



LEPL SHOTA MESKHIA STATE TEACHING UNIVERSITY OF ZUGDIDI
STRATEGIC DEVELOPMENT PLAN

2018-2024



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Introduction

Shota Meskhia Zugdidi State Teaching University activities are based on the basic principles and approaches recognized in the educational sphere. They are considered as the fundamental foundation of the activity.

University activities are based on the declared principles and important management experience, shares public responsibility and is ready to create educational centre which annually provides the labor market with qualified alumni with higher and vocational education, cares for their professional and personal development in order to be valuable member of the society, contributes welfare and development of the country.

According to the Teaching University management, it is essential for the dynamic development of the educational institution to formulate strategic development plan, there might be clearly declared objectives, activities and expected results of the university. On the basis of consistent performance and monitoring, it will be possible to realize goals and objectives of strategic plan.

The Strategic Development Plan of the Teaching University takes into consideration the Association Agreement between Georgia and the European Union, Social-Economic Development Strategy of Georgia "Georgia -2020", the Development Strategy of the Ministry of Education and Science of Georgia, the Priorities of Development Samegrelo-Zemo Svaneti Region and is based on SWOT analysis of the Teaching University. It also includes long-term and short-term goals and objectives, action plan, ways of achieving goals, responsible people, terms of realization of the set goals, means and their results. Strategic development plan includes one-year short-term and three-year action plan, in which specific planned activities are given in order to realize declared goals and objectives.

University Management is convinced that its Strategic Development Plan can be realized by considering internal and external factors and objective analysis.

The Strategic Development Plan of the Teaching University has been designed with the full involvement of the staff, students, employers, alumni, experts, representatives of self-governance units and civil sector in Samegrelo - Zemo Svaneti region.

The Strategic Development Plan will be based on the results of the monitoring and in case of necessity is approved by the changes. The Strategic Plan of the Teaching University is approved by the academic council.

2. History of Teaching University

On July 13, 2007, on the basis of the resolution N 145 of the Georgian Government, LEPL Higher Educational Institution was founded on the basis of the Institutions having three totally different missions in Samegrelo region- Zugdidi Branch of Ivane Javakhishvili Tbilisi State University, LEPL Zugdidi Professional Lyceum and LEPL Senaki Agrarian-Economy College.

Under the Resolution №122 of the Government of Georgia on May 15, 2008, the higher education institution was named after the famous Georgian historian and public figure Shota Meskhia and Shota Meskhia Zugdidi State Institute was founded.

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Under the decision №182 of the Government of Georgia on October 9, 2009, Shota Meskhia State Institute was given a status of Teaching university and changed its name into Shota Meskhia State Teaching University of Zugdidi.

Under the decision №456 of the Government of Georgia on December 1, 2011, Legal entity of Public Law – Shota Meskhia State Teaching University was reorganized into non-profit (non-commercial) legal entity –Shota Meskhia State Teaching University of Zugdidi.

Under the decision №185 of the Government of Georgia on July 1, 2013, non-profit (non-commercial) legal entity –Shota Meskhia State Teaching University of Zugdidi was reorganized into the Legal entity of Public Law – Shota Meskhia State Teaching University of Zugdidi.

Teaching University is located into two legal addresses: Janshia 14, Zugdidi, Mshvidoba str.N192 Senaki.

Activities of Teaching University are managed by Management bodies, academic, administrative, invited, support and other staff. There is an equally available environment in the Teaching university for getting vocational and higher education. There are 3 Master's, 8 Bachelor's, Teacher Preparation, Georgian language preparation, 28 vocational programs and 18 short-term training/retraining courses. In the Teaching University Educational programs are implemented by 40 academic staff, 24 affiliated, 4 administrative, 45 support staff, 43 invited professors/ teachers, specialists and 110 teachers on vocational educational programs. 536 students are getting the education on higher educational programs, 475 on vocational education programs, under lifelong learning principles more than 6 thousand beneficiaries were trained/retrained. Modular vocational educational programs among them new model –dual education (work-based learning) was developed and is being implemented in Teaching university. Under the demand of labour market, the agrarian field is still priority of the Teaching University, that's why modular (dual) vocational and higher educational programs will be prepared and implemented under the framework of agrarian field, which will make possible to recognize credits obtained at the vocational educational cycle with the purpose of higher education.

Teaching University has been involved in various international projects for creating European Higher Education Area since 2012. These projects provide supporting the aims of internationalization by strengthening student and staff mobility and institutional capacity.

3. Vision, Mission and Values of the Teaching University

Vision

Vision of the Teaching University for 2024

- Promoting accessibility of education based on lifelong learning principles;
- Promoting the internationalization of the educational programmes;

Mission



Mission of the Teaching University:

To establish educational and employment environment for students, staff and other stakeholders according to the demands of the changeable labour market; to create educational programmes that are oriented on employment, learning and research integrity, as well as projects that support internationalization and short-term training/retraining courses.

To train/retrain/attract active members of society who are oriented towards the ideals of democracy and humanism, personal development, have professional and higher education suitable for the internal and foreign labour market, are competitive and high qualified staff.

To inspire the establishment of optimism and future belief, to contribute for the quality assurance constantly; to establish effective, flexible and rapidly developing educational institution that will have a positive influence on development and welfare of the country; to become a regional centre in the educational field.

Values:

Academic freedom

Cooperation

Personal and professional growth

Transparency

Social responsibility

Social entrepreneurship

4. Strategic planning methodology

Coordination group is established under the decision of academic council in order to ensure the successful process of strategic planning, as well as working groups are created by the Rector's Administrative Act. The coordination group includes heads of all structural units of the Teaching University. The function of the coordination group is effective cooperation with working groups and ensuring fulfilment of activities in the set timeframe.

