

# LEPL Samtskhe-Javakheti State Univeristy

## Mission and Strategic Plan

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## 1. Preamble

Development path and achievements of Samtskhe-Javakheti State University (hereafter university) have been created within 30 years of its establishment as a higher education institution. Students, graduates, employees and the community of the University are proud of the achievements and results that evolved from the creation of higher education foundation in Samtskhe-Javakheti region. Today based on cooperation between different stakeholders the common space of scientific research, higher and vocational education and lifelong learning is created in the South of Georgia.

Samtskhe-Javakheti State University is one of the growing and progress-oriented regional universities in Georgia. Public expectations and trust of multiethnic population residing in the region towards the University are high. Its aim is to promote social, cultural and economic well-being of the society.

The Strategic Development Plan 2019-2025 of the university is a document developed based on the increased demands of the ongoing reforms of education system in Georgia, public expectations and efforts of the stakeholders involved in the university's life. The Strategy Plan reflects the strategic priorities of Social-economic Development Strategy of Georgia, the educational perspectives of Association Agreement between Georgia and the European Union, the Strategy of the Ministry of Education, Science, Culture and Sport of Georgia and Strategic Priorities of Samtskhe-Javakheti region.

The document is based on the critical analysis of the SWOT and previous plans of the university. It defines the university priorities and strategic directions, short and long-term aims, objectives and corresponding activities, responsible people and evaluation indicators for the monitoring process.

The Strategic Development Plan 2019-2025 should provide capacity building, strengthen authority of the university, increased student body, internationalization of research and teaching for Samtskhe-Javakheti State University and strengthen national education system by establishing its place in educational space of the country.

The University supports initiatives and activities of introducing European education and qualifications, actively participates in the Bologna process and is guided by the principles of the Great Charter on European Universities.

The strategy is based on the past and present and ensures concentrating its efforts and resources towards the institutional development in the future.

## **2. Short History of LEPL Samtskhe-Javakheti State University**

## **2.1. Establishment of the University**

LEPL Samtskhe-Javakheti State University, founded in 1990, as Akhaltsikhe Branch of Ivane Javakhishvili Tbilisi State University, aimed at extensive plans from the very beginning. Its creation was based on the general public opinion initiated from the upcoming national movement.

At different times TSU Akhaltsikhe branch was named as Meskheti branch, Akhaltsikhe Institute, Samtskhe-Javakheti Teaching University and since 2014 it became Samtskhe-Javakheti State University. University life has become an integral part of South Georgia during the last period. So, it is obvious that the development of the University is fundamental for the region and in general, for the country.

The creation of TSU Akhaltsikhe branch was caused by the development of the region, retention of young people in the region and overcoming the demographic misbalance that emerged in this part of the country during the last two centuries.

TSU Akhaltsikhe branch endured the tests of time when seven other educational branches founded by the state were liquidated. The successful activities of Akhaltsikhe branch in 2002 led to the formation of the higher institution in Akhalkalaki.

## **2.2. III Campus of Samtskhe-Javakheti State University (Akhalkalaki)**

At the end of the twentieth century 3000 students were studying at TSU Akhaltsikhe branch, among them were students from Javakheti. Armenian population was an issue of special focus from the beginning at the Branch. Since 1995, intensive work has been carried out in order to open Georgian higher educational institution in Javakheti. For this purpose there were active negotiations with heads Akhalkalaki and Ninotsminda government and the public sector. Based on the negotiations TSU Javakheti Branch was created according to the decision of TSU Great Council in 2002. Opening of higher institution in Akhalkalaki was determined by Meskheti Branch in terms of personnel as well as psycho-moral factors.

The main aim of Javakheti Branch was preparation of personnel with Georgian-Armenian pedagogical background and economic education. There was a perspective for agricultural direction as well as the possibility to create the center for preparation and development of bilingual teaching. The creation of two educational institutions was a big step forward in this very important region of Georgia.

Based on the reorganization conducted by the Government of Georgia on 3<sup>rd</sup> of October, 2012 according to the resolution №416 the non-profit (non-commercial) legal entity Samtskhe-Javakheti State Teaching University was established on the basis of the two institutions.

The university is located in two cities 70 km away from each other that determines the specificity of its life and existence.

## **2.3. New Status of Higher Educational Institution – Samtskhe-Javakheti State University**

An issue of changing of the status of the university rose up in 2013.

**In 2014 an unprecedented event occurred in the Georgian educational space when the university has changed the status and became three-cycle higher educational institution - LEPL Samtskhe-Javakheti State University.**

This fact has led to many novelties at the university. Today academic education is already a reality in the region of Samtskhe-Javakheti. Intellectual community created at the university mostly consists from its graduates. The society perceives this fact as an ordinary one. The population trusts the University and has a hope in it.

