



LEPL Shota Meskhia State Teaching University of Zugdidi

Approved by the:
Academic Council of LEPL Shota Meskhia State Teaching University of Zugdidi

25 March 2024
Protocol No. 07 Resolution No. 17

Strategic document of the LEPL Shota Meskhia State Teaching University of Zugdidi for 2024-2030





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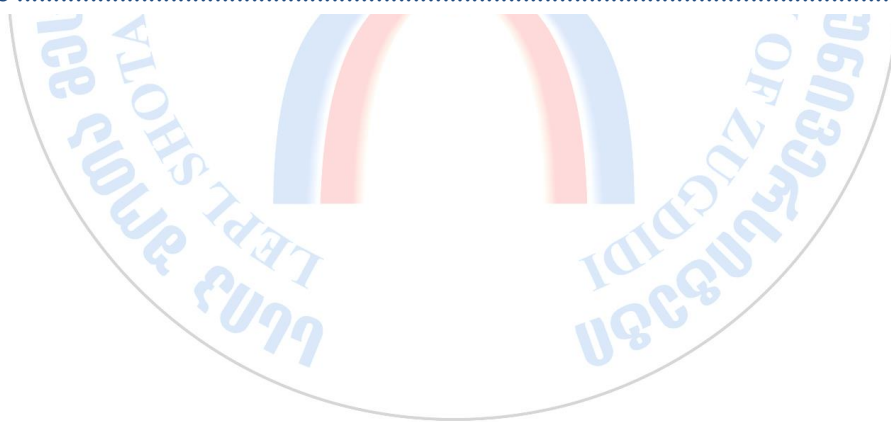
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Document Overview

This document represents the Strategic Development plan for Shota Meskhia Zugdidi State Teaching University. It outlines the priorities and activities essential for the university's future development, aligning closely with its mission and vision. The Teaching University recognizes this document as the primary normative framework for future development of the regional educational hub, it serves as a strategic blueprint to effectively respond to the dynamic landscape of international and national higher education sectors, enabling the university to sustain its rapid development trajectory.

The Mission of the Teaching University

To cultivate a new knowledge and employment environment that prioritizes meeting the needs of students, staff, and stakeholders, considering the changing requirements of the labor market. To contribute to the steady, successful, and sustainable development of the region through educational programs that emphasize the integration of learning and research projects aimed at leveraging research outcomes and fostering internationalization, facilitating the exchange of innovations to positively impact the well-being of the population, society, businesses, and the state.

To cultivate democratic and tolerant mindsets, emphasizing personal growth, and providing higher and professional education that prepares individuals for success in both domestic and international labor markets, to produce competitive, highly skilled professionals who actively contribute to society and effectively address future challenges, guided by the principle of lifelong learning.

As a regional education center, is to inspire optimism and confidence in the future, while upholding quality, inclusion, and equal access to education for all target groups, fostering sustainable, equitable, and inclusive development.

University Vision Statement

By 2030, the Teaching University envisions itself as a regional education hub that meets the demands of a rapidly evolving labor market through the principle of lifelong learning, aims to promote the implementation and internationalization of scientific research while maintaining a good reputation and high regard among stakeholders.



Values of the Teaching University

The mission, goals and objectives of the Teaching University are based on the following values:

- **Freedom of Thought and Expression** - Creating the necessary environment and conditions for the implementation of the fundamental principles of academic and personal freedom
- **Focus on Quality** - Ensuring high quality in the implementation of activities and provision of university services.
- **Cooperation** - Achieving success through good faith collaboration with the university community and partners.
- **Transparency** - Ensuring credibility through open and public approaches
- **Care** - Caring for the university community and its development, while considering individual interests, and addressing special needs.
- **Corporate social responsibility**- Upholding a high reputation through adherence to universal codes of conduct rooted in social responsibility
- **Innovation**- Enhancing satisfaction for individuals interested in new ideas and opportunities
- **Creativity**- Encouraging quality and originality, promoting the generation of new ideas, and nurturing creative abilities
- **Entrepreneurship**- Developing new products/services through comprehensive analysis of risks and opportunities

Strategic Directions and Priorities

In accordance with the mission, vision and values of the Teaching University, the following directions were defined as strategic priorities for the next seven years:

1. Expand the scope and enhance the quality of the third mission of the University, ensure lifelong learning, and promote the development of inclusive education
2. Improvement/development of the internal quality management system through the effective use of quality assurance mechanisms in the management process.
3. Development of educational programs through the integration of teaching and research
4. Improvement of management policies and procedures focused on personnel development.
5. Support and strengthen an effective system of youth policy, student life experiences and career services
6. Promote the utilization of scientific research results and the internationalization of research
7. Development of material, information, and financial resources for sustainable, stable, efficient and effective functioning of the Teaching University



1. Expand the scope and enhance the quality of the third mission of the University, ensure lifelong learning, and promote the development of inclusive education

1.1 Expand collaboration between the university and key stakeholders, including employers and representatives from civil society, to strengthen the role of education, technology, research, and innovation in society and the economy, and to enhance learning outcomes.

Activity 1	Development of products/services tailored to meet the interests of stakeholders (conducting research in this direction and identifying needs)
Activity 2	Implementation of targeted educational initiatives and programs
Activity 3	Develop specialized educational programs aligned with the priorities and strategic objectives outlined in the Zugdidi cultural development strategy.
Activity 4	Implementation of educational-cognitive and student-grant programs
Activity 5	Consistently advocate for the sustainability of a creative incubator rooted in the Teaching University, this initiative will focus on cultivating creative hubs in the future.
Activity 6	Bringing together students from STEAM disciplines (Science, Technology, Engineering, Arts and Mathematics) and developing inclusive and interactive teaching methods and platforms.
Activity 7	Planning events dedicated to enhancing awareness of the university (recruitment forums, PR campaigns, open days, science festival, student days, professionalization days, university tours, and more)
Activity 8	Implementation of academic and extracurricular programs aimed at fostering a culture of inclusive education.
Activity 9	Implementation of projects and measures to promote the implementation of sustainable development goals
Activity 10	Facilitate the second chance for education with a focus on social inclusion - provide support to young individuals who, due to various circumstances, have been unable to pursue or complete their education. Implementation of various projects.
Activity 11	Promotion of inclusive education (continuous improvement of the relevant environment, introduction of special programs and other needs-based activities)
Activity 12	Support informal activities for any interested individuals.
Activity 13	Implementation of corporate social responsibility
Activity 14	Development and implementation of educational programs focused on the operations of the Anaklia port



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1.2 Administration and development of the center/system of lifelong education by adding new programs/courses considering the needs of the labor market and the realities of the interconnectedness with the education sector

Activity 1	Promoting and facilitating lifelong professional education for adults, in collaboration with small and medium-sized entrepreneurs and startups in the creative industries sector, to enhance their competencies and skills, to maintain sustainability, facilitate career transitions, and foster the development of high-quality products and services.
Activity 2	Development of specialized educational programs within the framework of the Zugdidi Gastronomic Academy, established at the university
Activity 3	Undertaking research in the field of gastronomy and establishing a digital database to support the development of the Zugdidi Museum of Gastronomy concept
Activity 4	Establishment of a Gastronomy Museum

1.3 Ensuring that the knowledge and experience accumulated by the university are leveraged to bolster the civic, economic, intellectual, and cultural advancement of society;

Activity 1	Participation of academic staff in the discussion of important societal topics, and the provision of expert and consulting services.
Activity 2	Providing assistance and guidance to local companies through relevant short-term training and retraining courses, supported by the structural units within the Lifelong Education Center (Center for Georgian-Abkhaz relations, Career Development Center, Advanced Training Center, Foreign Language Learning Center, Psychology Center, Legal Clinic, Child Rights Center, Creative Incubator, Gastronomic Academy).



2. Improvement/development of the internal quality management system through the effective use of quality assurance mechanisms in the management process.

