material / Financial resources	December 2021 December 2022 December 2023	Administration	15 000
2. Increasing the activity for student life / number of events	Material / Financial resources	October 2021 October 2022 October 2023	student self-government; Administration	25 500
3. Student Satisfaction Survey	Human resources	December 2021 December 2022 December 2023	Quality Assurance Service	-

**Objective 2:** Improving working environment for university staff

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Identify the need to purchase modern inventory for workspaces	Human resources	May 2021 May 2022 May 2023	Administration; Human resources Manager	-
2. Arranging workspaces with modern inventory	Financial resources	Annual	administration; Financial Service	15 000

**Strategic Aim 4: Image Promotion**

**Objective 1:** An effective promo campaign



Date	February 2021
Chapter	3
Page	10/21
Revision	0

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Develop an effective PR strategy	Human resources	February 2021	Administration (PR Manager)	-
2. Creating an image photo-video / print materials fund	Human / Material / Financial resources	Annual	Administration (PR Manager)	43 500

**Objective 2: Regional positioning of Georgian Aviation University**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Finding New Partners	Human resources	Annual	International Relations Manager	-
2. Frequent Participation in International Events	Human resources	Annual	International Relations Manager; Faculties	-

**Objective 3: Frequent updates of the web page**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Posting the information about university's activities and educational process related news on a web page	Human / Financial resources	Annual	administration (PR manager)	-

**3.2 Strategic priority 2: International strengthening of the university**

**Strategic Aim 1: Improvement of international cooperation**

**Objective 1: Development of the institutional as well as joint / exchange programs, according to national education policy**



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	11/21
<b>Revision</b>	0

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. The international best practice / methodology implemented in the administrative and academic activities of the university	Human resources	Annual	International Relations Manager; Faculties	-
2. Evaluating the effectiveness of internationalization mechanisms	Human resources	December 2021. December 2022. December 2023.	International Relations Manager	-
<b>Objective 2: Improvement of international reputation</b>				
Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Agreements / Contracts with Aviation Universities and Organizations	Human resources	Annual	International Relations Manager; Faculties	-
2. Invitation of the academic personnel of the aviation university by partner universities from other countries	Human resources	Annual	International Relations Manager; Faculties	35 000
<b>Objective 3: Increase access to university programs and services at the international level</b>				
Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Develop English language programs / study courses / modules and projects (higher and vocational education)	Human / Financial resources	July 2021	International Relations Manager; Faculties	-



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	12/21
<b>Revision</b>	0

2. Adaptation of the university website for international users	Human resources	Annual	Public Relations Manager; International Relations Manager	-
---	-----------------	--------	---	---

**Objective 4:** Increasing funding from international sources

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Increasing involvement in international projects	Human / Financial resources	Annual	International Relations Manager; Scientific-Research Center; Administration; Faculties	-

**Strategic Aim 2: Internationalization of educational programs**

**Objective 1:** Development of educational programs based on best international experience (higher, vocational)

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Evaluation of programs by local and international evaluators	Human resources	July 2021	Departments; Quality Assurance Service	-
2. Participation of the educational program developing staff in exchange programs	Human resources	Annual	Faculties; International Relations Manager	35 000

**Objective 2:** Involvement of international lecturers / professional teachers in educational activities and program development involvement



Date	February 2021
Chapter	3
Page	13/21
Revision	0

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Involvement of international lecturers / vocational teachers in the learning process	Human / Financial resources	Annual	Faculties; HR Manager	-
2. Participation in Erasmus + projects - Staff Mobility	Human resources	Annual	International Relations Manager; Faculties	-
3. Participation in the Fulbright Program	Human resources	Annual	International Relations Manager; Faculties	-

**Objective 3:** Increasing the number of international students

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Making agreements with agents in the target countries	Human / Financial resources	Annual	International Relations Manager	-
2. Offering educational and additional life-oriented activities to the international students	Human resources	Annual	Faculties; International Relations Manager; Student Self-government	--

**Objective 4:** Increasing the representative role of international students

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
----------	--------------------	-----------------------	---------------------------------	--------



