

SDSU 356-12-16 December 13, 2016

Magda Magradze Chief Executive Officer Millennium Challenge Account – Georgia

Dear Ms. Magradze,

Please find enclosed herewith the revised workplan, a deliverable for the Provision of Degree Accreditation and Institutional Support Initiative for Science, Technology, Engineering, and Mathematics, as required per the contract.

Please feel free to contact me if you have any questions.

Sincerely,

Kenneth D. Walsh, Ph.D.

Kimitalde

Dean, SDSU-Georgia

	Task	Task Name			Duration	Start	Finish		2nd Half		1st Half		2nd Half	ī	1st Half	1	2nd Half	1	1st Half
0	Mode							Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
	-5 -5		•				1/2												
	*	Fall Semeste	r 2016		68 days	Sen 19 '16	Dec 21 '16												
	3	Spring Semes			L11 days	Jan 23 '17						real for the second state of the second							
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		Program Awa	arwness	1	174 days?	Nov 1 '16	Jun 30 '17			-			i						
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	3		erage of SDSUG Activi		174 days	Nov 1 '16							ı						
	3	Social Med			174 days?								B						
)	3		ab Opening		days days	Jan 21 '17					• 1/21								
1	4				days days		Dec 16 '16				• 12/16								
2			ram Press Conference				Feb 16 '17												
	_	Media Tra	inings		24 days	Jan 10 17	rep 16 17												
4	- 5 - 5	Dogwitmont	Cumport		194 days	Nov 1 '16	Jul 20 '17			procurence									
5		Recruitment	ons in Schools		170	Nov 1 '16							-						
5					55 days		Feb 28 '17												
	T	Education			20 days	Feb 1 '17	F												
7	T.	STEM Acad			107 days	Dec 4 '16	Apr 30 '17						7/30						
8	*	NAEC SMS		(O days	Jul 30 '17	Jul 30 '17						• 1,50						
9	-					No. 4 lac	20 147												
0		Stem Aware			174 days	Nov 1 '16													
1	*	STEM Data			174 days		Jun 30 '17												
2	*		dia Campaign		174 days		Jun 30 '17				• 2/1								
3	*		ident Newsletter		O days	Feb 1 '17	Feb 1 '17				* 2/1								
4	*	SDSUG Stu	ident Newsletter	(O days	Apr 1 '17	Apr 1 '17					4/1							
5	-																		
6		Partnerships			272 days		Nov 16 '17					445							
7	*	Advisory B	loard Meeting		O days		Apr 15 '17					4/15			4.45				
8	*	Advisory B	Board Meeting		0 days		Nov 15 '17								1/15				
9	*	PPPF Laun	ch	(0 days	Nov 16 '17	Nov 16 '17							• 1	1/16				
0	*	Student Lo	oan Negotiations	:	120 days	Nov 1 '16	Apr 15 '17			la second									
1	-																		
2	-5	Women's Pa	rticipation			Jan 1 '17	Jun 30 '17						1						
3	*	Women's	Success Stories	2 2 4	131 days	Jan 1 '17	Jun 30 '17						1						
4																			
5		Student Sup	port		164 days	Nov 15 '16	Jun 30 '17			-		State of the state	1						
6	*	Student P	hoto Contest		43 days	Jan 1 '17	Feb 28 '17												
7	*	Special Ev	ents		164 days	Nov 15 '16	Jun 30 '17						1						
8																			
9	-5																		
0		Deliverables			174 days	Nov 1 '16	Jun 30 '17			-			1						
1	*	Signing o	f SDSU agreement ext	ention for nex	1 day	Nov 1 '16	Nov 1 '16			1									
2	*	Inception	report (Updated Wor	rkplan, update	10 days	Nov 1 '16	Nov 14 '16			1001									
.3	*	6-Month	Procurement Report	submission	10 days	Nov 2 '16	Nov 15 '16			had									
4	*	Quarter:	1 Progress Report (Pro	gress Meeting	66 days	Nov 2 '16	Feb 1 '17												
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			Task			Summary			lanual Task			Start-only	L		Deadline		▼		
		rk Plan 2016.1	Split		ııı Inactive	Task		D	uration-only		3	Finish-only	3		Progress				
ate: De	c 7 '16		Milestone	*	Inactive	Milestone		M	lanual Summary I	Rollup ——		External Tasks	900000		Manual Pr	ogress			
			Summary		⊣ Inactive	Summary	Indiana construction relative	- N	lanual Summary	-		External Mileston	e 💠						