Designing strategic plan of Teaching University is a participatory process and involves the staff of the university (academic, administrative, support, invited), students, employers, alumni, acting representatives of self-governing body and civil sector in Samegrelo-Zemo Svaneti region.

Designing the strategic plan and making the strategic decision of the University are based on the evaluation of the University environment (Analysis of internal and external factors, SWOT Analysis). Strategic goals based on monitoring and evaluation are realistic, achievable, result-oriented and time-bound. Each strategic goal has appropriate tasks.

The Rector of the Teaching University coordinates the process of developing strategic plan and effective implementation of the action plan.

The strategic plan will be submitted to the Academic Council for its further approval on the extended meeting according to the first reading and recommendations.

5. Monitoring and Evaluation of the implementation of Strategic Development and Action Plans

Monitoring and evaluation of the Teaching University activities is the systematic process of efficient, effective, quality and relevant implementation of the strategic plan.

The Teaching University establishes Monitoring and Evaluation system to evaluate the quality of achievement of planned goals, based on the researches (certain indicators).



Monitoring and Evaluation of action plan implementation is an objective, participatory process. Monitoring and Evaluation process is implemented by Internal Audit office with the cooperation of Quality Assurance office and Legal office, based on clearly defined indicators.

Monitoring process shows what has been done to achieve the set goals.

Evaluation process shows the implementation of the tasks and goals that were defined in the strategic plan.

While making a report about monitoring and evaluation process the main conclusions and recommendations should be supported with proper evidence. The report should have objective information about positive and negative results and tendencies of Teaching University (as well as solving problems)

The Feedback is the last stage of evaluation and monitoring process. Currently, the dialogue is held with stakeholders for further discussions about conclusions and recommendations. After finishing monitoring and evaluation process some recommendations and consultation should be given. Monitoring and evaluation might lead to the following results:

- A) Correction of strategic plan
- B) Eliminating existing problems
- C) Considering the obtained conclusions in the process of further strategic planning

Monitoring of action plan implementation is held annually. The results of monitoring process are shown in the report which is based on Rector's annual report.

6. SWOT Analysis

Mission and Strategic Development of Teaching University	
Strengths	Opportunities



<ul style="list-style-type: none"> • The only State Higher Educational Institution • Geographical location/Political importance • Mission statement of the Teaching University defines its special role in the region to create higher educational area on the basis of higher educational, vocational and lifelong learning principles. • Mission statement of ZSSU defines its special role to develop knowledge, skills and socio-cultural values through the academic sphere. • Experience of the partners (both locally and internationally) and educational institutions with the same mission. • Quality assessment instruments • Methodology for strategic planning, working groups, experience of implementation of strategic planning process 	<ul style="list-style-type: none"> • Social, cultural, economic environmental and other programmes and events; activities facilitating lifelong learning. • Involving young generation, external factors and other stakeholders in the process of development of the region. • Making right strategic decisions: assuring priorities defined by the mission with strategic goals and objectives
Weaknesses	Threats
<ul style="list-style-type: none"> • Less/weak involvement of external factors in the process of strategic planning. 	<ul style="list-style-type: none"> • Less/weak involvement of external factors in the process of strategic planning
Organizational Structure and Management of Teaching University	
Strengths	Opportunities
<ul style="list-style-type: none"> • Work-oriented structural units with experience of mutual cooperation. 	<ul style="list-style-type: none"> • Integration of quality assurance function into management process (Considering/introducing the best



<ul style="list-style-type: none"> • Management stability • Relevance of structure with the mission • Sharing international experience, gained through the capacity building international projects, in the management policy • Mechanisms for promoting the staff • Mechanisms for attracting young staff • Performance quality assessment tools • Academic Freedom • Internal regulations, codes of ethics • Methodology of planning student contingent 	<ul style="list-style-type: none"> • Improvement of the monitoring mechanisms through the quality assessment instruments. Establishing continuous assessment system in order to develop further activities of the institution. • Consecutive introduction of the results of international cooperation and internationalization in the management process. • Follow the principles of ethics and integrity (plagiarism) • Introducing modern technologies in the management process of ZSSU • Attracting highly-qualified staff. • Creating the flexible system of educational services and information for the users, employers, and other stakeholders
Weaknesses	Threats
<ul style="list-style-type: none"> • Effective structural arrangement and involvement of the units through the integration of quality assurance mechanisms. • Using modern technologies in the management process of ZSSU • Mechanisms for detection and prevention of plagiarism • Mechanisms for monitoring • Management policy focused on staff development • Advertising activities 	<ul style="list-style-type: none"> • Unstable socio-economic environment • Demographic changes • Unequal allocation of population • Legislative regulations
Educational programmes of Teaching University	
Strengths	Opportunities



<ul style="list-style-type: none"> • Higher and vocational educational programmes oriented on the market and learning outcomes; training/retraining courses. • Designing educational programmes and development policy. • Experience of designing individualized education programmes. • Fair system of student assessment • Consultation service • Methodology of programme assessment 	<ul style="list-style-type: none"> • Conducting Labour market surveys using quality assessment instruments. Identifying new professions, creating/modifying educational programmes. • Full involvement of individualized education programmes in the learning process. • Flexible and transparent assessment system oriented on the improvement of students' academic performance. • Increasing the involvement of employers, alumni and students in the process of designing and implementation of educational programmes. • Designing joint educational programmes • Designing educational courses/programmes with the purpose of
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	<ul style="list-style-type: none"> • Designing new short-term training/retraining courses in order to support the accessibility of lifelong learning. • Complete information about educational programmes and catalogues in the learning management system;
<p>Weaknesses</p> <ul style="list-style-type: none"> • Insufficient involvement of business sector, employers, alumni and students in designing and implementation process of educational programmes • Labour market survey • Funding, budget • Methods of learning and teaching • Evaluation system • Subjects with the purpose of internationalization 	<p>Threats</p> <ul style="list-style-type: none"> • Legislative regulations • Existing model of funding higher education and science, budget • Non-active cooperation with business sector /employers/social partners • Rapid changes in labour market requirements • Low level of basic education
Teaching University staff	
Strengths	Opportunities



