

**Regarding the approval of the internationalization policy of Ivane Javakhishvili Tbilisi State University**

**Date: 22/02/2024**

**Resolution N: 27/2024**

In accordance with the legal framework set forth by the General Administrative Code of Georgia, including Article 51(1) and the specified subsections (1), (2), and (3) of Article 52, as well as Article 53(3), Article 55, and subsections (2) and (3) of Article 56, Article 57, as well as Article 21(a) of the Law on Higher Education in Georgia, along with referencing Ministerial Decree No. 135 issued by Minister of Education and Science of Georgia on September 11, 2013, which pertains to the "Statute of the Public Law Legal Entity - Ivane Javakhishvili Tbilisi State University," particularly emphasizing Article 8(1), and taking into account the Letter No. 4538/10 issued by the Quality Assurance Service of TSU on February 20, 2024, and the minutes of the Academic Council meeting No. 4 held on February 22, 2024,

**The Academic Council resolves as follows:**

1. To approve the internationalization policy of LSI - Ivane Javakhishvili Tbilisi State University (Annex No. 1).
2. The University Chancellery is required to place the resolution in a place accessible to all.
3. This resolution may be appealed by the interested party within one month from the date of its entry into force in accordance with the law at the Tbilisi City Court (address: Tbilisi, 64 Davit Aghmashenebeli Avenue).
4. The resolution enters into force according to the procedure established by legislation.

**Ivane Javakhishvili Tbilisi State University**  
**Internationalisation Policy**

## **Introduction**

Internationalization has long been a foundational value for Ivane Javakhishvili Tbilisi State University (TSU) and a key aspect of its commitment to fostering an inclusive scholarly environment that cherishes diversity, encourages cross-cultural understanding, and prepares students, faculty, and staff for success in an interrelated world.

Founded in 1918 by a group of internationally educated and eminent scholars, TSU signed its inaugural cooperation agreement with an international university as early as 1966. Since then, it has steadily expanded its network of partner institutions, which now totals over 300 affiliates globally.

Aligned with the principles promoted in the Magna Charta Universitatum, TSU upholds core values rooted in fostering critical, innovative, and forward-thinking approaches in all aspects, including its internationalization efforts. It adheres to the principles of the Bologna Process and the Sustainable Development Goals 2030.

To contribute to global knowledge and innovation, TSU is prioritizing efforts to amplify research productivity through international collaboration, alongside providing enriching experiences of teaching and learning to students and faculty, thus offering an academic environment that satisfies global standards. This necessitates focusing on partnerships with premier universities worldwide to enable benchmarking against top global institutions. Key activities involve exchanging faculty and students with international collaborators, developing joint degree programs and dual diplomas, promoting multinational research ventures, and taking part in global university ranking systems. TSU is also aligning its curriculum, pedagogy, and student support services with best practices worldwide.

Attaining global academic excellence is a long-term endeavor requiring institution-wide commitment. However, by concentrating internationalization efforts on enhancing academic excellence, TSU aspires to build its reputation as a world-class institution and become Georgia's foremost global university.

Grounded in TSU's Strategic Development Plan 2024-2030, this **Internationalisation Policy** is set to provide the strategic framework and guiding principles that will govern TSU's efforts to enhance its international cooperation, and impact during 2024-2030. By implementing the strategic initiatives outlined in this document, TSU aspires to enhance its global reputation in a sustainable and adaptable manner.

The following outlines key focus areas and objectives to direct TSU in its internationalisation endeavors.

## **Vision**

TSU envisions remaining a preeminent institution of higher education in the region, renowned for its diverse international partnerships and resultant accomplishments, as well as its dedication to academic excellence and global engagement. Through strategic internationalization initiatives, TSU envisions:

- Fostering a dynamic learning environment that prepares students to thrive in a globalized society,
- Cultivating inclusiveness in order to attract students, faculty, and researchers from around the world,
- Providing globally integrated curricula that prepare students for success in an interconnected and dynamic global environment,
- Engaging actively in international research collaborations and higher educational networks addressing global challenges.

