



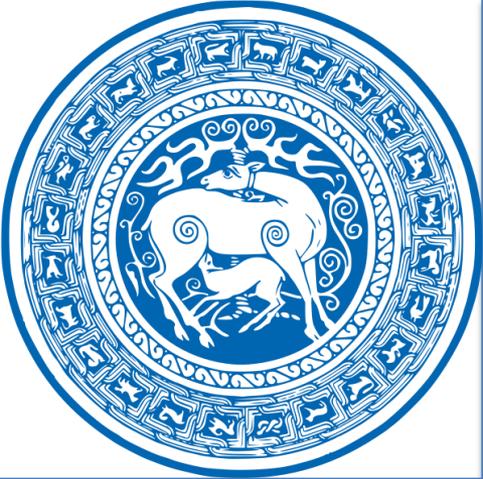
Tempus



Internationalization as a Tool for Development: A Case study of Ivane Javakhishvili Tbilisi State University



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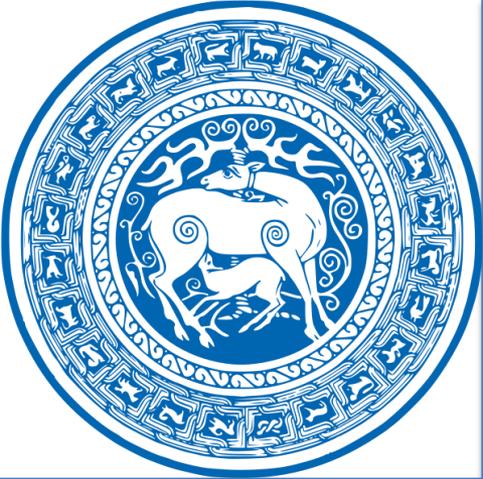


Rationale

TSU identifies internationalization as one of the university's most important goals.

To this end, the university has done the following for the past several years:

- Joined the Bologna Process in 2005
- Adopted the ECTS credit system
- Made significant progress towards becoming part of the European Higher Education Area
- Collaborated with several other universities through Erasmus Mundus External Cooperation Window and Tempus projects
- Established a Quality Assurance Services Department
- Created an Alumni Relations Office
- Placed an emphasis on enhancing student mobility opportunities



Rationale

Teaching and learning methods

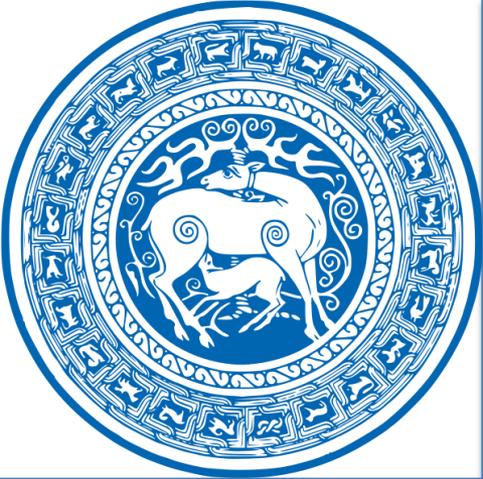
Teaching and learning at TSU still have some influence from the old times with one-sided transfer of knowledge to the passive audience. In most cases, this approach does not promote independent thinking and problem solving skills among students.

Access to Resources

In the process of the reforms the university had to tackle many profound challenges it failed to address the issues related with the improvement of the access to resources.

Management and Administration

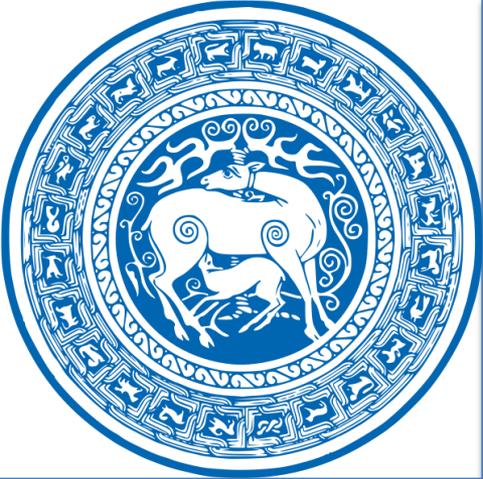
Strategic planning and management of higher education within the educational organizations. In order to determine which way to go and how to prioritize issues staff needs constant changes and transfer of knowledge (Kelly Novak Opportunities (KNO), 2008).



Rational

TSU top management believes that in order to address the challenging issues above it is necessary to engage in various knowledge and experience sharing activities with its counterparts from abroad. Or to internationalize.