<ul style="list-style-type: none"> • Staff management regulations • Retrained staff • Retrained staff with the purpose of internationalization • Quality assessment instruments • Encouragement mechanisms 	<ul style="list-style-type: none"> • Establishing the joint system of management policy under the staff management regulations. It is oriented on the staff development and ensures effective management process. • Improvement of the system of motivation and staff policy • Raising the staff qualification both locally and internationally • Defining academic/invited staff workload for effective performance • Defining affiliation of academic staff and improvement of benchmarks of educational and research activities.
Weaknesses	Threats
<ul style="list-style-type: none"> • Insufficient number of academic staff with proper knowledge (foreign languages, information technologies) to accomplish the goals of Teaching University, defined in the mission and strategic planning. • Having improper pedagogical skills of practician specialists and experts in particular fields in vocational educational programmes 	<ul style="list-style-type: none"> • Budget
Student support activities	
Strengths	Opportunities
<ul style="list-style-type: none"> • Student-oriented educational programmes and area • Student support services 	<ul style="list-style-type: none"> • Growth of student support and financial support • Internationalization of student contingent



<ul style="list-style-type: none"> • Protection of student rights and interests • Student career support mechanisms (support trainings related to career development and employment, based on international experience) • Support of student initiatives • Mechanisms of student socio-economic support. • Consultation system • Creating proper conditions for students through the flexible system of credit recognition (locally and internationally) • Evaluation of quality of student support mechanisms • Constant care for the flexible learning process 	<ul style="list-style-type: none"> • Improvement of student support service mechanisms • fully adapted environment for the students with special needs • Increasing the student motivation in order to strengthen their involvement in the activities and management process. • Supporting student initiatives/ needs through the legislative amendments, quality educational programmes, student support service centres, individualized education programmes, encouragement and support mechanisms
Weaknesses	Threats
<ul style="list-style-type: none"> • Learning Management System • Partly adapted environment for students with special needs • Insufficient activity and involvement of students in the management process • Individualized education programmes 	<ul style="list-style-type: none"> • Unstable incomes from students due to the unsustainable socio-economic conditions
Research, development and/or other creative activities	
Strengths	Opportunities
<ul style="list-style-type: none"> • Internal conferences • Volumes of works and scientific publications of the institution • Accessibility to the international electronic database. (Elsevier) 	<ul style="list-style-type: none"> • Trainings for academic staff in the foreign language using university resources (Foreign Language Learning Center) • Introducing the funding system of research, improving the system of finding the sources for researches. Attracting business sector in researches. • Introducing an advanced system of evaluation in order to define scientific productivity of academic staff and the research quality. • Enhancing the research components in the educational programmes. • Deepening international partnership. • International conferences
Weaknesses	Threats



<ul style="list-style-type: none"> • Integration of learning and research process • Funding the research • Insufficient usage of international electronic library network by scientific staff. • Low level of indexes of research works of scholars in international journals 	<ul style="list-style-type: none"> • Unstable incomes due to the unsustainable socio-economic conditions
<ul style="list-style-type: none"> • Methodology of evaluating the productivity of academic staff, and instruments for evaluation of performance quality. • International conferences 	
Material, information and financial resources	
Strengths	Opportunities
<ul style="list-style-type: none"> • Material-technical base (University premises and supporting facilities) • IT Infrastructure and licensed software provision. • Library fund, library management system, accessibility to the international scientific database • Uninterruptible power supply, sanitary units, natural light possibilities, and central heating system. • Fire prevention and safety, first aid, and order mechanisms. • Financial management system 	<ul style="list-style-type: none"> • Effective system of financial management and control • Finding financial resources, attracting business sector • Adding the educational area • Constant monitoring and updating of IT infrastructure • Installation of local networking • Renewal/ increasing the number of core literature • Improvement of library resources and services • Providing the open, transparent and accessible web-page in both languages. (Georgian and English) • Ensuring the introduction of business continuity mechanisms • Ensuring fully adapted environment for people with special needs. • Continuous renewal and improvement of material-technical base
Weaknesses	Threats



<ul style="list-style-type: none"> • Partly adapted environment for students with special needs • Non-existence of open, transparent and accessible web-page in Georgian and English languages. • Local networking • Insufficient number of copies of core literature. • Electronic library materials (lending/receiving) • E-books 	<ul style="list-style-type: none"> • Funding rule, budget • Unstable socio-economic environment
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7. Priorities of Teaching University development

Teaching University leads with the following priorities in order to promote work effectiveness and service quality:

- A) Development of institutional capacity of the Teaching University
- B) Improvement of learning and teaching process
- C) Broadening local and international cooperation
- D) Modernization of management and infrastructure
- E) Supporting the research activities
- F) Promotion of alumni career development
- G) Improvement of the student/vocational student-oriented environment and student life
- H) Facilitate lifelong learning

8. Main goals of the Teaching University development, means for achieving these goals, and results

1. Contribution to the development of the society on the regional and national level through sharing the knowledge
2. Development of organizational structure and management system using quality assurance mechanisms effectively in the management process. Perfection/Development of internal quality management system.
3. Development of educational programmes/introducing new educational programmes (academic and vocational)
4. Constant improvement of management policy and procedures oriented on the Teaching University staff development
5. Improvement of learning process regulations and student support services
6. Promoting the implementation of research projects
7. Development of material, information and financial resources for the sustainable, stable, effective and efficient functioning of the Teaching University