0	Task	Task Name	Duration	Start	Finish		2nd Half	1	1st Half		2nd Half		1st Half	ř.	2nd Half	ĭ	1st Half
.5	Mode	March Assessment of 2017 Cohort Vial	nility 1 day	Mar 31 '17	Mar 31 '17	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
6	3	Quarter 2 Progress Report (Progress M			Apr 28 '17				1 Contractor								
7	3	6-Month Procurement Report submiss			May 15 '17												
8	3	Final report (Progress Meeting and rela		May 1 '17						-							
9	2	Academic Course Delivery Report for S		Jun 30 '17													
0	3	Signing of SDSU agreement extention f			freezent to the second												
1	4			Jun 30 '17	Production of the same of the												
2	7	Reports of 2016 renovation activity.	65 days	Nov 1 '16	The second secon												
2	*	Facility Development Report Reports o 8-month contract time period renovatio activity.	A STATE OF STATE OF	Nov 1 '16	Jun 30 17												
3	-5	delivity.															
4	=3	2016-2017 Renovations	256 days	Sep 26 '16	Sep 18 '17												
5		Design	105 days	Oct 10 '16													
5		SG Submit Schematic Design SDSU Ap			Oct 10 '16												
7	=	SG Prepares 30% Design	10 days		Oct 24 '16												
3	7	SDSU Review of 30%	5 days		Oct 31 '16												
9	7	MCA/MCC Review of 30%	10 days		Nov 14 '16												
0	-9	SG Prepares 70% Design	25 days		Nov 14 16 Nov 28 '16												
1		SDSU Review of 70%	5 days	Nov 29 '16													
2		MCA/MCC Review of 70%			Dec 3 16 Dec 19 '16												
3	->	SG prepares 95% Design	10 days														
4	->	SDSU Review of 95%	19 days		Dec 23 '16												
5	-9		5 days		Dec 30 '16				-								
6	-9	MCA/MCC Review of 95%	10 days		Jan 13 '17				-								
7	-9	SG Prepares 100% Design	10 days	Feb 20 '17				_									
8	-9	ESMP	94 days	Sep 26 '16													
	-	Update ESMP, HSP, EPRP	5 days		Sep 30 '16				(12.1								
9	-9	Prepare Stakeholder Engagement Pre			Jan 27 '17												
1	-9	Stakeholder Engagement Presentatio		Feb 2 '17	Feb 2 '17				1								
	-9	Repair of room 103 and 105 at TSU2	131 days		Mar 27 '17												
2	-9	Design Works	40 days	Oct 3 '16	Nov 25 '16												
3		Implementation works	131 days		Mar 27 '17												
4	-	Tendering and contractor selection	47 days	Apr 3 '17	Jun 6 '17												
5	-5	MCA to tender, select and sign contr	act 47 days	Apr 3 '17	Jun 6 '17												
16	- <u> </u>	with Works Contractor			4												
6	-9	Construction Works TSU11 - Electrical I		Jun 6 '17	Jul 31 '17												
7		Mobilisation of Contractor	5 days	Jun 6 '17	Jun 12 '17												
B	-	Procurement of Cabinetry and mater		Jun 12 '17						90000							
9	-5	Demolition and site clearing works	10 days	Jun 13 '17						-							
0	-9	Construction works	10 days	Jun 27 '17													
1	-9	Internal fitout	5 days	Jul 11 '17	Jul 17 '17												
32	-5	Equipment and Furniture	3 days	Jul 18 '17	Jul 20 '17						1						
33	-5	Engineering Supervision	40 days	Jun 6 '17	Jul 31 '17												
34		Space Complete	0 days	Jul 20 '17	Jul 20 '17						♦ 7/20						
		Task	Project	Summary	positive and the same of the s	Ma	nual Task			Start-only	С		Deadline				
-		rk Plan 2016.1 Split	Inactiv	e Task		Du	ration-only			Finish-only	3		Progress	-		_	
ate: Dec	7 '16	Milestone •	Inactiv	e Milestone		Ma	nual Summary F	Rollup		External Tasks			Manual Progr	ess			
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a		ask Jode	Task Name		Duration	Start	Finish	Qtr 2	2nd Half Qtr 3	Qtr		Half Otr 1	Qtr 2	2nd Half Qtr 3	Qtr 4	1st Half Qtr 1	Qtr 2	2nd Ha Qtr	Qtr 4	1st Half Qtr
35			Construction	on Works TSU2 - Chemistry Labs	75 days	Jun 6 '17	Sep 18 '17	Qti Z	Qti 3	Qti	1	Qui	QuZ	Quis	-	Qui	Quiz	- Qu	 Qui	Qti
6		4		ation of Contractor	10 days	Jun 6 '17	Jun 19 '17													
7		4		ment and delivery of HVAC AHU +		Jun 20 '17														
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8		-		ion and site clearing works	10 days	Jun 20 '17	Jul 3 '17													
9		<u>.</u>		ction works	15 days	Jul 4 '17	Jul 24 '17													
0		- T	Internal		15 days	Jul 25 '17	Aug 14 '17							NAME OF TAXABLE						
1		7		ion and testing of AHU + heat pun		Aug 1 '17	Aug 14 '17													
2		7		ent and Furniture	3 days	Aug 15 '17								1						
3		**		ring Supervision	65 days		a contract to the contract of								10					
94		-)		omplete	0 days		Sep 4 '17							•	9/4					
95	-	->	Space C	omplete	0 uays	3ep 4 17	3ep 4 17													
96		÷	ISU New Buil	ding	450 days	Mar 1 '17	Nov 20 '18					-								
97		-	Go-No Go		0 days	Mar 1 '17						• 3/1								
98				Decision	50 days	Mar 1 '17						P	out on the same of							
9		-	Design	anlatas Drawings Chasifications 9	1 1 1 1 1 1 1 1 1 1		Mar 14 '17													
00	,			npletes Drawings, Specifications &			Mar 28 '17													
	,			eview Drawings, Specifications & E																
01 02)			CC Review Drawings, Specification			Apr 25 '17					100								
	,		7	te SDSU/ISU Agreement	10 days		Mar 28 '17						_							
03)			rate Comments on Drawings and S		Apr 26 '17	1, 1													
04)		Revise I		5 days	Mar 29 '17														
05	7		100000000000000000000000000000000000000	CC Review ESMP	5 days	1	Apr 11 '17													
06	7	*		rate Comments on ESMP	5 days		Apr 18 '17						н							
07		4		and contractor selection	74 days		Aug 21 '17													
80	,			tender announcement	1 day	Personal State of Sta	May 10 '17						1							
09	7	*	Bid pad	kage submission	40 days	May 11 '17	Account of the control of the contro						BARBIE							
10)	*	Tender	committee meeting	5 days	Jul 6 '17	Jul 12 '17							ш						
11	,	*	Evalua	ion report drafting and MCC clear	a⊧7 days	Jul 13 '17	Jul 21 '17													
12	7	*	Works	Contract Negotiation and Signing	4 days	Jul 24 '17	Jul 27 '17							H						
13	7	*	Issuand	e of Notice to Proceed	4 days	Jul 28 '17	Aug 2 '17							ш						
14	,	*	submit	ion of performance securuty	10 days	Aug 3 '17	Aug 16 '17													
15	,	*	contra	ct signing	3 days	Aug 17 '17	Aug 21 '17							п						
16	,	*	contrac	t entry in to force	0 days	Aug 21 '17	Aug 21 '17							• 8	3/21					
17		4	ISU Constr	uction Works	249 days	Aug 22 '17	Aug 3 '18							-						
18	,	*	excava	tion	34 days	Aug 22 '17	Oct 6 '17													
19	,	*	structu	ral	90 days	Oct 9 '17	Feb 9 '18													
20	,	*	façade		125 days	Feb 12 '18	Aug 3 '18													
21		8		truction Works	77 days		Nov 20 '18											-		
22		*	electri		77 days	Aug 6 '18	Nov 20 '18													
23	1	*	plumb		77 days	Aug 6 '18	Nov 20 '18											W.		
24			fire saf		77 days	Aug 6 '18	Nov 20 '18											la la		
25		4		l fitout	77 days	Aug 6 '18	Nov 20 '18													
26	,	*		nical equipment	77 days		Nov 20 '18													
			IIICUIA	mear equipment	, , uuys	/ Mg 0 10	7,07 20 10													
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ect: MCA Work	Dlan 2016 1	Task			Summary			nual Task			art-only	С		Deadline				
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	Task	Task Name			Duration	Start	Finish		2nd Half	1	1st Half	1	2nd Half		1st Half		2nd Half		1st Hal
U	Mode							Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr
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	*	Fall Semester 2016	į		68 days	Sep 19 '16	Dec 21 '16												
	4	Spring Semester			111 days	Jan 23 '17													
	=	- p 8 - c c																	
		Program Awarwne	ss		174 days?	Nov 1 '16	Jun 30 '17			Processoria			-						
	*	TV Advertising C	ampaign		44 days	Dec 1 '16	Jan 31 '17												
	*	Media Coverage	of SDSUG Acti	vities	174 days	Nov 1 '16	Jun 30 '17												
	*	Social Media			174 days?	Nov 1 '16	Jun 30 '17												
	*	Chemisry Lab Op	ening		0 days	Jan 21 '17	Jan 21 '17				• 1/2	1							
	*	New Program Pr	ess Conference	е	0 days	Dec 16 '16	Dec 16 '16				• 12/16								
2	*	Media Trainings			24 days	Jan 16 '17	Feb 16 '17												
3	-5																		
		Recruitment Suppo	rt		194 days					-									
i	*	Presentations in	Schools		55 days		Jan 15 '17			10000									
5	*	Educatioin Fairs			20 days	Feb 1 '17	Feb 28 '17												
7	*	STEM Academie	;		107 days	Dec 4 '16	Apr 30 '17						7/20						
3	*	NAEC SMS			0 days	Jul 30 '17	Jul 30 '17						→ 7/30	l.					
9	-	L																	
)	-9	Stem Awareness			174 days		Jun 30 '17												
	*	STEM Database	-		174 days		Jun 30 '17			- Language									
	*	Social Media Car			174 days	Nov 1 '16	Jun 30 '17			- Inches	• 2/	1							
	*	SDSUG Student			0 days	Feb 1 '17	Feb 1 '17				\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	• 4/1							
1	*	SDSUG Student	lewsletter		0 days	Apr 1 '17	Apr 1 '17					• -7.							
5	-	Doubooushins			272 days	Nov 1 116	Nov 16 '17			-			Manufacture Lawrence						
7		Partnerships	Mosting		272 days		Apr 15 '17			•		4/15		•					
3	X	Advisory Board Advisory Board			0 days 0 days	The second second second	Nov 15 '17							• 11	1/15				
9	4	PPPF Launch	heeting		0 days		Nov 16 '17								1/16				
)	3	Student Loan No	gotistions		120 days		Apr 15 '17												
1	~	Student Loan Ne	gotiations		120 uays	NOV 1 10	Apr 13 17												
2	-	Women's Participa	ition		130 days	Jan 1 '17	Jun 30 '17				-	4-11-11-11-11-11-11-11-11-11-11-11-11-11	-						
3	*	Women's Succe			131 days		Jun 30 '17												
1	=	Women's succe	0 0 0 0 1 1 0 0																
5	-	Student Support			164 days	Nov 15 '16	Jun 30 '17			-			-						
5	*	Student Photo C	ontest		43 days	Jan 1 '17	Feb 28 '17					1							
	*	Special Events			164 days	Nov 15 '16	Jun 30 '17			lan									
3	-																		
9																			
)	-	Deliverables			174 days		Jun 30 '17			- Inches									
1	*	Signing of SDSI					Nov 1 '16												
2	*	Inception repo	conseq sometimes				Nov 14 '16												
3	*	6-Month Procu					Nov 15 '16			lumi.									
	*	Quarter 1 Prog	ess Report (Pr	rogress Meetin	g 66 days	Nov 2 '16	Feb 1 '17		7										
		Task			Project	t Summary	1	M	anual Task			Start-only	С		Deadline		+		
oject: M	ACA Wor	k Plan 2016.1 Split			Inactiv	e Task		D	uration-only	1		Finish-only	3		Progress				
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5	*	March Assessment of 2017 Cohor	t Viability 1 day	Mar 31 '17	Mar 31 '17	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
6	*	Quarter 2 Progress Report (Progre	10 10 10 10 10 10 10 10 10 10 10 10 10 1	Feb 2 '17	-												
7	*	6-Month Procurement Report sub			May 15 '17					1							
8	*	Final report (Progress Meeting and		May 1 '17	100												
9	*	Academic Course Delivery Report		Jun 30 '17						1							
0	*	Signing of SDSU agreement extent		Jun 30 '17						i i							
1	-	Reports of 2016 renovation activit		Nov 1 '16	1000				-								
2	*	Facility Development Report Repo 8-month contract time period reno	orts of 174 days	Nov 1 '16													
		activity.															
i3 i4	-5																
	-9	2016-2017 Renovations	256 days	Sep 26 '16													
5	-5	Design	105 days	Oct 10 '16													
5		SG Submit Schematic Design SDS		Oct 10 '16													
7		SG Prepares 30% Design	10 days	Oct 11 '16													
8		SDSU Review of 30%	5 days	Oct 25 '16													
9	-	MCA/MCC Review of 30%	10 days		Nov 14 '16												
0	-	SG Prepares 70% Design	25 days		Nov 28 '16												
1		SDSU Review of 70%	5 days	Nov 29 '16	Contracting the Contraction of t												
2		MCA/MCC Review of 70%	10 days	Dec 6 '16													
3		SG prepares 95% Design	19 days		Dec 23 '16												
4	-	SDSU Review of 95%	5 days		Dec 30 '16				•								
5 IIII 6 IIII		MCA/MCC Review of 95%	10 days		Jan 13 '17				100								
7	7	SG Prepares 100% Design	10 days	Feb 20 '17	the base of the later of the la			_	-								
58	-	ESMP	94 days	Sep 26 '16													
	-	Update ESMP, HSP, EPRP	5 days	Sep 26 '16													
0		Prepare Stakeholder Engagemen		Jan 23 '17													
1	-	Stakeholder Engagement Presen		Feb 2 '17					1	_							
2		Repair of room 103 and 105 at TSU Design Works		+	Mar 27 '17					_							
3		Implementation works	40 days		Nov 25 '16			BOOLEAN COLORS									
4	-3	Tendering and contractor selection	131 days 47 days	Sep 26 '16 Apr 3 '17	Jun 6 '17												
5		MCA to tender, select and sign of	1.00		Jun 6 '17 Jun 6 '17												
		with Works Contractor	Contract 47 days	Apr 5 17	Juli 6 17												
6	-	Construction Works TSU11 - Electr	ical Labs 40 days	Jun 6 '17	Jul 31 '17					-	-						
7		Mobilisation of Contractor	5 days	Jun 6 '17	Jun 12 '17												
8		Procurement of Cabinetry and n		Jun 12 '17													
9	-	Demolition and site clearing wo	- 4	Jun 13 '17													
0		Construction works	10 days	Jun 27 '17													
1		Internal fitout	5 days		Jul 17 '17												
2	-5	Equipment and Furniture	3 days	Jul 18 '17	Jul 20 '17						ı						
33		Engineering Supervision	40 days	Jun 6 '17	Jul 31 '17												
34		Space Complete	0 days	Jul 20 '17	Jul 20 '17						♦ 7/20						
		Task	Project	Summary		■ Man	ual Task			Start-only	С		Deadline	+			
-		rk Plan 2016.1 Split	Inactive	Task		Dura	ation-only			Finish-only	3		Progress	-			
ate: De	ec 7 '16	Milestone •	Inactive	Milestone		Man	nual Summary R	Rollup ———		External Tasks			Manual Progr	ess -		_	
		Summary	Inactive	Summary	PERCENTAGE PROPERTY AND	1 Man	nual Summary			External Milestone	•						