Date	February 2021
Chapter	3
Page	14/21
Revision	0

1. Involvement of international students in student self-government	Human resources	Annual	Student Self-government Student Self-government	---
---	-----------------	--------	--	-----

**Strategic Aim 3: Internationalization of Research Activities**

**Objective 1: Involvement of international academic personnel in scientific research activities**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Opportunity to elect an international supervisor / co-supervisor in PhD programs	the human / Financial resources	annual	Faculty of Engineering	-
2. Increasing number of international academic personnel	of human / Financial resources	annual	Faculties; Human resources Manager	-
3. Improved scientific-research infrastructure / environment	Human / Financial resources	Annual	Scientific-Research Center; Faculties	33 000

**Objective 2: Develop cooperation with international research organizations**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Cooperation agreements with international research organizations	Human resources	Annual	Scientific-Research Center; International Relations Manager	-
2. Support the participation of the scientific-research staff of the university in research projects	Human resources	Annual	Scientific-Research Center; Administration	35 000



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	15/21
<b>Revision</b>	0

**Objective 3:** Increase the number of scientific publications / articles and studies in international journals

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Conduct activities to support research publications / articles	Human resources	Annual	Scientific-Research Center; Administration	35 000

**Objective 4:** Participate in scientific research conferences / symposium

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Promoting participation in scientific research conferences / symposium	Human / Financial resources	Annual	Scientific-Research Center; Administration	75 000

**3.3 Strategic Priority 3. Quality Development**

**Strategic Aim 1: Raise Quality System Awareness**

**Objective 1:** Inform staff and students involved in the learning process

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Prepare guidelines and instructions for students and relevant Staff	Human resources for	August 2021 August 2022 August 2023	Deputy Rector for Education; Quality Assurance Service	-
2. Conducting informative events	Human resources	September 2021 September 2022 September 2023	Deputy Rector for Education; Public Relations Manager	-



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	16/21
<b>Revision</b>	0

**Strategic Aim 2: Improving the quality of research activities**

**Objective 1: Increase the motivation of staff involved in research activities**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Conducting activities for membership and cooperation with research organizations of the field	Human resources	Annual	Scientific Research Center; Faculties	-
2.1 Announcement of Competition for Obtaining Internal Grant Funding	Human resources	June 2021 June 2022 June 2023	Scientific Research Center; Faculties	-
2.2 Announcement of Competition Results for Obtaining Internal Grant Funding	Human / Financial resources	September 2021 September 2022 September 2023	Scientific Research Center	75 000

**Objective 2: Development of professional and research skills of scientific-research staff**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Applications for trainings	Human resources in	May 2021 May 2022 May 2023	Scientific Research Center	-
2. Scientific-Research Visits to Partner Organizations	Human / Financial resources	Annual	Scientific-Research Center; Faculties	75 000

**Strategic Aim 3: Improving the Quality of Educational Programs**



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	17/21
<b>Revision</b>	0

**Objective 1: Supporting of the program quality development**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. University Authorization (Vocational and Higher) and Teaching Program Accreditation	Human / Financial resources	July 2021	Quality Assurance Service	100 000
2. Annual Evaluation of Higher Education Programs	Human resources	June 2021 June 2022 June 2023	Program Supervisor; Quality Assurance Service	-
3. Annual Evaluation of Vocational Education Programs	Human resources	June 2021 June 2022 June 2023	Program Supervisor; Quality Assurance Service	-
4. Annual Assessment and Analysis of Students' Academic Achievements	Human resources	At the end of each semester	Faculty; Quality Assurance Service	-

**Objective 2: professional skill development of the teaching staff**

1.1 Development of the plan for qualification training for educational program personnel	Human resources	Annual	Faculties; Human resources Manager; Quality Assurance Service	-
1.2 Training of educational program personnel	Human resources	Annual	Faculties; Human resources Manager; Quality Assurance Service	60 000

**Objective 3: Library resources renewal**

1.1 Find information about up-to-date literature	Human resources	Annual	Library Manager	-
--	-----------------	--------	-----------------	---