## Objectives

The primary objectives of TSU's internationalization efforts are:

### 1. Global Academic Excellence

As a leading national university, TSU aspires for global excellence in teaching, research, and engagement with international communities. In pursuit of this objective, TSU shall:

- Elevate the quality of education by integrating global perspectives into curricula,
- Align curricula to the requirements of the international accreditation,
- Enhance student learning experiences through global partnerships and joint educational programs,
- Attract international student talent, develop support services tailored to their unique needs.

### 2. International Research Collaboration and Innovation

TSU's fundamental aspirations in internationalizing research stem from the belief that the complex research inquiries of the contemporary world necessitate multicultural, interdisciplinary approaches from diverse vantage points. In pursuit of generating meaningful scientific advances and solutions that resonate at both local and international levels, TSU shall:

- Actively nurture existing collaborations and seek and establish new partnerships with international research institutions,
- Encourage and support faculty in undertaking collaborative research projects with global partners,
- Promote interdisciplinary research that tackles global challenges.

### 3. Global Engagement

Engaging globally through bilateral and multilateral partnerships, networks, and professional circles is crucial for comprehending developmental trends in higher education and research worldwide. Such engagement is also fundamental for elevating visibility and conveying TSU's voice to expansive audiences. In pursuing this objective, TSU shall:

- Reinforce institutional partnerships with universities, organizations and government bodies worldwide,
- Expand opportunities for faculty and student exchange programs,
- Actively participate in international conferences, forums, and academic networks,
- Promote Georgian language and culture through focused campaigns and collaborations with partner universities.

By strategically deepening global engagement across various dimensions, TSU seeks to strengthen its international profile, further internationalization objectives, and share Georgian perspectives with the global academic community.

### 4. Institutional Capacity Building

Constantly developing its institutional capacity is of utmost necessity for TSU, as it endeavors to solidify its standing as a trustworthy partner on the international stage. Foremost, this pursuit ensures the university's aptitude to adapt to the ever-evolving educational landscape and meet the dynamic needs of students, faculty, and society at large. By continually strengthening its programs and resources, the university can maintain its relevance and competitive edge in the global academic arena.

Furthermore, building institutional capacity fosters a culture of innovation and excellence, driving continuous improvement in teaching, research, and administrative practices by embracing best practices and diverse perspectives from leading universities worldwide. This shall empower TSU to attract and retain top-tier talent, including faculty, researchers, and administrative staff, whose contributions are pivotal to its success. Moreover, a robust institutional capacity shall enable TSU to effectively navigate challenges such as economic fluctuations, technological advancements, and shifting educational paradigms. By investing in staff development and stakeholder engagement through needs-based external international support, TSU can navigate uncertainties and seize opportunities for growth and advancement with agility and resilience.

## Implementation Strategies

Our implementation strategy centers on several aspects including:

TSU hopes to achieve its objective of **Global Academic Excellence** through the curricular integration paradigm, employing a multifaceted approach employing the following initiatives:

- **Curricular Development and Enhancement:** A pivotal element involves the development and augmentation of curricula to incorporate global perspectives, diverse languages, and cross-cultural competences. This strategic measure aims to imbue educational content with a broader international context.
- **Establishment of Joint Degree Programs and Dual/Double-Degree Partnerships:** A cornerstone of our strategy involves forging collaborative alliances with international universities to establish joint degree programs and dual/double-degree partnerships. This initiative seeks to enrich academic offerings and foster cross-cultural academic collaboration.
- **Faculty Engagement in Infusing International Content:** Faculty are encouraged to actively integrate international content into existing courses while concurrently developing new programs aligned with prevailing global trends. This proactive approach ensures that academic offerings remain dynamic, relevant, and globally informed.
- **Expansion of English-Medium Educational Programs:** To broaden our international appeal, we are committed to increasing the number of English-medium educational programs. This expansion facilitates accessibility and inclusivity, fostering an environment conducive to diverse global participation.
- **Promotion of International Accreditation:** Active encouragement is extended to academic units to pursue international accreditation for both existing and newly established academic programs. This endeavor aims to uphold and benchmark academic standards at the global level, fostering institutional credibility and recognition.