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	-	Construction Works TSU2 - Chemistry Labs	75 days	Jun 6 '17	Sep 18 '17					_		-					
-	-	Mobilisation of Contractor	10 days	Jun 6 '17	Jun 19 '17					100							
	-	Procurement and delivery of HVAC AHU heat pump	+ 30 days	Jun 20 '17	Jul 31 '17												
		Demolition and site clearing works	10 days	Jun 20 '17	Jul 3 '17					1							
	-9	Construction works	15 days	Jul 4 '17	Jul 24 '17						position.						
		Internal fitout	15 days	Jul 25 '17	Aug 14 '17												
		Installation and testing of AHU + heat pu	505 · *		Aug 14 '17						1000						
		Equipment and Furniture	3 days	Aug 15 '17							1						
		Engineering Supervision	65 days	Jun 20 '17	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1												
	-3		0 days		Sep 4 '17							9/4					
		Space Complete	U days	3ep 4 17	3ep 4 17												
	-	ISU New Building	450 days	Mar 1 '17	Nov 20 '18				-								
	*	Go-No Go Decision	0 days	Mar 1 '17	Mar 1 '17				•	3/1							
		Design	50 days	Mar 1 '17	May 9 '17				-								
	*	ISU Completes Drawings, Specifications 8	& E 10 days	Mar 1 '17	Mar 14 '17												
	*	SDSU Review Drawings, Specifications &	Bc 10 days	Mar 15 '17	Mar 28 '17												
	*	MCA/MCC Review Drawings, Specification	ns 20 days	Mar 29 '17	Apr 25 '17												
- 2	*	Negotiate SDSU/ISU Agreement	10 days	Mar 15 '17	Mar 28 '17												
	*	Incorporate Comments on Drawings and		Apr 26 '17	May 9 '17												
	*	Revise ESMP	5 days	Mar 29 '17						H							
	*	MCA/MCC Review ESMP	5 days		Apr 11 '17					H							
	*	Incorporate Comments on ESMP	5 days	Apr 12 '17						HI .							
		Tendering and contractor selection	74 days	Annual Control of the Control	Aug 21 '17					-							
	*	Works tender announcement	1 day	-	May 10 '17					1							
	\$	Bid package submission	40 days	May 11 '17							300						
	\$	Tender committee meeting	5 days		Jul 12 '17						H						
	\$	Evaluation report drafting and MCC clea		Jul 13 '17	Jul 21 '17												
	3	Works Contract Negotiation and Signing		Jul 24 '17	Jul 27 '17						11						
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6. 333 B

SDSU 331-11-16

November 10, 2016

Millennium Challenge Account - Georgia Chief Executive Officer Magda Magradze

Dear Ms. Magradze,

Please find enclosed herewith the Updated Recruitment Strategy for the third cohort (2017-2018). 2017-2018 recruitment is under way and the strategy report also includes an update on the current status of the recruitment (seventy plus schools in Tbilisi have already been visited).

