

# Samtskhe-Javakheti State University

## Management effectiveness monitoring mechanisms and evaluation system

The functions of the governing bodies of the University, and the documentation governing their activities are composed in such a way that the following governing principles declared by Article 4 of the University Statute are protected in all cases:

❖ ***Publicity and accessibility of university decisions, reports of governing bodies and legal acts to all who are concerned;***

Implementation of the above-mentioned management principle is ensured by the following concepts:

**Accountability** - the university is accountable to the university community - academic staff, students and other stakeholders; management at all levels and governing bodies are required to report once a year to the relevant regulatory authority; the Dean of the Faculty is obliged to report to the Faculty Council, Head of Administration is accountable to the Senate; Rector and the head of the Quality Assurance report to the both Academic Council and Senate; the heads of all structural units performing the auxiliary functions are accountable to the Rector and the Head of Administration. Reporting is public and documents are available on the university website.

**Transparency** - The decisions made by the university governing bodies and their enforcement are public and available to those directly affected by the decision and / or their enforcement. All legal acts and regulations are published on the University website. Legal acts, rules and regulations are available in hard copy at the library and at each structural units.

❖ ***Academic freedom of academic staff and students;***

**Academic freedom** is the first value out of three values recognized by LEPL Samtskhe-Javakheti State University. University legal acts protect the right of academic staff and students to independently plan, conduct teaching / learning process and scientific research processes, this provision is also taken into account when developing all governance procedures. The unequivocal manifestation of independence is the right of the university community to elect the heads of governing bodies by direct ballot.

❖ ***Participation of academic staff and students in decision-making and control;***

This principle is ensured by the following:

**Participation** - when the university ensures the involvement of academic staff and student body as well as stakeholders in the decision-making process. Strategic and operational management of teaching / learning, scientific research and management at all levels of the university, as well as the decision-making process are carried out with the involvement of academic staff and students.

**Governance decentralization** because the governance decision-making system is based on the links between vertical and horizontal structures. In the process of governance decision-making, the university ensures the autonomy of decision-making for faculty management bodies. Faculties

themselves define the teaching / learning and research development strategy in accordance with the action plan.

**Effectiveness and Efficiency** - the processes planned and implemented at the university are directly related to the needs of the university community, academic staff and students and the effective use of human / material / financial resources.

❖ ***Equal treatment regardless of one's ethnicity, gender, social origin, political or religious beliefs, and others;***

Three values recognized by LEPL Samtskhe-Javakheti State University: **Freedom, Nationality, Tolerance** are based on the above-mentioned principle of management. These are the well-established principles of university governance that have never been violated during the 30 years of existence, which is the basis for the progressive development of the university in a multicultural region.

❖ ***Fairness and transparency of elections at the university, publicity of competitions***

The University has an electoral provision (Academic Council Resolution No. 92, Protocol No. 16, 2013) which provides the implementation of the above principle:

**Equality and fairness**, when all candidates are on equal basis and all voices have equal power. The principle of equitable representation is also ensured in university regulations.

**Universality**, which implies effective and impartial procedures for participation/registration.

**Openness**, which guarantees the principle of publicity. The open election process places greater responsibility on both the candidate and the voter.

**Secrecy** - unless otherwise provided for by the Electoral Regulations, voters are required to cast their ballots in a closed election cabin without the presence of others.

Based on the analysis of the current situation in terms of planning and coordination of management policy, the following key priorities of management effectiveness policy were identified:

✓ The need for systematic and consistent work in order to further refine management policy at LEPL Samtskhe-Javakheti State University, i.e. pay equal attention to the following stages in the management process: **analyze, plan, report, monitor and evaluate the current situation;**

✓ a clear reference/instruction on advancing **quality culture** at the University, based on active involvement of Quality Assurance in the management process (how to submit information, the following planning cycle for an activity - analysis, planning, reporting, monitoring, assessment-utility and complying planned activities with the budget). The training cycle should be systematically planned and implemented in order to ensure the quality of work at the university. Training modules should include document development methodology and process guiding tools.

✓ One of the key factors for the successful implementation of management policy is the **correct calculation of costs and their reflection in the budget**. Consequently, special attention should be paid to the issue of reflecting costs at the various stages of the activity in terms of management policy and strategic planning.

✓ **Continue to implement electronic systems** to ensure effective management and monitoring of the activities at the University, constant attention to data security and diversity of service channels.

The following documents are considered when planning management policy:

- ❖ **Action Programme/Plan (developed by heads of governing bodies and structural units)**
- ❖ **Strategic Development Plan of the University**
- ❖ **Mid-term and 1-year action plans**
- ❖ **Annual budget**
- ❖ **Strategic development plan of main structural unit (faculty)**
- ❖ **Action plan of structural unit (s)**
- ❖ **Concept/Policy of activities**

In an unified system of management all strategic documents are significantly interconnected and create a hierarchy that incorporates both long-term and short-term strategies and mechanisms for their implementation.

The University Strategic Development Plan is the document of the highest category in the planning hierarchy, ensuring that the activities planned by the University are performed. The University Strategy is a guiding document and other policy planning documents such as structural unit strategies, action plans, and budget derive from it. The procedures for election / appointment of the university governing bodies are approved and defined by the Statute of LEPL Samtskhe-Javakheti State University and the Election Regulations approved by the Order # 52/N of the Minister of Education and Science of Georgia issued on May 13, 2014.

### **Evaluation and Development of Management Efficiency**

Quality assurance mechanism, including internal and external, ensures non-stop evaluation and development of the activities and resources of the Samtskhe-Javakheti State University

Monitoring and evaluation of the university activities is the systemic and disciplinary process of defining university strategic plan implementation effectiveness, efficiency, quality, impact size and relevance. It ensures reliable and beneficial information collection regarding to university activity, activities considered by a strategic plan by means of reporting.

Samtskhe-Javakheti State University ensures collection and analysis of the relevant information which will be applied for effective management of the programs and other activities, it means that it conducts regular monitoring and evaluation of the programs, in order to ensure achievement of planned activities and respond to the needs of the students and society. Evaluation supports to continued development of an educational program. The procedures are described in the regulations of educational program quality assurance mechanisms.

The information about university activities are collected from two main sources, such as monitoring and evaluation.

**Monitoring** - Continued process of reviewing the progress against specific objectives defined within the framework of strategic plan

**Evaluation** - ultimate systemic and objective evaluation of implementation and impact of a strategic plan

A business continuity rule and a business continuity plan were developed for the management efficiency. It takes into account all possible risks, the means to fully or partially avoid them, and the strategy of loss reduction (see the rule). The Business Process Continuity Plan includes specific information on risk assessment, preventive measures, risk-taking actions, responsible persons.