Collectively, these comprehensive measures embody our commitment to a holistic curricular integration strategy, positioning our institution at the forefront of global academic excellence.

Faculty development is a pivotal component to achieve **International Research Collaboration and Innovation**. Recognizing the paramount role of faculty members in shaping internationalization as a core tenet of TSU's teaching and research, the university is committed to expanding the number of its internationally active and engaged faculty.

The alignment of external global forces, which "incentivize" faculty engagement internationally, requires synchronization with internal institutional factors that can either enable or impel faculty participation on the global stage. The following initiatives are integral to this strategy:

- **Provision of Funding and Incentives:** To foster international research collaborations, TSU will allocate funding and offer incentives to faculty members, thereby encouraging and facilitating their engagement in global research initiatives.
- **Support for International Participation:** Recognizing the value of exposure to diverse scholarly perspectives, TSU will support faculty attendance at international conferences, workshops, and seminars. This support aims to enrich academic experiences and foster collaboration on a global scale.
- **Enhancement of Faculty Exchange Programs:** To augment cross-cultural teaching, research expertise, and the exchange of best practices, TSU will strengthen its faculty exchange programs. This initiative is designed to facilitate meaningful collaborations and promote a robust sharing of knowledge and expertise among international academic communities.

In this way, the emphasis on faculty development within our strategy underscores TSU's commitment to nurturing a globally engaged and proficient academic faculty.

To fortify and extend collaborative research initiatives of our internationally minded faculty, TSU will implement the following measures:

- **Promotion of Interdisciplinary Collaboration:** TSU is committed to fostering interdisciplinary collaboration among researchers. By encouraging the convergence of diverse academic disciplines, we aim to stimulate innovative approaches and solutions to complex research challenges.
- **Fostering Joint Research Initiatives:** TSU will actively encourage and support joint research initiatives that specifically target global challenges. This collaborative approach aims to leverage the collective expertise of researchers, both within TSU and in collaboration with external partners, to address pressing global issues through concerted efforts.
- **Facilitation of Researcher Exchange Programs:** TSU will establish mechanisms to facilitate the exchange of researchers between our institution and international partner institutions. This initiative is designed to enhance cross-cultural collaboration, providing researchers with valuable opportunities to engage in collaborative projects, share insights, and contribute to the advancement of knowledge on a global scale.

Through the implementation of these strategic measures, TSU endeavors to create an environment conducive to impactful research collaboration, positioning the institution as a hub for cutting-edge interdisciplinary initiatives and joint research endeavors aimed at addressing global challenges.

TSU aspires to reinforce its position as a **Globally Engaged** institution, actively contributing to the internationalization of academic, research, and collaborative efforts. To accomplish this objective, TSU plans to undertake the following initiatives:

- **Strengthening and Forging Partnerships:** TSU is dedicated to fortifying its existing partnerships and strategically establishing new collaborations with institutions globally. This proactive approach is designed to broaden the scope and impact of international engagements.
- **Collaborations with International Entities:** TSU seeks to cultivate collaborations not only with academic institutions but also with international organizations, industry partners, and research institutions. By fostering diverse partnerships, we aim to create a robust network that extends beyond academia, facilitating multifaceted engagements.