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	18/21
<b>Revision</b>	0

1.2 Purchase new literature	Human / Financial resources	Annual	Library Manager	5 000
2. Access to international databases	Human / Financial resources	Annual	Library Manager	3 500
3. Step-by-step upgrade of the material base of the library	Human resources	Annual	Library Manager	12,000

**3.4 Strategic Priority 4: Develop the cooperation with interested parties (applicants, students, graduates, staff, employers)**

**Strategic Aim 1: Communication with interested parties**

**Objective 1: Effective mechanisms of communication to interested parties**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Increase the involvement of interested parties in the process of monitoring the implementation of the strategic development plan	Human resources	December 2021 December 2022 December 2023	Employment and Career Development Manager; Quality Assurance Service	-
2. Increase the involvement of interested parties in the development of educational programs, as well as practical components	Human resources	Annual	Quality Assurance Service; Faculties	-
3. Creating and updating the database of employers / partner companies	Human resources	Annual	Employment and Career Development Manager	-
4. Survey of employers / partner companies	Human resources	December 2021 December 2022 December 2023	Employment and Career Development Manager	



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	19/21
<b>Revision</b>	0

**Objective 2: Informing the interested parties**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. The international exhibition education	human / material / Financial resources	Annual	Public Relations Manager	15 000
2. Visits in schools	human / Material / Financial resources	Annual	Public Relations Manager	15 000
3. Organizing Doors-Open Days	Human / Material / Financial resources	Annual	Public Relations Manager	1 500
4. Organizing Orientation Meetings for Students	Human / Material Resource	September 2021 September 2022 September 2023	Deputy Rector for Education	-
5. Employment Forums / Meetings	Human / Material / Financial resources	May 2021 May 2022 May 2023	Employment and Career Development Manager, Public Relations Manager	1 500

**Objective 3: Developing a graduate network**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Creating and constantly updating the base for graduates	Human resources for	Annual	Employment and Career Development Manager	-
2. Study of the needs of the graduates in order to promote their career advancement	Human resources	Annual	Employment and Career Development Manager	-



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	20/21
<b>Revision</b>	0

3. Integration of successful graduates in university activities	Human resources	Annual	Employment and Career Development Manager; Faculty	-
---	-----------------	--------	---	---

**Strategic Aim 2: Develop services according to interests of interested parties**

**Objective 1: Development of employment and career advancement services**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Access to information about vacancies	Human resources	Annual	Employment and Career Development Manager; Public Relations Manager	-
2. Carrying out measures to promote career development	Human resources	Annual	Employment and Career Development Manager	6 000

**3.5 Strategic Priority 5: Flight training infrastructure development**

**Strategic Aim 1: Upgrade of training and flight infrastructure in accordance with modern requirements**

**Objective 1: Upgrade of the aircraft fleet with modern equipment in accordance with modern requirements**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1.1 Purchase of a helicopter	Financial resources	2023	Deputy Rector for flight training	800 000
1.2 Flight and technical staff training for the helicopter operation	Financial resources	2023	Deputy Rector for flight training	15 000



<b>Date</b>	February 2021
<b>Chapter</b>	3
<b>Page</b>	21/21
<b>Revision</b>	0

**Objective 2: Aerodrome improvement**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Upgrading of marking and lighting system	Financial resources	2023	Airport Mimino	15 000

**Strategic Aim 2: Control of the operation of flight-training infrastructure**

**Objective 1: Compliance with the standards of the civil aviation agency**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. The quality and safety systems of internal audit	Human resources	Annual	Quality Assurance Service SMS Manager	-

**Objective 2: Raising the qualification of pilot instructors and engineering and technical staff**

Activity	Required resources	Implementation period	Responsible structural unit (s)	Budget
1. Analysis of the needs for raising the qualification of technical staff	Human resources	Annual	International Aviation Training Center	-
2. Implementation of an action plan tailored to the needs	Human resources	Annual	International Aviation Training Center	6 000