### **3. Vision, Mission and Values of LEPL Samtskhe-Javakheti State University**

#### **3.1. Vision:**

The vision of LEPL Samtskhe-Javakheti State University is to create competitive new knowledge by 2026 through envisaging existing environment and capabilities, concentrating efforts and resources, based on tight academic and scientific contacts with the universities of the nearest neighboring countries and through strengthening process of internationalization with European partner universities; to develop education and agrarian (agriculture and veterinary) fields, humanities and social sciences; to provide the region with the specialist of jurisdiction, public administration, modern information technologies, business administration and economic education.

#### **3.2. Mission:**

Samtskhe-Javakheti State University is a primary educational institution in the region – the successor of two branches Iv. Javakhishvili Tbilisi State University - Akhaltsikhe Branch founded in 1990 and Javakheti branch founded in 2002.

The University pursues the national-ideological heritage of historical Meskhetian (Tao-Klarjeti) educational centers through creation and development of modern university traditions.

The mission of Samtskhe-Javakheti State University is as following:

Contribute to the development of society through teaching and research and co-existence of higher academic and vocational education.

Provide research based on traditional and innovative methods, high quality academic knowledge oriented on labor market in all three levels of higher education, vocational education and lifelong learning.

Rely on development priorities of Samtskhe-Javakheti region and support integration of non-Georgian population into the Georgian society.

Raise high-minded generations inspired by democratic and humane values that lead to the continuity of the development of language, culture and intellect and integration with the European higher education area.

### **3.3. Values:**

The following three main values represent the basis and driving force of the University:

- ❖ **Freedom**
- ❖ **Nationality**
- ❖ **Tolerance**

The mission of Samtskhe-Javakheti State University has been developed based on over 30 years of experience and international relations.

## **4. Strategy and Priorities of Samtskhe-Javakheti State University**

### **4.1. Aims and Objectives of the University**

One of the most important resources of the University's progress is human capital; therefore education and science are the basis for its development. The success of Georgia's European integration process largely depends on the effectiveness of education. Thus, the university's aim is to provide citizens with liability and democratic values on the one hand and prepare specialist in accordance with the labour market demands who can implement appropriate steps for the development of the economy and ensure public education.

Defining the strategic directions of the university development was based on the experience of creation and development path of the university, the analytical works carried out during the last five years, evaluations of results, meetings, consultations and reports with the students, staff, faculties and other units of the university, employers and partners; The main priorities of the University development are also based on Socio-Economic Development Strategy of Georgia.

Considering above-mentioned the objectives of the University are:

- preparing professional staff and strengthening research potential, using and developing scientific potential;
- attracting and developing human resources involved in all levels of educational and scientific system, raising motivation and professional qualification of professors and teachers;
- developing quality and access to education, ensuring equality and inclusive education;
- ensuring autonomy of main educational units (faculties) of the university and ensuing constant institutional development;
- internationalization of the education; international relations and collaboration with foreign educational institutions;
- promoting vocational and lifelong learning education;
- close and constructive relations with governmental bodies, non-governmental and donor organizations as well as with university graduates, and other stakeholders;
- creating appropriate material-technical base.

Presented objectives fully envisage the university development perspectives for the next seven years. Mobilization, broad involvement and the positive capacities of the team principle are needed from the university administration, academic and pedagogical personnel and students in order to achieve these aims and objectives.

## 5. Strategic Analysis

Strategic Analysis includes both the analysis of internal and external factors affecting operation and development of LEPL Samtskhe-Javakheti State University and comparative (i.e. comparing with other universities) analysis. Internal factors analysis incorporates international organization activity, while external factors are analyzed through economic, juridical, social, demographic, political and international factors.

### Strengths

- Academic Freedom;
- Personnel qualification, affiliation;
- Educational programmes on all levels of higher education and vocational education;
- Successful experience of the collaboration with donor organizations and international partners;
- Orientation towards the professional development of administrative and academic staff, readiness towards introducing and accepting novelty;
- Locating in two geographical points and owning territory (space) required for improving material base;
- Experience in overcoming crisis and problems.

## **Weaknesses**

- Insufficient internationalization of research products;
- Non-existence of English language programs;
- Lack of students with state grants;
- Degree of introduction of electronic technologies;
- Lack of young staff in certain areas;
- Material-technical base (in terms of adaptation for people with disabilities)

## **Opportunities**

- Geographic, language, historical-ethnographic and cultural context of Samtskhe-Javakheti region;
- Strengthening internationalization and increasing international cooperation, as well as update of contacts with Georgian scientists working abroad;
- Using developed partnership relations in order to create new and/or joint educational programmes;
- Cooperation with governmental, non-governmental and business structures in Samtskhe-Javakheti in order to increase students employment indicator and upgrade contacts with local self-government for further development of the university;
- Diversification of financial resources through initiation of cooperation with Georgia and international donor organizations;

## **Threats**

- Demographic problems and therefore lack of new students;
- Common socio-economic background;
- High rate of migration;
- Intensifying competition.