Objectives:

2.1 Integrating the quality assurance function into the management process, incorporating/implementing best practices within the educational sphere;

Activity 1	Ensuring effective engagement of all levels of the Teaching University by incorporating internal quality assurance mechanisms into the management process.
Activity 2	Rolling out awareness-raising initiatives to promote the adoption of a culture of quality.
Activity 3	Monitoring the implementation of the action plan with quality assurance mechanisms
Activity 4	Continuous review of established indicators for institutional effectiveness.
Activity 5	Evaluation of institutional efficiency according to established indicators
Activity 6	Enhancing the involvement of educational program students and professional students in quality assurance mechanisms by forming supportive student groups.
Activity 7	Facilitating the development of projects necessary for institutional development
Activity 8	Creating and enhancing additional value through the implementation of internal audit activities. Promoting university management by fostering the long-term and sustainable development of internal audit.
Activity 9	Improving the quality of information and communication resource usage in institutional management through the introduction of modern technologies. Promoting the implementation of artificial intelligence
Activity 10	Improving the mechanism for planning the student population, considering internal and external factors and risks
Activity 11	Ensuring the participation of graduates in the management process

2.2 Improvement of assessment mechanisms, self-assessment, and monitoring, and further development of the activities of the Teaching University based on a system of continuous assessment;



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Activity 1	Determining criteria for personnel assessment and improving mechanisms
Activity 2	Assessing individuals involved in the management of the university, including academic, administrative, support, visiting staff, and professional education teachers.
Activity 3	Improving existing management policy mechanisms at the Teaching University based on the analysis of monitoring and survey results and implementing appropriate measures.
Activity 4	Conducting and analyzing surveys to involve students and professional students in assessing management effectiveness
Activity 5	Organizing events aimed at the further professional and personal development of academic staff, visiting staff, vocational education teachers, and university staff
Activity 6	To improve the organization's risk management, internal control, and risk identification procedures, it is necessary to identify the risks that an Teaching University faces and assess the quality of their management;
Activity 7	Conducting internal audit activities based on risk assessment and performing various types of audits based on analysis and risk evaluation;
Activity 8	Continuously improving assessment and self-assessment mechanisms, ensuring the provision of external assessments.
Activity 9	Creating a system for quality assurance, control, and professional growth in the development of the internal audit service; Improving the quality of recommendations;
Activity 10	Implementing an effective system for monitoring the implementation of recommendations to improve performance;
Activity 11	Implementing business continuity mechanisms.

2.3 Providing mechanisms for evaluating and improving educational programs.

Activity 1	Introduction of an effective system for monitoring the implementation of recommendations issued during the planning, implementation, and development of educational programs;
Activity 2	To evaluate academic and professional educational programs, provide recommendations to governing bodies based on the analysis of survey results, with the aim of modifying educational programs in accordance with current regulations and developing new educational programs, while further strengthening the reporting system.
Activity 3	Continuous improvement of mechanisms for the purpose of raising the quality of higher professional educational programs
Activity 4	Increasing the involvement of partner organizations and representatives of the private sector in the planning, implementation, and evaluation of higher professional education programs
Activity 5	Ensuring compliance with the principles of ethics and integrity.



Activity 6	Providing mechanisms to detect, prevent, and respond to cases of plagiarism, with a focus on continuous improvement.
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2.4 Introduction of corporate social responsibility at the University, fostering institutional self-esteem and developing the university's corporate culture.

Activity 1	Raising awareness, building capacity, and sharing experiences in corporate responsibility
	Implementing measures to increase social responsibility and social inclusion.
Activity 2	Implementation of measures to promote social responsibility
Activity 3	Continuously improving the effectiveness of the existing management model and practice through the introduction of a high organizational and academic culture

3. Developing educational programs that integrate teaching and research

3.1 Developing higher and professional education programs by incorporating best international practices.

Activity 1	Developing and implementing modern, high-quality educational programs and training/retraining courses at various levels, focused on the labor market
Activity 2	Increasing the participation of stakeholders (employees, students, professional students, alumni, employers) to ensure a system of participation in the planning, development, implementation, and evaluation of programs;
Activity 3	Effective use of various platforms to provide information about educational programs
Activity 4	Implementation of appropriate educational programs for equal access for all target groups
Activity 5	Preparation and continuous improvement of existing educational programs for reaccreditation purposes
Activity 6	Cluster accreditation of educational programs for Bachelor "Business Administration" and Master in "Small Business Management".
Activity 7	Accreditation of educational programs for the Bachelor in "Business Administration" and the Master in "Small Business Management" in a modernized form.
Activity 8	Reaccreditation of the Bachelor of Public Administration educational program
Activity 9	Cluster accreditation of integrated veterinary educational program
Activity 10	Cluster accreditation of the Bachelor of Information Technology educational program.