Strategic goal 1. Contribution to the development of the society on the regional and national level through sharing the knowledge



Tasks:

1.1 Sharing with the society the knowledge gathered in the institution;

1.2 Introduction of learning courses oriented on value formation;

Identifying the priority fields/directions considering regional needs;

1.1 Sharing with the society the knowledge gathered in the institution

Activity 1	Implementation of social, cultural, economic and environmental programmes and activities
Activity 2	The role of the Teaching University in the society through facilitating the lifelong learning (Lifelong Learning Centre, Career Development Centre, Extension Centre, Foreign Language Learning Centre, Short-term training/retraining courses, providing the local firms with the assistance and consultation)
Activity 3	Participation of academic staff in the discussions of important social issues, offering expert and consultation services
Activity 4	Adapting the learning process to the regional needs(region-oriented programmes, recruitment of local students, active participation of alumni in the process of policy forming)

1.2 Introduction of subjects oriented on value formation

Activity1	Implementation of the subjects that fit to the social responsibility (“Corporative Social Responsibility”, “Academic Writing”, “Democracy and Citizenship”, „Entrepreneurship”, “Environment and Sustainable Development”, “History of Philosophy(conceptual issues)”, “Psychology”, “Political Sciences”, “Career Management”, “Foreign Language”, ”History of Georgia”, ”History of Religions”.)
Activity 2	Adapting the learning process to the regional needs (region-oriented programmes, recruitment of local students, active participation of alumni in the process of policy forming)

1.3 Identifying priority fields/directions considering regional needs

Activity1	Designing/Implementation of educational programmes/courses in reliance with priority fields/directions (Agrarian, Construction, Tourism, Engineering, Education, Healthcare, Law, Business)
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Strategic goal 2. Development of organizational structure and management system through utilizing quality assurance mechanisms effectively in the management process. Perfection/development of internal quality management system

Tasks:

- 2.1 Integration of functions of quality assurance in the management process. Considering/introducing the best practices existing in the educational sector;
- 2.2 Modernization of the main educational units (faculties);
- 2.3 Introducing modern technologies of management;
- 2.4 Improvement of mechanisms for assessment, self-assessment and monitoring, and further development of activities of the Teaching University on the basis of continuous assessment system;
- 2.5 Supporting the international cooperation and the process of internationalization;
- 2.6 Developing the mechanisms to improve the learning process through monitoring over the students' academic performance;
- 2.7 Developing the mechanisms for evaluation and improvement of educational programmes;
- 2.8 Following the principles of ethics and integrity;
- 2.9 Establishing the flexible information system for the users of educational services, employers and stakeholders;

2.1 Integration of functions of quality assurance in the management process. Considering/introducing the best practices existing in the educational sector;

Activity 1	Designing and providing proper methodologies to the structural units and management bodies in order to use mechanisms of quality assurance in the management process effectively.
Activity 2	Effective involvement of every unit of the institution in the implementation of internal quality assurance mechanisms
Activity 3	Designing the assessment system for working/learning conditions as well as for material, information and infrastructural resources(preparing questionnaires for staff, students/vocational students satisfaction survey), conducting surveys and analysis periodically
Activity 4	Full involvement of quality assurance office in the monitoring process of action plan implementation
Activity 5	Cooperation of quality assurance office with internal audit and legal office while evaluating the management process of the Teaching University
Activity 6	Description of activities of the structural units in accordance with the quality assurance office methodologies- evaluation and analysis of reports about survey results
Activity 7	Allocating appropriate human, information and material resources with the purpose of effective implementation of internal quality assurance mechanisms
Activity 8	Management body meetings in an extended format with full involvement of staff
Activity 9	Annual reports of management bodies on the meetings in an extended format
Activity 10	Submitting reports of structural units periodically to the head of administration



Activity 11	Planning the meetings with all the units at the Teaching University to introduce them quality assurance mechanisms and methodologies.
Activity 12	Introducing the mechanisms for getting feedback using Electronic Management System in the Teaching University
Activity 13	To equip material-technical base with modern technology
Activity 14	Conducting training for human resources, attracting highly-qualified staff
Activity 15	Permanent update of the web-page, purchasing the electronic systems/programmes

2.2 Reorganization of the main educational units (faculties);

Activity 1	Changes in the university statute
Activity 2	Optimization of the main educational units(faculties)
Activity 3	Developing the regulation rules for the faculty council
Activity 4	Establishing new structural units and making their job descriptions in the form of regulation rules
Activity 5	Conducting elections of appropriate management bodies
Activity 6	Involvement of new structural units in the university structure
Activity 7	Formation of structural units and hierarchy
Activity 8	Effective and coordinated actions of structural units.Development of appropriate regulations and mechanisms

2.3 Introducing modern technologies of management;

Activity 1	Introducing electronic document processing system EFLOW
Activity 2	Designing Doc flow sequence
Activity 3	Conducting training for the staff about the issues of the electronic document processing system
Activity 4	Establishing the electronic registry system for staff
Activity 5	Making electronic Doc flow in line with the rules for document processing
Activity 6	Establishment of learning management electronic system

2.4 Improvement of mechanisms for assessment, self-assessment and monitoring, and further development of activities of the Teaching University on the basis of continuous assessment system;



Activity 1	Defining criteria for staff evaluation, and developing the mechanisms
Activity 2	Making questionnaires and conducting assessment and self-assessment surveys for management bodies as well as academic, administrative, support and invited staff, and vocational education teacher
Activity 3	Function compliance with the relevant regulations of structural units and workload. Clearly formed regulations and accordingly, avoiding duplication of functions.
Activity 4	Analysis of the results of monitoring and surveys, and carrying out proper activities in order to improve mechanisms for the Teaching University current management policy
Activity 5	Conducting surveys and analysis for the involvement of students/vocational students in the process of evaluation of management effectiveness

