

Shota Meskhia State Teaching University of Zugdidi

Methodology of Strategic Planning

**Article 1. General Provision**

The present methodology defines the general principles, rules, and procedures of strategic planning of the legal entity of public law - Shota Meskhia State Teaching University of Zugdidi (hereinafter "Teaching University").

**Article 1. Strategic Planning**

- a) Strategic planning is a continuous process focused on quality and ideas, which leads to the effective functioning of the Teaching University.
- b) Strategic planning forms the basis for determining the priorities and main directions of the activity of the university.
- c) Strategic planning gives an opportunity to all interested parties to participate in and contribute to improving the activities of the Teaching University.

**Article 2. Purpose of Strategic Planning**

- 1. The purpose of strategic planning is
  - a) to define the university vision, mission, values, long-term goals and ways of achieving them.
  - b) to determine the priorities and main directions of the activity of the Teaching University on the basis of the analysis of the internal and external indicators of assessment of the activity of the university, taking account of the existing reality and prospects.
  - c) to set specific objectives to achieve the goals, considering the analysis of the current situation and existing threats.

**Article 3. Main Stages of Strategic Analysis**

The main stages of the strategic analysis include

- 1. **Development of vision and mission.**

- a) The vision is a picture of the desired future envisaged by the Teaching University. The realization of the vision is the ultimate goal of the university.
  - b) The mission of the Teaching University determines its aims and values.
  - c) The mission shall answer three important questions:
    1. What do we do?
    2. How do we do it?
    3. Who do we do it for?
- 2. Environment analysis; making strategic decisions** which are based on the evaluation of the university environment (the analysis of internal and external factors, the SWOT analysis):
- a) The analysis of internal factors implies the analysis of the internal organizational factors of the Teaching University.
  - b) The analysis of external factors implies the analysis of economic, social, demographic, political, legal and international factors.
- 3. Formation of strategic goals (developing the strategic plan).**
1. A strategic goal is a declaration of the Teaching University of what it intends to achieve throughout the next several years. A strategic goal shall be realistic, feasible, outcome-oriented and scheduled. It shall be subject to monitoring and evaluation.
  2. The strategic plan of the Teaching University shall correspond with the mission of the university, the SWOT analysis and the analysis of the study of all the interested parties.
  3. Specific objectives shall be determined in relation to each strategic goal.
  4. Determination of objectives contributes to the specification of the strategic goals and identification of the ways of achieving them.
- 4. Development of the action plan.**
1. In order to ensure most efficient management, the Teaching University shall develop a three-year plan based on the strategic goals. The plan shall include the following information:
    - a) the actions which shall be taken to achieve the strategic goals and the sequence of these actions.
    - b) the persons responsible for implementation of the action plan; their functions, rights, and duties.
    - c) the schedule of the activities included in the action plan.
    - d) the resources and the expenditure related to the action plan (according to each activity).

e) the rule of monitoring and evaluation of the action plan; the indicators of implementation of the strategic goals and objectives.

#### **5. Monitoring and evaluation of the activities of the Teaching University.**

1. Monitoring and evaluation of the activities of the Teaching University is a systemic process of determination of the efficiency, effectiveness, quality, and relevance of the implementation of the strategic plan of the university.
2. In order to evaluate the quality of the achievement of the goals, the Teaching University shall develop the system of monitoring and evaluation based on studies (specific indicators).
3. The monitoring and evaluation process of the implementation of the action plan is objective and participatory. Based on clearly determined indicators, the monitoring and evaluation process is conducted by the Office of Internal Audit in cooperation with the Quality Assurance Office and the Legal Office.
4. Planning and conducting the monitoring and evaluation process involves
  - a) in-depth study of the strategic plan
  - b) determination of the main issues and questions
  - c) determination of methodology
  - d) preparation of the action plan
  - e) collection of information and preparation for the analysis
  - f) information analysis
  - g) making conclusions
5. Monitoring involves information about what has been done to achieve the goals.
6. The evaluation shows whether the activities are being done in accordance with the goals and objectives determined by the strategy.
7. Presenting a report on monitoring and evaluation to the interested parties is one of the key stages of the process of monitoring and evaluation. During the preparation of the report, the main conclusions and recommendations shall be supported by relevant arguments. The report shall include objective information about the positive and negative outcomes and tendencies of the activity of the Teaching University as well as the ways of eliminating the causes of the existing disadvantages.
8. The final stage of evaluation and monitoring is feedback. At this stage there is a dialogue with the key interested parties to discuss the conclusions and recommendations. After completion of monitoring and evaluation, recommendations shall be formulated. Monitoring and evaluation may result in:
  - a) adjustment of the strategic plan
  - b) elimination of the existing obstacles
  - c) consideration of the conclusions for the next strategic planning process.

9. Monitoring of the implementation of the action plan is carried out annually. The outcomes of the monitoring are reflected in the report which is the basis for the Rector's Annual Report.

10. During the monitoring and evaluation of the implementation of the action plan, if it is obvious that the effect of the planned activities is unsatisfactory, the strategic plan shall be amended for the purpose of ensuring the efficiency of the next process of strategic planning.

11. The strategic plan shall be amended in accordance with this rule. The decision on the amendment to the strategic plan shall be made by the Academic Board.

#### **Article 4. Procedures of Development and Approval of the Strategic Plan**

1. Development of the strategic plan of the Teaching University is a participatory process. The personnel (academic, administrative, support and invited personnel) and students of the Teaching University, the self-governing unit of Samegrelo-Zemo Svaneti Region and representatives of the civil sector, employers and graduates are involved in the aforementioned process.

2. In order to ensure the successful process of the development of the strategic plan and strategic planning of the Teaching University, the Coordination Group shall be created under the resolution of the Academic Board and the Working Group shall be created under the Rector's Administrative Act. The Working Group shall include the heads of all the structural units of the Teaching University. The function of the Coordination Group is to effectively cooperate with the Working Group and to ensure fulfillment of the tasks in accordance with the schedule.

3. The activities of the Working and Coordination Groups shall be discussed at the sessions of the Working and Coordination Groups.

4. The joint report on the activities of the Working and Coordination Groups shall be presented at the enlarged session of the Academic Board by a specially appointed person.

5. The development of the strategic plan and effective implementation of the action plan are coordinated by the Rector of the Teaching University.

6. Taking account of the initial hearing and recommendations at the enlarged session, the strategic plan shall be submitted to the Academic Board for approval.

7. The Teaching University approves a seven-year strategic plan.

8. The Teaching University approves three-year and one-year action plans.

### **Article 5. The Rule for Amendments and Additions**

Amendments and additions to the methodology of strategic planning of LEPL Shota Meskhia State Teaching University of Zugdidi shall be ensured in accordance with the rule determined by the legislation, based on the resolution of the Academic Board.