Activity 11	Scheduled monitoring of Bachelor's courses in English philology
Activity 12	Cluster accreditation of an integrated educational teacher training program
Activity 13	Reaccreditation of the Bachelor of Legal Education program
Activity 14	Reaccreditation of the Bachelor's educational program in preschool education.
Activity 15	Reaccreditation of a 60-credit teacher preparation program

3.2 Strengthening the curriculum of educational programs with a research component

Activity 1	Strengthening educational programs through the incorporation of research components in the educational process
Activity 2	Improve learning outcomes by enhancing research competencies and developing students' research skills
Activity 3	Strengthening the curriculum of educational programs through the introduction of a methodology for assessing the use of scientific library databases
Activity 4	Development of a code of research ethics
Activity 5	Development of mechanisms to stimulate and encourage scientific activity among young researchers and scientists
Activity 6	Development of mechanisms to support student initiatives from a scientific perspective, promoting the sustainability of the student grant fund within the university.
Activity 7	Creation of thematic student/youth clubs aimed at protecting and popularizing cultural heritage



4. Improvement of management policies and procedures focused on personnel development.

4.1 Implementation of personnel policies based on academic freedom, institutional autonomy, respect for fundamental rights, and the establishment of an organizational culture;

Activity 1	Further improving the recruitment procedure (selection/appointment) at the university to attract and employ qualified personnel for academic, administrative, support staff, and teaching positions, as well as implementing supporting projects.
Activity 2	Effectively using existing incentive mechanisms at the university for further professional development of employees through assessment and analysis of satisfaction survey results.
Activity 3	Evaluation of the performance of staff (academic, administrative, support, visiting staff, teachers) and improving results against established targets
Activity 4	Identification the personal growth needs of personnel (including new hires) to enhance their skills and periodically planning and conducting targeted training courses, consultations, and integrating new employees into the management system.
Activity 5	Provide advanced training at European partner universities to gain and implement international experience.
Activity 6	Implement various measures to support researchers, including support for scientific research, participation in international conferences, accommodation, meals, travel, publication of scientific papers, and other related activities.
Activity 7	Promote the professional development of administrative and support staff by improving their performance through the exchange of experience gained from international projects to build institutional capacity.
Activity 8	Promoting the implementation of artificial intelligence
Activity 9	Scientific, creative and recreational tours for staff

5. Support and strengthen an effective system of youth policy, student life experiences and career services



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5.1 Promotion of youth development and realization of their potential;

Activity 1	Further improvement of the youth policy document in accordance with the challenges.
Activity 2	Support for youth initiatives/projects
Activity 2	Enhancing creative and cognitive learning skills among local youth
Activity 3	Development of creative entrepreneurship and leadership skills among youth
Activity 4	To foster the development, promotion, and funding of student projects, establish a student grant fund within the Teaching University, this fund annually will identify, and finance student and youth projects aimed at addressing local needs, challenges, and problems through innovative and creative approaches.
Activity 5	Creation of thematic student/youth clubs aimed at protecting and popularizing cultural heritage
Activity 6	Ensuring close cooperation between government and non-governmental organizations/agencies at both central and municipal levels for the effective management of youth policy.
Activity 7	Establishment of the Youth Work Institute
Activity 8	Availability of non-formal education opportunities
Activity 9	Improvement of access to recreational infrastructure and services for youth and students
Activity 10	Promotion of increased participation among young people who are not in education, employment, or training
Activity 11	Strengthening youth employment initiatives and facilitating greater participation in the workforce
Activity 7	Support for youth employment and career advancement
Activity 8	Encouragement of increased youth mobility
Activity 9	Promotion of entrepreneurship among youth and enhancement of entrepreneurship education initiatives

5.2 Continuous development and support of university life, including enhancements to student services

Activity 1	Enhancement of mechanisms for protecting the rights and legitimate interests of students and professional students
Activity 1	Promotion of increased motivation for student and professional engagement in university life
Activity 2	Support for student initiatives and needs through the establishment of student service centers, individualized education plans, rewards and promotion mechanisms
Activity 3	Expansion of connections with employers. Facilitation of internships and job placements.
Activity 4	Ongoing research into the career needs of students and professional students, and the development of strategies to promote self-employment.