2.5 Supporting international cooperation of the institution and the process of internationalization;

Activity 1	Attracting international students and staff. International mobility
Activity 2	Increasing the quality of the Teaching University through internationalization/capacity building international projects
Activity 3	Popularizing the Teaching University among entrants, students, vocational students, employers, stakeholders, Georgian and foreign universities.
Activity 4	Organizing international conferences
Activity 5	Involvement of international researchers and scientists in the editorial board of scientific editions
Activity 6	Management improvement and preparing the educational programmes for the internationalization through involving the staff trained within the international projects about institutional development (foreign language courses, modules, programmes)
Activity 7	Foreign language courses for staff and students/vocational students in the Foreign Language Learning Centre with the purpose of internationalization
Activity 8	Adding exchange programmes with foreign partners, extending the area; creating joint programmes/courses for vocational, bachelor and/or master degree
Activity 9	Deepen/widen cooperative relationship with employers
Activity 10	Summer and winter schools with the participation of foreign professors. Implementing the supporting project for enhancing priority directions- public lectures by foreign professors
Activity 11	Students/vocational students and staff surveys and their analysis through the evaluation and analysis of current mechanisms for international cooperation and internationalization, including attracting foreign professors and students/vocational students

2.6 Developing the mechanisms to improve the learning process through monitoring over the students' academic performance;

Activity 1	Studying and analyzing the documents about students' academic performance as well as vocational students results (student grade sheet, academic card)
Activity 2	Providing management bodies with the results of the analysis to improve the learning process through the further administrative ways

2.7 Developing the mechanisms for evaluation and improvement of educational programmes;

Activity 1	Preparing and conducting surveys for academic staff, students, employers and alumni in order to evaluate academic educational programmes
Activity 2	Preparing and conducting surveys for vocational education teacher, vocational students, employers and alumni in order to evaluate vocational educational programmes
Activity 3	Providing the management bodies with the recommendations created on the basis of analysis of academic and vocational programme evaluation survey in order to modify educational programmes/design new educational programmes using existing regulations

2.8 Following the principles of ethics and integrity;

Activity 1	Improvement of encouragement mechanisms to follow the codes of ethics and conduct rules/norms
Activity 2	Improving procedures for responding to the violation of ethical code and conduct rules/norms
Activity 3	Purchasing special programme for detecting plagiarism
Activity 4	Preventing plagiarism using awareness campaigns
Activity 5	Introduction of mechanisms for the detection and prevention of plagiarism
Activity 6	Declaring adherence to the principles of academic freedom, rules and regulations. Transparency and accessibility of these regulations

2.9 Establishing the flexible information system for the users of educational services, employers and stakeholders;

Activity 1	Providing web-page with additional services which simplify the process of getting and dissemination of information for users
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Activity 2	Providing people with information and preparing printed material (information, advertising etc) to increase the popularity of the Teaching University. Using media communication means periodically (television, radio)
Activity 3	Conducting PR and advertising campaigns to popularize the Teaching University
Activity 4	Conducting corporate events together with the local and international organisations
Activity 5	Organizing short-term training courses, seminars, conferences and project presentations
Activity 6	Broadening mutual cooperation with partner organisations, signing memorandums and agreements
Activity 7	Dissemination of advertising material with the Teaching University logo
Activity 8	Organizing and conducting different sporting events, meetings and other activities at the Teaching University
Activity 9	Planning/conducting activities (exhibitions/scientific festivals, orientation meetings, welcoming first-year students, campus tours and open days, conferences, information booklets) together with municipality resource centres and public schools for the people interested in vocational and higher education programmes. Planning further events on the basis of survey analysis.

Expected results:

- Teaching University structure;
- Effective management;
- Motivated staff;
- Team working;
- Transparent management system;
- Implementation of the action plan;
- International projects;
- International student and academic staff;
- Exchange student;
- Growing demand for the Teaching University;
- Involvement of every unit of the Teaching University in the implementation process of internal quality assurance mechanisms;
- Relevant human, information and material resources to implement internal quality assurance mechanisms;
- Retrained local staff and students in the foreign language for the internationalization purposes;
- Increasing the rate of Teaching University
- Increasing the number of students

Targeted indicators

- Optimized structure;
- Separated functions and responsibilities of structural units;
- Job description for each position;
- Established electronic document processing system, electronic attendance system, learning management system;
- Integrated functions of quality assurance in the management process;



- Internal regulations;
- Student mobility growth;
- Trained staff within the international projects;
- Foreign-language programme/modules/courses;
- International conferences;
- Statistics for international students and staff;
- Foreign Language Learning Centre;
- Increased number of students;
- Plagiarism electronic programme;
- Number of conducted PR-activities;
- Total number of participants in the process of preparing and conducting PR-activities;
- Memorandums of cooperation;
- Annual reports, action plans;

Resources:

- Human resources;
- Financial resources;
- Material and technical resources;
- Information resources;

Strategic goal 3. Development of educational programmes/introduction of new educational programmes (academic and vocational)

Tasks:

3.1 Constant assurance of the implementation of academic and vocational education activities in line with current legislation and standards;

3.2 Designing and implementation of modern, quality and labour market-oriented educational programmes as well as courses;

3.3 Introducing mutual cooperation process in order to create quality, labour market-oriented, modern educational programmes as well as training/retraining courses on the basis of program planning, designing, implementation, evaluation, development methodology, and establishing the participatory system through feedback (staff, student, vocational student, alumni, employer);