Please feel free to contact me if you have any questions.

Sincerely,

Kenneth D. Walsh, Ph.D.

Dean, SDSU-Georgia

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2017-18 SDSU Georgia Cohort October 31, 2016



UPDATED RECRUITMENT STRATEGY FOR THE THIRD COHORT (2017-18)

For the first cohort (2015-16) recruitment, SDSU-G was completely reliant on the Georgian national university entrance exam (NAEC), and the central placement system. We did not have meaningful contact with the prospective students prior to the NAEC registration and exam. In order to create meaningful contact with prospective students, for the second cohort (2016-17) recruitment, SDSU-G designed and implemented numerous recruiting tools and techniques: STEM Database, Feeder schools, CRM, STEM Academy, early application system (Apply SDSU), and student interviews. All the prospective students were interviewed in our office and we were able to organize files for prospective students, including their photos and family financial data. ApplySDSU required students to apply on-line to SDSU, and to receive "Conditional Admission", prior to close of NAEC registration (March 15). This recruitment strategy provided SDSU-G with meaningful contact with prospective students, and proved very effective. However, since ApplySDSU was launched on February 1, and the student interviews and the financial assistance decisions were made after March 15, SDSU-G did not have the benefit of reaching to the group of prospective student who made up their minds in the Fall. For the third cohort, SDSU-G will complete bulk of its outreach and promotions during the fall; close early applications on Jan 15; complete conditional admissions by end of January; and interview prospective students by the end of February. Scholarship / financial aid decisions will be made before the closing of the NAEC registration closes. Currently, SDSU-G has 14 international students from 5 countries (7% of the student population). For the third cohort, SDSU-G wants to increase the international student population to 15% and also diversify the international student population to represent 15 countries.

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1. Introduction

Georgia has a critical shortage of science, technology, engineering and mathematics (STEM) professionals, educated to current international standards, graduating from their institutions of higher education. To address this problem, the Georgian government through the Millennium Challenge Account-Georgia, with funding from the U.S. Millennium Challenge Corporation (MCC) contracted with SDSU to provide an American university education in Georgia focused on STEM disciplines that would improve human capital in the Georgian labor force. This type of preparation is intended to increase the number of high quality scientists and professionals for companies operating in Georgia, contribute to economic growth in Georgia, and enhance employment in companies requiring market-driven skills.

SDSU is approaching this project in partnership with Ilia State University, Tbilisi State University, and Georgian Technical University – the three premier public universities in Georgia – to provide Bachelor's degrees in the country of Georgia. Using the facilities of these three universities, SDSU-Georgia provides STEM education to train an advanced workforce to meet the growing needs of Georgia. This program meets SDSU standards for curriculum, faculty training, and accreditation. As with all SDSU Bachelor's degrees, this program also includes general education to provide students with breadth in the liberal arts so necessary for an advanced workforce that will enhance the economy of the country. Degree offerings for 2017-18 academic year include: BS Computer Engineering; BS Electrical Engineering; BS Chemistry – Biochemistry; BS Computer Sciences, BS Civil Engineering; and BS Construction Engineering.

For the first cohort (2015-16) recruitment, SDSU-G was completely reliant on the national university entrance exam (NAEC), and the NAEC central placement system. Though SDSU-G had outreach activities, made presentations in schools, invited students to Open Doors events, held public lectures, etc., these activities did not result in meaningful contact with the prospective students prior to the NAEC registration and exam. Most of the names on the list of students provided by NAEC to SDSU-G in early September 2015 (for enrollment in our programs) were students we had little prior contact and familiarity.

In order to create meaningful contact with prospective students, for the Second cohort (2016-17) recruitment, SDSU-G initiated a STEM Database and gathered contacts details of 1500 students throughout Georgia who were interested in STEM. A CRM system was implemented, and STEM Database was used by the CRM to recruit students. Feeder School concept was successfully implemented, and SDSU-G signed up 12 feeder schools. Through CRM and Feeder Schools, it was possible to gather prospective students for STEM Academy workshops. Two STEM Academy Workshops were conducted.

Lastly, SDSU-G designed and implemented a new early on-line application process, named and branded as "ApplySDSU", which was new to Georgia higher education realities. ApplySDSU was launched on Feb 1, and required students to apply on-line before the close of NAEC registration (March 15). This process also required prospective students to pay early registration deposit of \$100 in March (a first in Georgia!). All the prospective students were interviewed in our office and we were able to organize files with students' documents including their photos and family financial forms.

STEM Database, Feeder schools, CRM, and STEM Academy Workshops proved to be successful tools in recruiting students. This recruitment strategy provided SDSU-G with meaningful contact with prospective students. Early application system, Apply SDSU, proved to be an effective tool, but it was launched LATE! In subsequent brainstorming sessions, it was argued that students, and parents, make up their mind about university choices early in the Fall.

For the third cohort (2017-18) recruitment, SDSU-G decided to start accepting Apply-SDSU applications in early fall, and launch outreach and recruitment activities on the first day of high school opening (typically 15 September). Scholarship decisions will also be made before the NAEC registration closes on March 15, 2017. This report summarizes the outcome of the second cohort recruitment, and outlines the detailed strategy for the third cohort outreach and recruitment.

2. Outcome of 2016-17 Recruitment Efforts: Enrollment Highlights

SDSU-Georgia's enrollment in 2016-2017 academic year is 126 students (115 Georgians and 11 international). The Georgian cohort includes 5 transfer (mobility) students and 4 IB students. SDSU Georgia attracted very good students with an average NAEC score of 2120. Among the cohort is NAEC's top scorer, Tamar Menteshashvili, with a score of 2283.6, and the students who scored the highest in NAEC's Math and Chemistry exams, Math - Tamar Menteshashvili, Archil Tskhvediani, and Chemistry - Elene Aslanikashvili, Nikoloz Shurgaia.

With funding from MCA/GRDF, SDSU-G granted tuition scholarships to 123 students: 100% - 24; 80% - 9; 75% - 24; 70% - 1; 50% - 13; 25% - 13; 7000\$ - 2; 6500\$ - 28; 5000\$ - 7; 2000\$ - 1; 1000\$ - 1 In addition, many students received **Georgian Government Merit Scholarships** of 2250 GEL. Distribution of GoG Merit scholarships is: 100% - 46; 70% - 27; 50% - 29. In the Georgian cohort, we have two students paying full tuition, and four students with 0% GoG merit scholarship.