The concept of internationalization is continuous and challenging and is seen to have positive outcomes if successfully managed: an international perspective in education and research, links with the universities in other parts of the world, increasing mobility for students, teachers, researchers and administrators, improved language skills, increased preparedness for managing meetings across different cultures, and international standards of quality assurance (Policy Statement on Internationalisation (2005). International Office External Relations of Göteborg University).

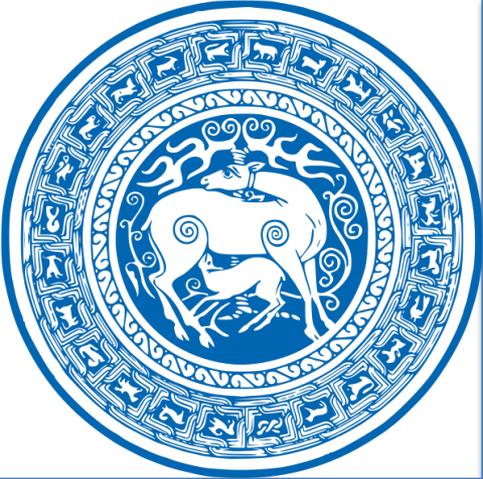


Internationalization Efforts at TSU

Through TSU's recent collaborations with Leiden University, TSU professor Ramaz Kurdadze was serving as the *Visiting Chair of Georgian Languages, Culture, and Society* at Leiden University in 2012-13.

The TSU Information Technologies Department completed an adaptation of the N.O.A.H. software to implement a “one-desk-service” online system for students, academics, and administrative staff of the university. This software will drastically simplify several processes for students, academics, and administrative staff alike.

In 2012, the Ministry of Science and Education awarded TSU an internationalization grant, which has enabled the university to invite professors from universities all over the world to lecture at TSU.



English-Instructed Graduate Programs

International School of Economics
Master Program in Economics
www.iset.ge

ISET
International School of Economics
at Tbilisi State University

Center for Social Sciences
Master and PhD Programs in International Relations, Transformation Studies
and Gender Studies
www.ucss.ge



International School of Tourism
Bachelor, Master, and PhD Programs in Tourism and Tourism and Hospitality
Management
www.tsu.edu.ge



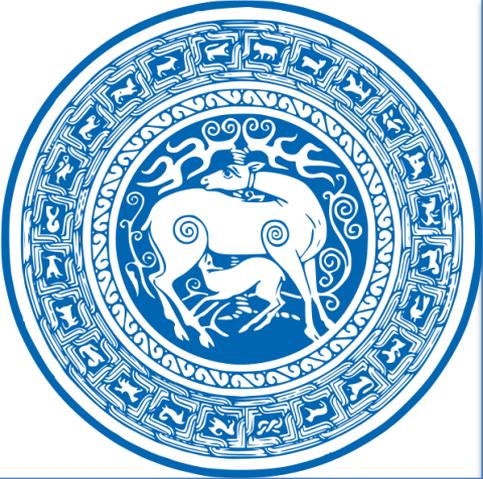
English-Instructed Graduate Programs Cont.

Medical Molecular Biology MSc. Program
Flexible Learning with the University of Westminster, UK
www.tsu.edu.ge

Managing International Enterprises Joint Degree MBA Program
TSU/Friedrich Schiller University of Jena, Germany
<http://www.mie.uni-jena.de/>



Institute for European Studies
European Studies Master Program
www.ies.tsu.ge



Joint Degree Programs

The University of Cologne and Tbilisi State University have established a joint degree program in Law. Students enrolled in this program have the opportunity to study law at TSU and the University of Cologne. In the first year, successful graduates of this program can earn their LLM through the University of Cologne. Should students wish to earn a Master's of Law from TSU as well their LLM, they can continue their studies at TSU for an additional year.

Managing International Enterprises MBA program – University of Jena

DHV/TSU Master's in Public Administration Program - German University of Administrative Sciences - Speyer



Mobilities

DFR runs student and faculty exchange programs with almost **80+** universities in Eastern and Western European universities. Altogether, the number of outgoing students funded through bilateral scholarships and government stipends is **74** per academic year. The number of incoming students is lower, not exceeding **40 per** year. TSU has more than 150 active partnerships with higher education institutions worldwide. However, the scholarships schemes are developed with **25** universities only. In the frame of EMA2 projects **120** outgoing and **35** incoming students, professors and staff have benefitted between the years of 2007-2012.