3.4 Accessibility of information about educational programmes;

3.5 Accessibility of educational programmes for people with special needs and special educational needs;

3.6 Providing transparent, equitable and fair assessment system of student knowledge;

3.1 Constant assurance of the implementation of academic and vocational education activities in line with current legislation and standards

Activity 1	Constant assurance of the implementation of activities in line with current legislation and standards
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3.2 Designing and implementation of modern, quality and labour market-oriented educational programmes as well as training/retraining courses

Activity 1	Designing new and labour market-oriented academic educational programmes (including foreign-language and joint educational programmes)
Activity 2	Reaccreditation of BA educational programme of “Business Administration”
Activity 3	Reaccreditation of BA educational programme of “Law”
Activity 4	Reaccreditation of BA educational programme of “Public Governance”
Activity 5	Reaccreditation of BA educational programme of “History”
Activity 6	Reaccreditation of BA educational programme of "Georgian Philology"
Activity 7	Reaccreditation of BA educational programme of “Pharmacy”
Activity 8	Reaccreditation of BA educational programme of “English Philology”
Activity 9	Reaccreditation of MA educational programme of “Georgian Literature”
Activity 10	Reaccreditation of MA educational programme of “Small Business Management”
Activity 11	Designing and accreditation of 5-year educational programme of “Elementary Education”
Activity 12	Implementation of vocational educational programmes (modular/dual) designed under the National Qualifications Framework and bringing them in line with legislation, in case of necessity
Activity 13	Adding/ Authorization/ Introducing new vocational modular/ dual educational programmes designed under the National Qualifications Framework, on the basis of the analysis of labour-market and employer requirements
Activity 14	Bringing the current subjective vocational educational programmes, designed under the vocational standard, in compliance with National Qualifications Framework
Activity 15	Designing and introduction of short-term training/retraining courses on the basis of the analysis of labour market and employer requirements
Activity 16	Designing/ introduction of vocational educational programmes as well as short-term training/retraining courses related to the process of construction and operation of Anaklia Deep Sea Port

3.3 Introducing mutual cooperation process in order to create quality, labour market-oriented, modern educational programmes as well as training/retraining courses on the basis of program planning, designing,

implementation, evaluation, development methodology, and establishing the participatory system through feedback (staff, student, vocational student, alumni, employer)

Activity 1	Conducting the surveys of labour market periodically on the basis of program planning, designing, implementation, development and annulment methodology. Identifying new professions through the survey results
Activity 2	Analysis of feedback from alumni, employer, student/ vocational student surveys
Activity 3	Analysis of students/ vocational students academic performance monitoring results (according to the programme learning outcomes)
Activity 4	Monitoring of programme completion in the set timeframe, and the dropout rate
Activity 5	Designing new academic educational programmes (including foreign-language programmes) which are oriented on the achievement of learning outcomes by the student with an average academic performance
Activity 6	Defining the learning outcomes of the academic educational programmes clearly. Ensure them to be in line with higher education level and qualification to be awarded
Activity 7	Introducing various methods to achieve learning outcomes as well as introducing the verification system of learning methods
Activity 8	Participation of employers in the process of awarding the qualification

3.4 Accessibility of information about educational programmes

Activity 1	Catalogue of educational programmes
Activity 2	Electronic Management System
Activity 3	Web-page
Activity 4	Information booklets, brochures

3.5 Accessibility of educational programmes for students with special needs and special educational needs;

Activity 1	Designing and introducing individualized educational programmes for students/ vocational students with different requirements and special educational needs
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3.6 Providing transparent, equitable and fair assessment system of student knowledge;

Activity 1	Accessibility to the assessment system through the Learning Management System
Activity 2	Designing valid, reliable, flexible, simple, transparent, equitable and fair assessment system for students/ vocational students
Activity 3	Students/vocational students satisfaction survey about the assessment system
Activity 4	Introducing effective assessment appeal system

Activity 5	Introducing internal verification system to ensure assessment system
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Expected results:

- Quality, modern and labour market-oriented educational programmes (joint foreign-language programmes);
- Competitive alumni on the labour market;
- Individualized education programme;
- Fair system of student assessment;
- Accessibility of the educational programmes;

Targeted indicators:

- Educational programmes;
- Methodology for programme planning, designing, development and annulment;
- Regulation rule of educational process;
- Appellation document for protecting students/ vocational students rights;
- Methodology for designing individualized education programme;
- Alumni employment rate, including employment with the qualification awarded;
- Analysis of the requirements of labour market and employers;
- Number of students on educational programmes;
- Fair procedures of student assessment;
- Ratio of alumni to the number of admitted students
- Academic calendar
- Catalogue
- Web-page

Resources:

- Human resources;
- Financial resources;
- Material-technical resources;
- Information resources;

Strategic goal 4

Constant improvement of management policy and procedures oriented on the Teaching University staff development

Tasks:

- 4.1 Further improvement of general principles and rules of staff management;
- 4.2 Effective management of staff activities;
- 4.3 Improvement of staff qualification;

4.1 Further improvement of general principles and rules of staff management

Activity 1	Defining affiliation rules and conditions
Activity 2	Increasing participation of academic staff in the management process
Activity 3	Effective usage of current encouragement mechanisms for the staff further development through the staff evaluation and satisfaction survey results

Activity 4	Creating statistical data of various types for the Teaching University staff
Activity 5	Further improvement of procedures for hiring (electing/, appointing) academic, administrative, support staff and teachers in order to attract and hire qualified employees. Recruitment
Activity 6	Staff qualification compliance with qualification requirements

4.2 Effective management of staff activities

Activity 1	Evaluation of staff activities (academic, administrative, support, invited staff, teacher) and improving the outcomes using benchmarks
Activity 2	Defining affiliation for the academic staff and improvement of educational and research activities using benchmarks.
Activity 3	Defining the workload of academic and invited staff in order to carry out activities effectively(ensuring implementation of educational programmes, proper fulfilment of functions and duties)