Table 1. Highlights of 2016-17 Second Cohort enrollment

Group	Number of Students	Notes
Georgian citizens	115	 106 are NAEC students, 5 IB, and 4 mobility students 102 - TSU, 4 - ISU, 0 - GTU Tbilisi - 82, Regions - 33;
International	11	 Students from 2 countries (Turkey, Iran) 10 out of 11 new international students are from Iran- 5 Females (all from Iran). Computer Science 1 Chemistry – 2 Electrical Engineering - 2 Computer Engineering - 6
TOTALS	126	 Computer Science - 37; Chemistry - 38; Computer Engineering/Electrical
TSU Totals	121	Engineering - 51 NAEC 102 + 4 IB students, 4 mobility and 11 internationals
ISU Totals:	5	NAEC 4 at Ilia State University + 1 transfer students.

Student Distribution by Partner Universities:

SDSU-G students are co-enrolled in partner universities. As shown in Table 2, 120 students are enrolled in TSU, 5 in ISU, and 0 in GTU. There are 18 students in the Electrical Engineering program, 33 students in Computer Engineering, 37 Computer Science and 38 students in Chemistry / Biochemistry program.

Table 2. SDSU-G student distribution by Partner Universities

	TSU	ISU	GTU
Computer	37	0	0
Science			
Electrical	15	3	0
Engineering			
Computer	31	2	0
Engineering			
Chemistry	38	0	0
/ Biochemistry			

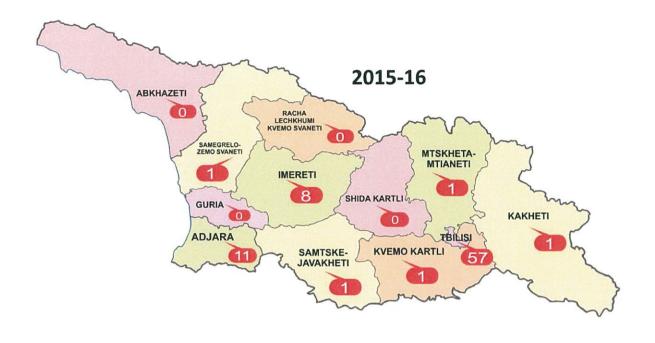
It has to be noted that matriculating students at SDSU requires a very rigorous process. The Office of Admissions of SDSU requires registration data and original academic documents for enrolled students. At the same time, the partner universities require documents for their purposes. The process for co—enrolling students in partner universities was completed and all students were registered by the end of September.

Geographic Distribution

For Georgian students, Figure 1 shows the geographic distribution of SDSU-G students. There are 82 students from Greater Tbilisi and 33 students from the regions, i.e., 40% of the cohort is from the regions. Having 40% of SDSU-G's second cohort from the regions can be considered as a big success, considering the English proficiency levels of students outside Tbilisi, and the limited financial resources of families outside the capital. For international students, there are 10 students from Iran and one student from Turkey.

Student distribution by gender

Student distribution by gender is as follows: 70 male and 56 female. Female students' distribution among specialties: Computer Science 12; Electrical Engineering – 1; Computer Engineering – 15; Chemistry/Biochemistry – 28. Male students' distribution: Computer Science 25, Electrical Engineering – 17; Computer Engineering – 19; Chemistry/Biochemistry – 9.



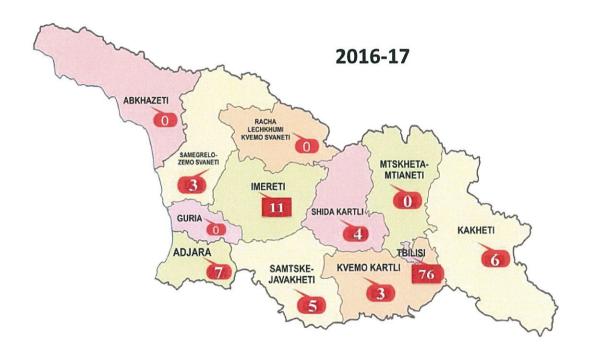


Figure 1. Geographic distribution of SDSU-G students. (2015-16 versus 2016-17)

Socially Vulnerable and Social Support Students

The financial aid policy of SDSU-G was designed to encourage enrollment of socially vulnerable and talented students. In the second cohort, 20 students of the enrolled Georgian student population of 115, have "socially vulnerable status" (i.e., Students from Occupied Territories; Students from large families - four children and more; Orphans; Students with disabilities; Students from socially disadvantaged families (scores < 70 000); Children of military families-- Killed in Action (KIA) and Missing in Action (MIA); Descendants of deported minority groups; Descendants of deported minority groups). Among the second cohort, there are students from high-mountainous and border regions.

Student Distribution by High schools

In our second cohort, we have 75 Georgian students from public and 36 Georgian students from private high schools (note: there are also 4 transfer students that are not included here). SDSU-G also has 3 international students who graduated from IB schools in Georgia. The 75 students represent 54 public schools, and 36 students represent 27 private schools (four of the Georgian private school students came from IB/MOU schools, and one is from an international high school outside Georgia -- Kuwait). From the 3 public Physics-Math schools, SDSU-G attracted a total of 12 students:

- Kutaisi Andria Razmadze Public School #41 of Physics and Mathematics: 3 students
- Tbilisi Academician Ilia Vekua Public School of Physics and Mathematics #42: 6 students
- Tbilisi Vladimir Komarov Public School #199 of Physics and Mathematics: 3 students.

Student distribution based on high schools they graduated from, and the regions they come from, are given Appendix A.

Transfer/ Mobility Students

SDSU-G allocated a total quota of 40 slots (TSU 20, ISU 10 and GTU 10) for transfer students. National Education Quality Enhancement Center (EQE) approved the quotas. Student admission offices and QA departments of partner universities provided support for internal mobility to SDSU-G. Registration of external student mobility was also set up at EQE. Between August 25 and September 10, ten students applied for transfer. All procedures were completed (exams/pretests, review of documents and transcripts, justification of transfer credits, etc.) by September 14th, and four students were accepted: Two from Georgian Agrarian University engineering programs (external mobility), one student from CSB TV communication program and one from Ilia State University business school (external mobility). The rest were not qualified (lack of English proficiency and low GPA). After completion of the procedures, EQE approved the

transfers (end of September). As a result, SDSU-G's second cohort has 4 mobility students, three of which have 50% scholarship and one has full scholarship.

3. Second Cohort Recruitment Efforts and Results

For recruitment of the second cohort, SDSU-G employed 14 recruitment tools and techniques. These are summarized in **Appendix B**. A status update of recruitment efforts in 14 recruitment tools is given in Table 3. As a result of the GoG Decree allowing SDSU-G to enroll students from IB and other international schools, in the second cohort SDSU-G was able to recruit 7 additional students (4 Georgian citizens and 3 international students).