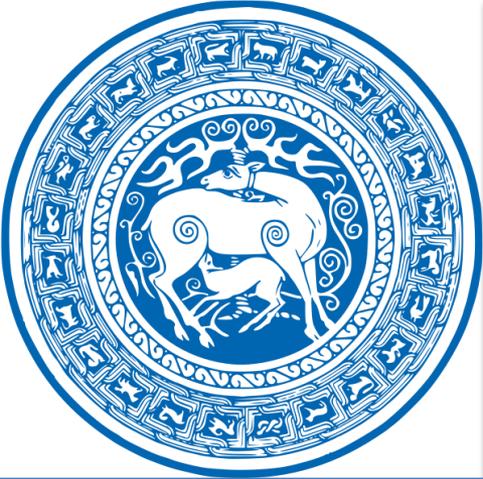
Mobilities

Tbilisi State University spends certain amount of its financial resources on the mobility of its students, staff and professors. In 2012 the amount spent on the academic mobility of its staff was 1.7% of its total annual spending. While, the amount spent on the student mobility was 0.5%. In 2013 the total amount allocated on the academic trips of its staff increased with 0.2% (and made 1.9% of the annual spending) and the funding allocated for the student mobility increase is 0.6% (1.1%).



Teaching and Research

In 2004 TSU signed an agreement with Open Society Foundations Higher Education Support Programme to contribute to higher education reform by supporting promising local scholars through the Returning Scholars Fellowship Program (Academic Fellowship Program). The fellowship promotes the return of scholars to TSU, their positioning within academic circles at TSU, and their continued professional development. In the frame of AFP program, around 40 Georgian scholars were involved in teaching and research at three Faculties in Tbilisi State University.



Projects

In October 2008, TSU hosted a team from Kelly Novak Opportunities, which carried out performance assessment of the TSU management. The project was sponsored by USAID/FORECAST program and administered by World Learning – Institution Performance Assessment Services. The emphasis was placed on the elements of the management system and the relationships of the elements to the implementation of the strategy and operating policies and processes.

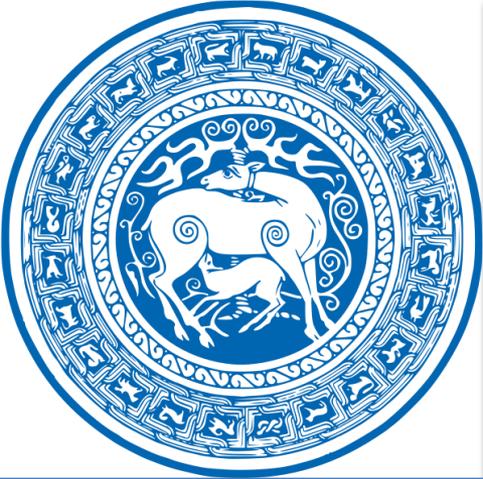


Projects

24 TEMPUS projects, 3 managed and administered at TSU by DFR :
CASEDE, ICAEN, LAManche (+11 more from 2013).

6 ERASMUS MUNDUS TSU, co-coordinating 3, WEBB, EMBER, HERMES
since 2012. In 2007-2011 TSU co-coordinated the first EM project in Georgia
managed by *Alexander Technological Educational Institute of Thessaloniki*.

E-learning project (OSI), Health Policy project (USAID-GPAC), NOAH project
(UNDP,GIZ,WB) - designed and administered by DFR .



Internationalization

- Laws and regulations
 - Foreign student enrollment
 - Credit recognition
 - Course/programme matching with the host universities
 - Visas
- Lack of infrastructure
- Strategy
- No on-campus living for students and staff
- Financial constraints
- Foreign languages
- Political processes



Internationalization

- **Facilitating Factors**

Facilitating factors were the readiness and the willingness of the Georgian higher education system, and Tbilisi State University to change.

- **Challenges and Obstacles**

The challenges and obstacles to that Tbilisi State University had to overcome to start the process of internationalisation goes beyond the university level discussion, as most challenges were of global nature that were addressed at a national level.

- **Sustainability of the Good Practices**

It is significant to note that through the international cooperation projects and networks Tbilisi State University managed to forge institutional cooperation with most of the universities. This is demonstrated in the increased number of the submitted projects of various kinds. For example, in 2013 the project team at the Department of Foreign Relations at Tbilisi State University in cooperation with the University of Seville (Spain) and National Kapodistrian University of Athens (Greece) designed and submitted two projects to EACEA in the framework of Erasmus Mundus Action 2.



Internationalization

Transferability of the Good Practices

The successful case of Tbilisi State University was used as the best practice by a TEMPUS project “Internationalization in Central Asia and Eastern Neighboring Area” (516663-TEMPUS-1-2011-1-ES-TEMPUS.SMGR). The project aims at strengthening capacities for international cooperation in Georgia, Belarus and Tajikistan in order to contribute to international networking and exploitation of institutional and national internationalization potentials.

Lessons Learned and Recommendations

The long-term vision on how the internationalization of the university should be developed. According to the TSU management interviewed for this case study, for sustainability and better outcomes Tbilisi State University has to have an Internationalization Strategy and Action Plan. A potential strength of a Strategy and Action plan is to propel new opportunities, ensure engagement of different stakeholders and sustainable development.



Thank You!