4.3 Improvement of staff qualification

Activity 1	Defining necessities for the personal growth and qualification raise of the staff (including new staff). Planning and implementation of targeted training courses and consultations. Recruitment. Integration of new staff in the management system.
Activity 2	Raising qualification in European partner universities in order to get international experience and introduce it into the Teaching University

Expected results:

- Staff management policy;
- Transparent and objective system for recruitment;
- Motivated staff;
- Quality of performed activities;
- Qualified staff;
- Staff with international experience;

Targeted indicators:

- Regulations staff management and accessibility;
- Results of staff performance and satisfaction survey;
- Statistical data of various types for the staff;
- Benchmarks;
- Survey results;
- Electronic attendance system for the staff;
- Local and international projects;

Resources:



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- Human resources;
 - Financial resources;
 - Material-technical resources;
 - Information resources;

Strategic goal 5

Improvement of learning process regulations and student support services

Tasks:

- 5.1 Constant care for flexible regulations of the learning process;
- 5.2 Improvement of student support services;
- 5.3 Further growth of student support activities including financial support



- 5.4 Increasing the activity and involvement of students in local and international projects;
5.5 Introduction of mechanisms for attracting and supporting foreign students with the purpose of internationalization;

5.1 Constant care for flexible regulations of the learning process

Activity 1	Improvement of mechanisms related to the regulations about students/ vocational students status
Activity 2	Improvement of mechanisms to protect student rights and lawful interests

5.2 Improvement of student support services

Activity 1	Supporting the student initiatives and needs through the legislative amendments as well as using quality educational programmes, student support services, individualized education programmes, and mechanisms for encouragement and support.
Activity 2	Creating the joint vocational educational space considering the possibilities for lifelong learning, different cycles of learning and diversity
Activity 3	Deepen contacts with employers. Implementation of internship and practice
Activity 4	Finding information about career development
Activity 5	Constant research of career needs of students/vocational students
Activity 6	Ensure the student's attendance at the job fairs
Activity 7	Providing beneficiaries with the career services
Activity 8	Creating the database for employers and alumni
Activity 9	Carrying out activities for the active involvement of employers in the process of designing bachelor's, master's and vocational educational programmes
Activity 10	Enhancing Lifelong Learning Centre (student support service-centre)-Career Development Centre, Extension Centre, Foreign Language Learning Centre.

5.3 Further growth of student support activities including financial support

Activity 1	Constant research of students/ vocational students socio-economic status, implementing relevant activities (stipend, flexible schedule of tuition fee, and other benefits)
Activity 2	Introducing the supporting mechanisms for SES students. "Designing the programmes of higher education accessibility for SES students and regions". Providing the laboratory, created within the project "DARE", with audio and video lectures; special learning programmes; schedules and electronic lectures for IDPs. Introducing blended learning methods.
Activity 3	Implementing projects (educational, social) to support IDPs from Abkhazia

5.4 Increasing the activity and involvement of students in local and international projects

Activity 1	Accessibility of the information about local and international projects, and assuring the students/ vocational students participation in these projects
Activity 2	Fostering and supporting extracurricular activities (conferences, public lectures, cultural-educational and creative activities)
Activity 3	Implementation of supporting projects for the development of priority educational programmes at the Teaching University. Winter and summer schools with the participation of the students from different universities as well as foreign professors.

5.5 Introduction of mechanisms for attracting and supporting foreign students with the purpose of internationalization

Activity 1	Introducing Learning Management System in English
Activity 2	Accessibility of the information about the Teaching University in English, Web-page in English

Expected results:

- Growth of student employment rate;
- Growth of student satisfaction, including SES students;
- Deepen contacts with employers;
- Actively involved and interested employers in designing educational programmes;
- Foreign students;

Targeted indicators:

- Flexible and effective system of educational process regulations and student support services;
- Implemented consultation services;
- Planned and implemented activities by Career Development Centre;
- Student employment rates;
- Programmes of implemented internship and practice;
- Results of cooperation with employers;
- Information accessibility;

- Implemented and planned student projects;
- Summer and winter schools;

Strategic goal 6.
Promoting the implementation of research projects

Tasks:

- 6.1 Integration of learning and research components, promoting the implementation of research projects
- 6.2 Introducing the system of finding the sources of funding
- 6.3 Introducing the system of evaluation and reports in order to define the quality of research and scientific productivity of academic staff

6.1 Integration of learning and research components, promoting the implementation of research projects

Activity 1	Publishing the volumes of scientific works
Activity 2	Enhancing the research components in programmes. Integration of learning and research
Activity 3	Implementation of research projects
Activity 4	Attracting the researchers/scholars of the region as well as outside the region to promote and popularize researches
Activity 5	Organizing and participation in internal and international conferences
Activity 6	Deepening international partnership
Activity 7	Research/study of historical materials kept in the archives, as well as cultural heritage kept in ethnographic museums in the region

6.2 Introducing the system of finding the sources of funding

Activity 1	Defining the budget for research funding, and constant care for increasing the funding
Activity 2	Development of regulations to find the sources of funding. Introducing public, transparent and fair procedures for research funding

Activity 3	Attracting business sector in researchers
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6.3 Introducing the system of evaluation and reports in order to define the quality of research and scientific productivity of academic staff

Activity 1	Designing assessment and self-assessment questionnaires for staff; reporting; survey analysis to implement further activities
Activity 2	Foreign language courses for academic/affiliated staff using the Teaching University resources (Foreign Language Learning Centre)

Expected results:

- Research activity of academic staff;
- Implemented research projects;

Targeted indicators:

- Existing system of evaluation of scientific staff productivity;
- Workload and functions of academic and scientific staff;
- Electronic programme for detecting plagiarism;
- Public, transparent and fair existing procedures for research funding;
- International conferences;
- Volumes of scientific works;
- Research projects;

Strategic goal 7

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

7.1 Management of development processes of the infrastructural and material-technical base in order to carry out appropriate educational, research and administrative activities effectively according to the planned number of students/ vocational students, as well as to care for student and staff safety and health;

7.2 Creating adapted environment for students with special needs;

7.3 Improvement of library environment, resources and services in order to ensure effectiveness and development of learning activities;

7.4 Improvement of services in the management system through introducing information technology. Providing access to information technology;

7.5 Creating an effective system of accountability, financial management, planning and control;



7.1 Management of development processes of the infrastructural and material-technical base in order to carry out appropriate educational, research and administrative activities effectively according to the planned number of students/ vocational students, as well as to care for student and staff safety and health

Activity 1	Defining the efficiency perspectives of functional load and use of real estate through the stock-taking.
Activity 2	Constant development and renewal of material-technical base, laboratories, learning material, equipment and tools in order to improve the learning process quality
Activity 3	Constant providing and control of the system of the uninterruptible power supply and central heating. Protecting sanitary-hygienic norms in sanitary places.
Activity 4	Improvement of mechanisms for fire prevention and safety, first aid and order.
Activity 5	Arrangement of documents certifying possession of fixed and liquid assets of the Teaching University
Activity 6	Introducing the mechanisms for the effective functioning of support buildings (student dormitory, kitchen, greenhouse, animal farm, workshop)
Activity 7	Renewal of parking lot of Teaching University
Activity 8	Planning and implementation of activities to add new study building
Activity 9	Conducting satisfaction survey and planning further activities in accordance with the survey results
Activity 10	Designing the project of workshop for Beekeeping. Construction works
Activity 11	Arranging Dentist's laboratory
Activity 12	Renovation of existing medical cabinet
Activity 13	Carrying out repairing works in Senaki dormitory
Activity 14	Development of animal farm through introducing new technology

7.2 Creating adapted environment for students with special needs

Activity 1	Bringing the existing adapted environment in accordance with the standards in order to improve educational and infrastructural conditions for students with special needs
Activity 2	Creating an adapted environment for students with special educational needs on the first floor of the study building in Zugdidi; installing a lift
Activity 3	Installing a lift in the study building in Senaki



Activity 4	Conducting satisfaction surveys and planning further activities on the basis of analysis of these surveys
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7.3 Improvement of library environment, resources and services in order to ensure effectiveness and development of learning activities

Activity 1	Improvement of library management system, library environment and services in order to use library resources and services effectively.
Activity 2	Renewal of library resources (printing and electronic) considering the results of stock-taking
Activity 3	Constant process of electronic cataloging; introducing Integrated Library System “Open biblio”
Activity 4	Creating and constant updating of the electronic catalogue on the web-page
Activity 5	Constant improvement of the qualification of library support staff related to the usage of international electronic library bases
Activity 6	Promotion of using international electronic library network resources for researchers (giving consultations)

7.4 Improvement of services in the management system through introducing information technology. Providing access to information technologies

Activity 1	Developing infrastructure of information technologies to provide business continuity, including electronic management services and systems
Activity 2	Attracting best IT specialists and promoting their professional growth. Organizing staff training to teach them how to use modern programme products and technologies
Activity 3	Purchasing and using the licensed software
Activity 4	Improving the quality of providing information- Web-page in English, growth of information and communication resources of the web-page
Activity 5	Daily update of the web-page; providing publicity of ongoing reforms and news in the Teaching University
Activity 6	Systematic update of technical and program-information means
Activity 7	Introducing mechanisms for business continuity

7.5 Creating an effective system of accountability, financial management, planning and control;

Activity 1	Improvement of financial-budget policy and budget process management of the Teaching University. Providing educational research and other activities with adequate financial resources; opportunities for optimal planning and allocation of financial resources including researches, student projects, training courses for qualification growth, infrastructural projects, financial resources for the implementation of strategic plan
Activity 2	Introducing the system of financial management and control in the Teaching University: strengthening roles, involvement, initiatives and control of main educational units, structural units and students in the process of drawing up and carrying out the budget
Activity 3	Management of diversified financial resources (program finances from the state budget, income gained through the economic activities, program funding, donations), attracting new sources of funding, (external sources of funding-grants, state project funding), finding and activating university internal resources (commercialization)
Activity 4	Evaluation of the system of financing management and control

Expected results:

- Buildings in compliance with standards and educational programmes, library resources and services;
- Infrastructure of information technology in compliance with business processes;
- Effective system of financial management and control. Established electronic management systems;
- Rapidly-updatable and easily accessible web-page;
- Activities carried out in accordance with strategic development plan;
- Economically achievable financial resources;
- Satisfaction survey analysis in order to plan further activities;

Targeted indicators:

- List of educational programmes and material resources for implementing these programmes, and their compliance with existing material resources in the Teaching University;
- Regulations for library services;
- Statistics of usage of electronic library database;
- Updated library resources and services;
- Adapted environment and the plan of further development;
- Established electronic management systems;
- Mechanisms and documentation for uninterruptible power supply system, water and natural gas utilities, heating and ventilation systems, fire prevention and safety, evacuation plans, first aid, order and sanitary norms;
- Satisfaction survey questionnaires;
- Local networking and Internet;
- Person responsible for the web-page administration, rules of administration and appropriate job description;
- Domain, hosting, certification;
- Assessment document of functioning the system of financial management and control;
- Dynamics of funding;



- ~~Ratios between expenditures,~~
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Resources;

- Human resources;
- Financial resources;
- Material-technical resources;
- Information resources;