### **5.1. Analysis of existing situation and challenges**

The reforms started after joining of Georgia to the Bologna Process continue today and require permanent readiness from the institutions towards the new challenges. Samtskhe-Javakheti State University is an integral part of Georgia's educational space. Therefore, the situation at the institution is adequate to the country's higher education system. The ongoing reform of the education sector, which offers new

standards of authorization and accreditation in the field of higher education, requires a complete analysis of the current situation and the challenges faced by Samtskhe-Javakheti State University.

Samtskhe-jvakheti State University located in two cities – Akhaltsikhe and Akhalkalaki, actively collaborates with the regional administration, universities problems are discussed during the meetings, new directions and programmes for university development are planned and implemented. Three professors of Samtskhe-Javakheti State University are the members of Akhaltsikhe Municipality advisory board, one professor is the honorable citizen of Akhaltsikhe.

One of the main values of Samtskhe-Javakheti State University is tolerance which is expressed as a tolerant state attitude towards ethnic and religious minorities. Multi confessional population of the region trusts the University. The representatives of the following religious study at Samtskhe-Javakheti State University: Orthodox, Muslim, Gregorian, Catholics and others. Samtskhe-Javakheti State University is an example of coexistence of religions. University students are actively cooperating with local and national NGOs. Joint projects are implemented.

The university tries to set a demographic problem and take some responsibilities on the background of catastrophic reduction of the Georgian population of our country. Firstly, we try to examine the issue in the theoretical field and make certain conclusions based on scientific analysis. Regarding this in the frames of Master's and Doctoral programmes, the university sets its priority for the research as following: historical and linguistic, dialectological problems and intercultural relations.

The university has its own social responsibility, its impact on sustainable development of the region. The university has a positive impact on the cultural life of the region. Due to its influence the public mentality is changing towards education, tolerance and mutual respect. The involvement of the university in the area of the region is revealed in a daily functioning of the region, with the businesses and organizations, in order to involve them in the development of educational programmes, organization of teaching practices, employment of students and graduates and implementation of various projects.

The migration indicator is high in southern Georgia as well as in the whole country, which is a result of the lack of workplaces and unemployment of youth. Strengthening the agrarian direction and veterinary education will enable us to employ youth in agriculture, promote farming and agricultural activities. This will be one of the ways to stop migration processes.

Strengthening vocational education is important for the university. The collaboration with vocational institutions enables to analyze the market collaboratively and avoid the duplication of specialties.

Strong challenge is the competition which is addressed by the university in the strategic plan by - continuous monitoring of quality of education, new and diverse educational programmes, offering lifelong learning and student support mechanisms.

## **6. Priorities**

In order to address the existing challenges, increase effectiveness of its activities, quality of teaching and research, level of satisfaction of professors and teachers, and students and at the same time to become more sustainable, reliable and competitive institution, Samtskhe-Javakheti State University strategic development should be based on the following main priorities:

- ❖ **Integration of research and teaching and learning;**
- ❖ **Expanding communication.**

These two priorities lead to the formation of strategic directions and create new opportunities for the university.

## **7. Strategic Directions**

The strategic directions of the university are identified envisaging the strengths in order to more develop them. Strategic directions, their aims and objectives are fully compatible with the mission of Samtskhe-Javakheti State University.

The following strategic directions can be identified:

- ❖ **Research**
- ❖ **Teaching and learning**
- ❖ **Resources**
- ❖ **Management System**
- ❖ **Internationalization and Relations**

### 7.1. Strategic Direction - Research

*Realization of this strategic direction is one of the main priorities of the university. Although since its foundation the University has been actively concentrating on active scientific activity, after upgrading the status, focusing on research activities and promoting research activities has become a priority for the university. **According to identified directions it is important to carry out interdisciplinary researches in humanities, practical significance studies in agro-economic, which is essential and natural for Samtskhe-Javakheti State University.** In the field of research, the university intends to increase the intensity and scale of relevant activities. For the effective development of this strategic direction, it is necessary to create / develop the relevant structural unit of the university. Supporting activities might include information-learning activities, preparation and dissemination of literature / guides/ instructions, research or counseling. Special emphasis will be made on the assistance of young scientists and PhD students to enable them to develop scientific products of international standards and integrate into international scientific space. In order to better understand the existing situation and develop effective strategy, it is important to facilitate the quality of research and culture of academic integrity and to carry out the in-depth study of institutional development issues. For this purpose, the University plans to conduct a systematic monitoring of research activities at different levels of education and to implement practice of conducting complex analysis on research potential of the institution.*