Table 3. Summary of progress made during last year's recruitment

R	ECRUITMENT TOOLS &	TECHNIQUES STATUS
1	Feeder Schools	12 signed- including G.Z. American Academy of Tbilisi and 11 others + 5 pending
		Presentations at ETAG and Government's Teacher Prof. Dev.
2	"Feeder Tutors/Teachers"	Center
3	STEM database	1500+ leads collected
4	ApplySDSU-G	Early registration incentive (new implementation) – 143 applications Required early registration fee (88 51 paid + 37 socially vulnerable have waived fees)
5	CRM	All the leads are contacted by phone, SMA, e-mail
6	Regional recruiting& ELA	5 regional centers: Batumi, Kutaisi, Telavi, Akhaltsikhe, Zugdidi.
7	Partner Universities	ISU - Pathway international students, TSU - Turkish students, GTU-ABET
8	Private sector participation	Partnership with business and industry including launch of the public private partnership fund (PPPF) underway
9	Student Mentor Program	Help Center / Tutorial for Math and Physics, Mentorship started
	English Language Support	
1	and Development center	TOEFL support (Jan 20 - Feb 20), English Language Academy
1	1 STEM Academy	Two STEM Academies held in 2 nd cohort as recruitment tools
1	2 Financial Assistance	Merit and need based instituted for socially vulnerable and star students: Financial data forms prepared / interviews conducted.
	International student	Target countries: Azerbaijan, Turkey, Kazakhstan, Nigeria, India
1	3 recruitment	China, Vietnam, Gulf states, Jordan
		ENG and GEO languages: Visit our website
1	4 SDSU-Georgia Website	(www.georgia.sdsu.edu)

Status update of Feeder School agreements, IB/MOU schools agreements, and applicants from these schools, and actual enrollments, are shown in Table 4.

Table 4. Feeder Schools Agreements (Status update): Number of second cohort applicants and actual enrollments

	Name of High School	Status	# of applicants	Actual enrolled
1	American Academy - GZAAT	signed	2	3
2	Buckswood International School	signed	2	2
3	• Logos	signed	1	1
4	Demirel College	signed	4	5
5	Servantes GESS	signed	1	0
6	Newton School	signed	1	1
7	European School / American H. School (IB)	signed	2	2
8	New School (IB)	signed	1	2
9	• QSI (MOU)	Signed	1	1
10	Chaglar International (MOU)	Signed		2
11	School of Tomorrow (MOU)	Signed	1	0
12	Georgian American High School (Kutaisi)	Signed		1
13	• Vekua #42	pending	8	7
14	Komorov #199	pending	8	4
15	Kutaisi Math & Physics School	pending	4	3
16	• #1 First Experimental	pending	3	3
17	• #1 Gymnasium	pending	1	2
	• TOTAL		40	39



Georgia

SAN DIEGO STATE UNIVERSITY - GEORGIA (SDSU - GEORGIA)

COMMUNITY RELATIONS AND DEVELOPMENT STRATEGY AND WORKPLAN FOR 2016-2017

TBILISI, GEORGIA 2016

Elene Aladashvili, Director of Community Relations and Development, SDSU Georgia

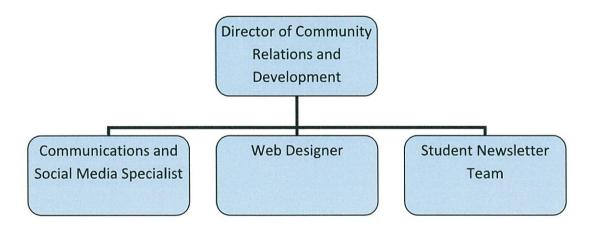
Summary

- 1. Community Relations and Development (CRD) Department and its objectives
- 2. Current structure of CRD Department
- 3. SWOT Analyses
- 4. Target Audience
- 5. Main Messages
- 6. Communication Channels
- 7. Main Activities
- 8. Work Plan for 2065-17 Academic Year
- 9. Administration, monitoring and reporting of CRD Strategy

1. Main Objectives of CRD Department

- Objective 1: Increase general public awareness on SDSU Georgia and its programs
- Objective 2: Support *recruitment* efforts to increase the number of students who select SDSU Georgia programs
- Objective 3: Increase STEM awareness in the country
- **Objective 4**: Establish good *partnership relations and increase cooperation* with private sector, partner institutions and other stakeholders
- Objective 5: Increase participation of girls, minorities and other social groups
- Objective 6: Keep SDSU Georgia students involved and interested

2. Current structure of CRD Department



3. SWOT Analyses (Market)

Strength

- American education and degree
- International Accreditation
- Exchange opportunities to US
- Professors from SDSU
- Successful students
- General Edu. Curriculum
- Better employment opportunities
- Paid Internship Opportunities
- IB students
- Opportunities for girls and SV

Weaknesses

- Relatively new to the market (no graduated classes yet)
- Expensive for Georgian reality
- STEM programs are not popular
- No Campus
- Lack of interest from Partner Universities
- Insufficient English language skills among students
- Lack of fee paying students

Opportunities

- Financial Assistance
- STEM Academy
- Student loans
- Cooperation with Industry
- Internship opportunities
- Good student life
- Special development opportunities for talented students

Threats

- GEL inflation
- Economic downfall
- Political instability in the region
- Private Universities
- Delays in construction
- Managing Students' Expectations

4. Target Audience

- High School Students
- Parents
- High School principals, teachers, tutors
- 1st and 2nd year University students
- Partner Universities
- Industry/Business sector/Business Associations, etc.
- Academic institutions
- Education projects
- Civil Society
- Donor and International Organizations
- Education Experts
- MES, GoG, MCA/MCC, US Government
- Public at large

5. Main Messages

Main messages during PR and marketing campaigns will be built and formulated on the following soundbites:

- American Education and Degree in Georgia
- Earn Internationally Accredited, internationally recognized degree and become competitive on international employment market
- SDSU Georgia means guaranteed employment
- 40% of SDSU Georgia students have part time jobs or paid internships after freshmen year
- Future leaders of Business and Industry are amongst our students
- Successful students study at SDSU Georgia
- Study in US for a Semester of two
- Go global! study with students from diverse countries and backgrounds
- Access to cutting edge technology and labs
- Leadership Starts Here
- Entrepreneurship Starts Here
- Research Starts Here
- Innovation Starts Here

- Financial Aid Opportunities
- Special financial aid opportunities for girls and SV
- Paid internship opportunities
- Better Employment opportunities
- #IChooseSTEM
- Science is interesting
- Science is a girl's thing
- #GirlsChooseSTEM
- SDSU Faculty
- High-tech labs
- Student life
- Go global

6. Communication Channels

The following communication channels will be employed to implement different activities and awareness campaigns:

- Media Coverage (TV, radio, print and online)
- Website
- Social Media: Facebook, YouTube, Instagram
- TV Advertising
- Targeted print and online advertising
- Presentations
- Special Events
- Open door events at the office and in partner universities
- Public Lectures
- Tours of SDSUG Labs
- Education fairs
- Mailing Lists (STEM Database)
- Enquiries: Email, Facebook, phone, meetings
- In person/one to one meetings
- Award Ceremonies
- Board Meetings
- Etc.

7. Main Activities of CRD Strategy According the Objectives

Main activities conducted to meet the set objectives will include but will not be limited to:

Objective 1: Increase general public awareness on SDSU Georgia and its programs

- TV Advertising on national as well as regional channels
- Outdoor banners on partner university buildings (subject to availability of funds)
- Targeted print/online advertising: NAEC, NAEC Newspaper, Eduaris.ge etc.
- Media Coverage: Coverage in news, participation in talk shows, morning programs and education programs, interviews, etc. Coverage in radio, print and online media with special focus on media outlets with highest ratings and targeted for the main/target audience.
- Media monitoring: monitor the media coverage and analyze data. Share media coverage through different communication channels (website, Facebook etc.).
- Website and Social Media: regularly update and create interesting content for SDSU Georgia Website, Facebook, Instagram and YouTube platforms (other social media platforms to be added in future).
- Marketing materials: creating and distributing SDSU Georgia information brochures, posters, post cards, gift packages and other publicity materials.
- Public lectures in partner universities and other institutions.
- SDSU Georgia students and faculty success stories to be distributed through internal and external communication channels.
- Publicizing SDSU achievements in STEM (latest information on the progress of research and inventions that SDSU professors and researchers are working on)
- Events: organize and participate in special events that will lead to the increased awareness of SDSU Georgia programs.
- Media training and panel discussions: to increase awareness on SDSU Georgia and raise journalists' awareness on how to cover education issues/news.
- Press conferences: organize press conferences to announce special events.
- Participation in local, regional and international conferences and workshops.
- Other

Objective 2: Support *recruitment* efforts to increase the number of students who select SDSU Georgia programs

- TV, online and print media advertising
- Media coverage (talk shows, news, etc.)
- Special brochures, posters, postcards, factsheets, and other printed publicity materials
- Special information kits for minority students and int. students
- Education fairs (Expo Georgia, Education USA, UK Bridge, other.)
- Open door events at the office and at partner universities
- Awarding winners of special STEM related Olympiads with SDSU Scholarships;
 SDSU Presentations at STEM Olympiads and Contests (MIA, GRDF, National Olympiad, TSU Science cup, etc.)
- Special events (organized by SDSU G, MCA Georgia, US Embassy, MES, etc.)