TSU aspires to create a vibrant and inclusive academic environment, fostering meaningful international engagements, and providing students and faculty with enriching experiences that transcend traditional boundaries. To create such an environment, TSU plans to undertake the following initiatives:

- **Promotion of Student and Faculty Exchange Programs:** TSU is committed to promoting robust student and faculty exchange programs with partner universities. This initiative aims to facilitate cross-cultural experiences, academic collaborations, and the sharing of diverse perspectives.
- **Diversification of English-Medium Courses:** TSU endeavors to diversify English-medium courses tailored to the needs and interests of incoming exchange students. This initiative ensures a comprehensive and accommodating curriculum, enhancing the academic experience for international participants.
- **Facilitation of Incoming Exchange Students' Integration:** TSU is dedicated to facilitating the integration of incoming exchange students into academic and social life at the university. This encompasses support mechanisms, orientation programs, and activities designed to ease their transition and enhance their overall experience.
- **Encouragement of Student Participation:** TSU actively encourages student participation in international competitions, conferences, and research initiatives. This initiative provides students with opportunities to showcase their talents, engage in scholarly discourse, and contribute to global academic conversations.

TSU aims to bolster its **institutional capacity**, ensuring a robust foundation for sustained internationalization efforts and fostering a dynamic environment conducive to academic excellence on the global stage. To reach this, TSU plans to undertake the following initiatives:

- **Investment in Language Programs:** TSU is committed to investing in language programs to elevate foreign language proficiency among both students and faculty. This initiative aims to enhance effective communication and facilitate a more inclusive and globally oriented academic environment.
- **Promotion of Professional Development Programs:** Recognizing the pivotal role of staff in driving the internationalization process, TSU will actively promote professional development programs. These initiatives are designed to equip staff with the necessary skills and knowledge to effectively contribute to the institution's global engagement goals.
- **Engagement in Donor-Funded Capacity Building Projects:** TSU will actively engage in donor-funded, needs-based capacity building projects and programs. This strategic approach seeks to leverage external support for targeted initiatives that enhance institutional capabilities, contributing to the overall growth and resilience of the university.

TSU aims to not only enhance its international visibility but also to strengthen its global reputation, positioning the university as a hub for academic excellence and collaboration on the global stage. To accomplish this, TSU plans to undertake the following initiatives:

- **Participation in Targeted International Networks and Educational Fairs:** TSU is committed to actively participating in targeted international academic and professional networks, as well as educational fairs. This strategic engagement aims to enhance global visibility, establish meaningful connections, and promote TSU's academic offerings on an international platform.
- **Improving Rankings in Targeted International University Rankings:** A strategic focus will be placed on improving rankings in specific international university rankings. This endeavor is designed to enhance TSU's global standing, attract international attention, and validate the institution's commitment to academic excellence on an international scale.
- **Hosting of International Events:** TSU will actively host international events, fostering a platform for global collaboration, knowledge exchange, and academic discourse. These events serve as opportunities to showcase TSU's achievements, facilitate networking, and contribute to the institution's international visibility.



## Conclusion

The articulated **Internationalisation Policy** reflects our steadfast dedication to fostering a globally engaged and inclusive academic environment at TSU. As we embark on our journey of advanced internationalization, we acknowledge the transformative potential inherent in collaborative research endeavors, cross-cultural exchange programs, and the cultivation of a multicultural campus.

The objectives outlined in this policy encapsulate our aspirations to nurture a vibrant learning environment that transcends geographical boundaries, equipping students with the skills and perspectives needed to navigate the complexities of a rapidly evolving global landscape.

This policy transcends mere rhetoric; it is not a standalone wish list. Instead, it serves as a comprehensive blueprint for the integration of international perspectives into every facet of our academic enterprise. We firmly believe that this integration will pave the way for a more globally interconnected and intellectually enriching future for TSU.

The given policy aligns closely with the strategic development directions that TSU has set for itself for the period of 2024-2030. Therefore, it is essential to recognize this document as an integral component of TSU's Strategic Development Plan (SDP) for 2024-2030 and its subsequent action plan.

In our pursuit to position TSU as a hub of academic excellence on a global scale, we underscore our commitment to continuous evaluation and improvement, ensuring that our endeavors remain aligned with the ever-evolving landscape of international education. The monitoring and evaluation of the implementation of the internationalization section delineated in this document will be conducted within the broader framework for monitoring and evaluation established for TSU's strategic development plan. This encompasses not only the action plan but also the key performance indicators, thereby ensuring comprehensive oversight and accountability.