Activity 5	Ensuring the availability of information about both local and international projects, as well as providing opportunities for students and professionals to participate in these projects.
	Providing assistance and guidance to local companies through relevant short-term training and retraining courses, supported by the structural units within the Lifelong Education Center (Center for Georgian-Abkhaz relations, Career Development Center, Advanced Training Center, Foreign Language Learning Center, Psychology Center, Legal Clinic, Child Rights Center, Creative Incubator, Gastronomic Academy).
Activity 6	Encouraging and facilitating extracurricular activities (conferences, public lectures, cultural-educational and creative events...)
Activity 7	Promotion of education for students with special educational needs and disabilities.

5.3 Further increase in student, professional student support, including financial support measures

Activity 1	Ongoing research into the socio-economic status of students, professional students, implementation of relevant measures (scholarship, flexible scheme of payment of tuition fees, various benefits).
Activity 2	Implementation of support mechanisms for socially vulnerable students. "Development of programs for access to higher education for vulnerable groups and regions.". Equipping the student service laboratory, created within the international project "DARE," with audio and video lectures, special training programs for internally displaced persons, schedules, and electronic lectures. Implementation of the developed e-learning method (mixed).
Activity 2	Implementation of projects for permanent support of internally displaced persons from Abkhazia (educational, social).

6. Promote the utilization of scientific research results and the internationalization of research

Objectives:



6.1 Implementation of studies focused on the challenges of the region

Activity 1	Joint research activities with relevant organizations and institutions
	In accordance with new challenges, modification/development of research strategy, including integration of commercialization strategy.
Activity 2	Strengthening motivation to initiate research projects and participate in research
Activity 3	Improving the quality of research activities
Activity 4	Development of a strategy for the commercialization of research results
Activity 5	Development of mechanisms and methodology for commercialization of research results
Activity 6	Continuous needs research and research focused on regional challenges
Activity 7	Promotion of academic and student entrepreneurship through a system of research and innovation, and establishment of long-term cooperation between higher education, industry, the public sector, and civil society.
Activity 8	Conducting research through the exchange of international experience,

6.2 Promoting international cooperation, and the internationalization process.

Activity 1	Improvement of internationalization strategy
Activity 2	Involvement of foreign professors/professional teachers in educational activities and program development
Activity 3	Attracting foreign students for higher, professional education
Activity 4	Involvement of foreign academic personnel in research activities
Activity 5	Development of cooperation with international research organizations
Activity 6	Increase in the number of scientific publications/articles and studies in international peer-reviewed journals.
Activity 7	Organization of international conferences.
Activity 8	Involvement of international researchers and scientists on the editorial board of scientific publications.
Activity 9	Improvement of management with the involvement of trained personnel from the Teaching University within the framework of international projects for the development of institutional capacity.
Activity 10	Preparation for the internationalization of educational programs (foreign language courses, modules, programs).
Activity 11	Methodological improvement and strengthening of industry-specific foreign language training
Activity 12	Training of staff and students/professional students at the Foreign Language Center for internationalization purposes.
Activity 13	Addition of exchange programs with foreign partners, expansion of territory; Creation of joint programs/courses for professional, bachelor's, and/or master's degrees.
Activity 14	Organization of summer and winter schools with the participation of foreign professors. To further strengthen this priority area, implementation



	of a support project - organizing public lectures with the participation of foreign professors.
Activity 15	The survey and assessment analysis of students, professional students, and staff aim to evaluate and analyze the current status of international cooperation and internationalization, including the effectiveness of mechanisms for attracting foreign professors and students/professionals.