- Mailing lists
- Public lectures
- Partnership w/NAEC: Special SMS, NAEC Magazine, NAEC website, NAEC Newspaper
- SDSU G Student newsletter / Quarterly Bulletin
- SDSU Workshops for Chemistry, Math and other STEM teachers
- STEM Academy
- Special events for SDSU students and prospective students

Objective 3: Increase STEM awareness in the country

- Covering student success stories, other STEM news in media
- Why STEM videos
- Public lectures
- Integrating special STEM games during events
- STEM LAB at SDSU Georgia
- Tours toSDSU G labs for middle and high school students
- SDSU Georgia student partnerships with middle and high school students (mentors)
- STEM Clubs at SDSU Georgia
- Special STEM events organized by SDSU Georgia students: Google IOS, Google Hashcode, etc.
- STEM Academy
- STEM Advertising
- SDSU G Student Newsletter: "Generation STEM"
- STEM information disseminated through SDSU Facebook and Web pages

Objective 4: Establish good *partnership relations and increase cooperation* with private sector, partner institutions and other stakeholders

- Advisory Board Meetings
- SDSU Georgia Public Private Partnership Fund (PPPF) Initiative
- Special one to one meetings w/public and private organizations
- Special events in collaboration w/business representatives/associations
- Presentations at Business Associations: AmCham, IWA
- Special tours for business representatives at SDSU Georgia labs
- Scholarship and internship opportunities for business representatives/industry
- Special competitions for industry
- Policy discussions w/Civil Society, International and Donor Organizations
- SDSU Georgia Newsletter, invitation for partnership other publicity materials
- Public lectures in collaboration w/Business community, education institutions and others.
- Participation in open door events at Partner Universities
- Special Events and Presentations at Partner Universities to communicate and update relevant audience on the progress of the project
- Regular meetings w/rectors and relevant representatives including PR Directors
- Rehabilitation works outreach at Partner Universities

Objective 5: Increase participation of girls, minorities and other socially vulnerable groups

- Special publicity materials for minority groups
- Presentations at minority populated regions
- Special scholarships for minorities and socially disadvantaged groups
- Special competitions: Women in STEM Poster competition
- Women Role Model Videos: Why women in STEM
- Joint activities, talks and discussions in partner universities
- SDSU workshops for women teachers
- Women in Technologies Event
- STEM female success stories
- Roundtable meetings of STEM women

Objective 6: Keep SDSU Georgia students involved and interested

- Student Newsletter team
- Student Contests and Competitions: Photo contest, innovation contest, women in STEM poster contest etc.
- Career Development Program for SDSU G students
- SDSU Georgia annual internship fair
- Guest speakers program at SDSUG
- Special events/tours (exhibitions, tours to industry, parliament, etc.)
- Student life activities: sports, arts, events, etc.
- Student associations and clubs
- Trainings & project funding opportunities for SDSUG students
- Student Success Stories
- Community support activities
- Other

Note: Budget items in the Work Plan are open. 2016 marketing budget will be used as a basis to establish the marketing budget for 2016 marketing and promotions.

Work Plan 2015 - 2016

SDSU Georgia Community Relations and Development

	ALIERTAC CALIFORNIA CONTRACTOR CO			2016	9	-		2017		_	Ectimated
OBJECTIVES	ACTIONS	TARGET AUDIENCE	2	07	83	4	2	07	03	40	Budget
	1.1.										0\$
	Special Events: Science week, exhibitions, Science picnic, student project exhibitions, etc.	General public/SDSU G Stakeholders/Decision Makers	×	×	×	×	×	×	× ×		
	TV Advertising Campaign	Public at large/ stakeholders/students/parents	×	×	×		×	×	×		
	Billboard Campaign on partner Universities	Public at large/ stakeholders/students/parents	×	×	×	×	×	×	× ×		
Objective 1: Raise the	Targeted Print/Online Advertising (NAEC Newspaper, NAEC Magazine, edu.aris.ge, NAEC website)	Public at large/ stakeholders/students/parents	×	×			×	×			
awareness of stakeholders and general public on SDSU Georgia.	Media coverage of SDSUG activities	Public at large/ stakeholders/students/parents	×	×	×	×	×	×	× ×		
	Social Media (Website, Facebook, YouTube, other)	Public at large/ stakeholders/students/parents/i nternational students	×	×	×	×	×	×	× ×		
	Press Conferences for special events (Financial assistance announced, STEM Academy announced, accreditation news, etc.)	Media, public at large, etc.	×	×			×	×			
	Mailing lists	SDSU G students, STEM Database, SDSU Georgia Faculty, Education projects/etc., Media, private sector, other.	×	×	×	×	×	×	× ×		
	Marketing Materials (one pagers, brochures, posters, student calendar, etc.)	Public at large/ stakeholders/students/parents/i nternational students	×	×	×	×	×	×	× ×		

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	×	×	×				×	×	×	×	×	×	×
×	×	×	×	×			×	×		×	×	×	×
Media	Population at large	Public at large, prospective students, parents, etc.	Public at large/ stakeholders/students/parents	SDSU G			Prospective Students, teachers, principals	Prospective Students, parents, teachers, principals, tutors, int. students, other	Prospective students, parents	Prospective students	Prospective students	Prospective Students, parents, teachers, tutors, etc.	Prospective students
Media trainings/Roundtable meetings and panel discussions (international accreditation / STEM discoveries in US, etc.)	Inquiries (phone, email, Facebook, website)	Success Stories	Public Lectures	Participation in regional and international conferences, workshops	Objective 1 - Sub Total	2.1.	Presentations in Schools (focused on private schools, STEM schools etc.)	Education fairs and other events: Int. Education Fair, Education USA, Expo Georgia Education Fair, UK Bridge Edu. Fair	Open door events at the office and in partner universities	STEM Academy	SDSU G Lab tours	Inquiries response mechanism (hotline, email, Facebook, meetings, etc.)	Scholarships for the winners of STEM Olympiads/contests etc.
									Objective 2: Support recruitment process by	outreach and information activities that attract students to select SDSU Georgia programs as their top priority /	first choice		

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	Marketing materials focused on recruitment	Prospective Students, parents, teachers, principals, tutors, int. students, other	×	×	×	×	×	×	×	×	
	NAEC SMS (before and after exams)	Prospective students		×	×			×	×		
	MoU Signing Ceremonies w/feeder schools, etc.	Prospective Students, parents, teachers, principals, tutors, int. students, other	×	×	×		×	×	×		
	STEM Teachers' trainings/workshops	Prospective Students, parents, teachers, principals, tutors, int. students, other		×				×			
	Objective 2 - Sub Total										
	3.1.										
	SDSU G student Newsletter: Generation STEM	Students, Public at large, private sector, stakeholders etc.	×	×	×	×	×	×	×	×	
	STEM Database	Students interested in STEM	×	×	×	×	×	×	×	×	
Objective 3: Increase STEM	Social Media campaigns: #IChooseSTEM other	Students, Public at large, etc.	×	×	×	×	×	×	×	×	
awareness	Special competitions/awards for journalists/bloggers who cover STEM issues	Media		×							
	Why STEM videos	Students, Public at large, private sector, stakeholders etc.	×	×			×		×		
	Special STEM events: screening of the documentaries, presentations of SDSU latest researches, STEM Marathon, etc.	Public at large	×	×	×	×	×	×	×	×	
	Objective 3 - Sub Total										
	4.1.										

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	×			×		×	×		×	
×	×					×			×	
Private Sector, Education Sector, Stakeholders	Private Sector, Education Sector, Stakeholders	Private sector	GoG, SDSUG Students, other stakeholders, etc.	SDSUG Students, Private Sector	Private Sector, International organizations/community	Banks operating in Georgia	Students and Private sector	Public institutions, private sector, business and industry leaders	Private Sector	
Advisory Board Meetings	Special events (PPPF, MoU Signing Ceremonies, Scholarship award ceremonies, internships etc.)	Annual Awards (Innovation and Excellence Award for effective contribution in education for private sector)	Cooperation with the Ministry of Economic Development – Entrepreneurship Development Agency, GITA, Ministry of Infrastructure, etc.	Cooperation w/Business Associations including AmCham, IWA, GITA – presentations at AmCham etc.	Media coverage in Investor.ge, Financial, Georgian Journal etc.	Student Loan negotiations w/banks	Students and business sector networking events	SDSU Georgia Public Private Partnership Fund (PPPF)	One to one meetings	Objective 4 Sub TOTAL
			Objective 4: Increase partnership and cooperation with private sector, partner	instrutions and other stakeholders.						

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	5.1.										
	Special scholarships for Girls, minorities and SVs (GRDF winners)	Students	×	×	×	×	×	×	×	×	
Objective 5: Increase	Success stories of women role models, Why Women in STEM Videos, etc.	Students, teachers, public at large	×		×		×				
minorities and SV	Women in STEM Social media campaigns	Students, teachers, public at large				×		48. 36	×		
	SDSUG Students STEM Women poster competitions	Students, teachers, public at large					×				
	Information in Russian or other relevant languages for minorities	Minority Students	×	×	×	×	×	×	×	×	
	Objective 5 Sub TOTAL										
	6.1.										
	Student Newsletter	SDSU G students, prospective students, public at large, stakeholders	×	×	×	×	×	×	×	×	
Objective 6: Retain - SDSU Georgia students by offering	Student Photo Contest for Calendar	SDSU G students				×			×		
events/competitions and student life activities	Guest speakers at SDSU G	SDSU G students	×	×	×	×	×	×	×	×	
	Special events/tours (exhibitions, tours to industry, parliament, etc.)	SDSU G students			×			×	×		
	Student life activities: sports, arts, events, etc.	SDSU G students	×	×	×	×	×	×	×	×	

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Student Success Stories	SUSU & Students									
		>	>	× ×	>	>	×	×	×	
		<	<	<	<	<	<	<	<	
Community support activities	SDSU G students									
		×	×	× ×	×	×	×	×	×	
		:	:	:		:	:	:		
Objective 6 Sub TOTAL			STATE OF THE PERSON NAMED IN							
			261777	National Property and Publishers						
		5	pue	Grand Total:						
			CONTRACTOR OF THE PARTY OF THE							

9. Administration, Monitoring and Reporting of CRD Strategy

The Community Relations and Development Strategy of SDSU Georgia is an integral part of the broader Recruitment Strategy. The strategy is intended to be a living document that will be continually reviewed on a bi-annual basis or when and as necessary. The Director of Community Relations and Development will make recommendations about the suggested changes. The review and update should be done jointly by Dean, Vice-Dean, Communications, Academic, Finance managers and other relevant staff members. The main objective of the review is to reflect changing conditions and information in order to achieve continual improvement. In parallel Director of Community Relations and Development will closely monitor the implementation process and report on the progress achieved on quarterly basis. More detailed quarterly work plans will be prepared and shared internally at SDSU, with MCA Georgia and MCC.

Metrics of how the ssuccess will be measured

Activity	Goals of the activity	Indicators/statistics/data	the plan	and to	Measure of
			overcome challenges		success

სსიპ "ათასწლეულის გამოწვევის ფონდი - საქართველოს" აღმასრულებელ დირექტორს, ქ-ნ მაგდა მაღრაბეს

ამავე ორგანიზაციის უმაღლესი განათლების პროექტის დირექტორის, ნოდარ სურგულაძის

მოხსენებითი ბარათი

ათასწლეულის გამოწვევის ფონდ საქართველოს, სან დიეგოს სახელმწიფო უნივერსიტეტს და სან დიეგოს სახელმწიფო უნივერსიტეტის სამეცნიერო ფონდს შორის გაფორმებული 45 თვიანი კონტრაქტის საფუძველზე (#122-1, 25.10.2016; Collaborative Agreement For the Provision of Degree Accreditation and Institutional Support Initiativefor Science, Technology, Engineering and Mathematics between Millennium Challenge Account – Georgia and San Diego State University and San Diego State University Research Foundation) კონტრაქტორმა წარმოადგინა საწყისი ანგარიში (Inception Report, including Updated Workplan and Updated Recruitment Strategy);

ათასწლეულის გამოწვევის ფონდ საქართველოს (MCA-Georiga) შესაბამის სტრუქტურულ ერთეულებთან, აღნიშნული ანგარიშის განხილვის, ასევე მიწოდებული კომენტარების სან დიეგოს სახელმწიფო უნივერსიტეტის მხრიდან გათვალისწინების შემდეგ, უმაღლესი განათლების პროექტის დირექტორის კომპეტენციის ფარგლებში მიმაჩნია, რომ წარმოდგენილი ანგარიში აკმაყოფილებს კონტრაქტით განსაზღვრულ მინიმალურ პირობებს და შესაბამისად, გთხოვთ წარმოდგენილი ანგარიში ჩაითვალოს მიღებულად.

პატივისცემით,

ნოდარ სურგულაძე 05. 12. 2016 6. Lyhzynd

2016-12/463

CERTIFICATE OF ACCEPTANCE #1

Date: December 5, 2016

This is to certify that San Diego State University, together with SDSU Research Foundation has contributed to, and Millennium Challenge Account – Georgia taxpayer ID #204580177 has accepted "Updated work plan, updated Recruitment Strategy", the first deliverable, prescribed by Appendix B (Summary of Report Contents) of contract #122-1 (Collaborative Agreement For the Provision of Degree Accreditation and Institutional Support Initiative for Science, Technology, Engineering and Mathematics between Millennium Challenge Account – Georgia and San Diego State University and San Diego State University Research Foundation; 27.10.2015;), signed on the 27th of October, 2015 and amended on the 25th of October, 2016.

SIGNED AND ACCEPTED:

ACCEPTED BY: MAGDA MAGRADZE

Chief Executive Officer

Millennium Challenge Account-Georgia