7. Development of material, information, and financial resources for sustainable, stable, efficient and effective functioning of an Teaching University

7.1 Maintenance, updating, and improvement of university infrastructure (both real estate and movable property) in alignment with educational and research objectives and requirements:

Activity 1	Development of educational infrastructure, continual development, and updating of material and technical resources, laboratories, equipment, educational materials, and tools.
Activity 2	Determination of future functional loads and effectiveness of real estate usage through inventory.
Activity 3	Continuous provision and monitoring of an uninterrupted power supply system, adherence to sanitary and hygienic standards in bathrooms, and maintenance of central heating systems.
Activity 4	Enhancement of fire safety measures, provision of medical assistance, and maintenance of order.
Activity 5	Implementation of effective mechanisms for the functioning of facilities supporting the educational process (faculty and staff accommodation, student dormitories, greenhouses, livestock farms, educational workshops, and landscaping) at the Teaching University.
Activity 6	Renewal of the Teaching university's vehicle fleet.
Activity 7	Conducting satisfaction surveys, planning further actions based on survey analysis.
Activity 8	Development of a workshop project for organizing a training seminar on beekeeping, including construction work.
Activity 9	Execution of repair and restoration work at the dormitory in Senaki



Activity 10	Enhancement of the livestock farm through the adoption of new technologies.
Activity 11	Improvement of educational and infrastructural conditions for individuals with special educational needs
Activity 12	Construction of a student dormitory
Activity 13	Infrastructure development of the Gastronomy Museum, including construction
Activity 14	Further equipment of the new educational building to facilitate the educational process.
Activity 15	Construction of a university kindergarten

7.2 Improvement of library resources and services.

Activity 1	Enhancement of the library management system, continuous improvement of library services to effectively utilize resources and services.
Activity 2	Ongoing electronic cataloging of the book collection, automation of library operations as per the "Open biblios" comprehensive program.
Activity 3	Provision of guidance on utilizing international electronic library databases.
Activity 4	Creation and regular updating of an electronic catalog available on the website.
Activity 5	Support for scientific library resources.

7.3 Increasing the efficiency, effectiveness, and accessibility of services and management processes through the utilization of information technologies in the Teaching University's management systems:

Providing access to information technologies;

Activity 1	Improving the IT infrastructure at the Teaching University to ensure business continuity, including the provision of electronic management services and electronic management systems.
Activity 2	Attracting top-tier IT specialists and fostering their professional development. Organizing staff retraining to use modern software products and technologies.
Activity 3	Utilization of licensed software.
Activity 5	Enhancing information dissemination by improving the English-language website and expanding its information and communication resources.



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Activity 6	Daily website updates, providing coverage of ongoing reforms and news related to the Teaching University.
Activity 7	Regular updates of technical and software information tools to maintain system effectiveness.
Activity 8	Implementing business continuity mechanisms.

7.4 Ensuring an effective system of reporting, financial management, planning, and control in the Teaching University

Activity 1	Enhancing the internal financial management and control system to improve accountability mechanisms;
Activity 2	Strengthening the quality assurance system, control, and professional growth of internal audit through collaboration with structural divisions.
Activity 3	Increasing the implementation rate of recommendations;
Activity 4	Economical, efficient, and purposeful management and expenditure of budget funds;
Activity 5	Timely and effective exchange of information/documentation related to work processes;
Activity 6	Achieving qualitative improvement in the financial management and control system of the Teaching University, leading to increased productivity and efficiency through audit activities;

7.5 Financial Resources

Activity 1	Introducing a new financing model
Activity 2	Improving financial and budget policies and managing the budget process of the Teaching University. Providing the educational, research, and other activities of the university with adequate financial resources. Ensuring optimal planning and allocation of financial resources for the Teaching University, including research, student projects, advanced training courses, infrastructure projects, and resources necessary for implementing the strategic plan.
Activity 3	Management of diversified funding sources (program funding received from the state budget, income from economic activities, international program funding, donations), attracting new sources of financing (external sources of financing - grants, financing of government projects), exploring and implementation of internal university resources (commercialization of activities).
Activity 4	Attracting new sources of funding (external grants and financing government projects), increasing university income and ensuring financial resources and stability required for implementing the strategic plan.



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Activity 5	Assisting Teaching University management in achieving strategic goals through implementation of program financing.
Activity 6	Evaluating the financial management and control system of the Teaching University.

8. Target Indicators

The targets indicators for the Teaching University to be achieved by 2030 are determined in accordance with Appendix No. 1 of this document.