*This will enable to assess periodically the progress and help both the university and other stakeholders to proceed and develop result-oriented and needs-based research policy. The University also plans to develop services for implementing international standards in the field of research. Aims, objectives and activities for achieving this strategic direction are in line with both priorities identified by the university - **integrating research and teaching-learning and expanding communication.***

### 7.2. Strategic direction – Teaching and Learning

*The modern educational system should provide a highly qualified specialist who will be able to integrate into the international space and achieve the self-realization. In the context of global competition, receiving quality education in the ever-changing environment remains the most important living value of society and the decisive factor of welfare, social justice, political stability and security of the country. The most important role in achieving these goals is the process of teaching and learning at the university. Therefore, it is identified as a separate priority.*

*Changes in values, technical progress and many other factors have brought the university to new challenges. The study process has many sides and its effectiveness depends on how it responds to the time requirement.*

*In realization of the planned strategic direction, teaching and learning should be the process based on individual needs of the student, i.e. the university chooses student-oriented teaching as well as ensures continuity of education based on co-existence of vocational and higher education and supporting the lifelong learning.*

*The university plans to revise and update educational programs. Certain steps have already been taken in this direction; new programs have been developed in terms of both vocational and higher education and are being implemented in compliance with the new regulations. In parallel to the educational standards, it is important to improve professional activities of staff involved in the university teaching process.*

*Preparation and renewal of programmes will be based on the integration of research and teaching-learning and on aspiration of developing joint programmes that reflect the main priorities of the University.*

### **7.3. Strategic Direction – Resources**

#### ***Human Resources***

*The main priority of this strategic direction is the promotion of human resources. Each employee plays an important role in providing high quality of teaching and research at the university. Consequently, the university objectives define the mechanisms for attracting and retaining qualified and professional staff and maximally utilizing their capabilities and experience. While developing this policy, the university guides with the principles of transparency, equality, fairness and diversity. Samtskhe-Javakheti State University operates in such a multi-cultural environment where provision of equal rights is essential despite the age, gender, ethnic, religious or social background; moreover, it is important to provide clearly defined and widely available criteria for selection/retention of personnel who will be able to fulfill their duties on a high level and ensure the success of the university in a competitive environment.*

*The policy planned by the university for the effective management of human resources includes renewal of the organizational structure, supporting the activities, which primarily implies fair and clear procedures for the recruitment and resignation of employees, promoting professional development and training programmes for staff; perfection of staff evaluation system. Each direction is considered as equal component and its accomplishment is compulsory. To this end, the university will plan and implement a renewed rule for selection, evaluation and development of staff. The rule should ensure the clarification of qualification requirements for staff, improve their selection mechanism and evaluate their ongoing activities. The system should support the internationalization of the human resource development.*

#### **Financial and Material Resources**

*The university's financial policy is given a special importance in the process of the university development. The university is often faced with a need for a reasonable choice due to the limited resources; therefore, it is important to make the right decision. Every budget decision means an implementation of certain policy as financial resources may be preceded to finance various activities which facilitate the educational process.*

*The main challenge of the university is the sustainability of the financial system. The source of financing for the university as a state higher educational institution, are the following: fees covered by the state education grant; income from international grant; scientific-research grants issued by the state on the basis of the competition; program funding allocated within the special state-budget programs for the promotion of entrants to the priority programmes of the state. The university should be able to diversify financial revenues based on finding new sources and utilizing effectively its own resources.*

*Strategic direction of the development of material resources is a main requirement for all strategic aims, objectives or sub-objectives and the basis of every evaluation and main indicator for all stakeholders engaged in the university life. So, it aims at creating and improving material resources according to the technological progress and creating such educational environment which ensures engagement and teaching with modern methods.*

*The university has the necessary area in Akhaltsikhe and Akhalkalaki to meet any kind of need of constructing material-technical base.*

#### **7.4. Strategic direction – Management System**

*Today, the management system at the university is based on autonomy, transparency, subordination and initiative-oriented approaches. Decision is initiated at the Faculty Council and therefore the involvement of academic personnel and students is ensured. Consequently, it is important for the improvement of the management system to further deepen the decentralization process at the university.*

*Realization of strategic direction means development of management system. Management should systematically support values recognized by the university - freedom, nationality, tolerance, activities oriented on the results and accountability of structural units and responsible persons. To achieve this, the following goals are identified: the modernization of the structure, the efficiency of quality assurance mechanisms and the management system, which is the student-oriented and is implemented with the student's involvement. The university should be able to modernize organizational structure and management processes. The main goal of the modernization should be more effectiveness of administration and management and high efficiency by reducing costs. At this stage the university should develop an optimal organizational system for the implementation of vocational programs.*

## 7.5. Strategic Direction – Internationalization and Relations

*Internationalization of education, promotion of internationalization process is unconditional priority of Samtskhe-Javakheti State University and therefore it is identified as one of the strategic directions. The activities planned and implemented in this direction should facilitate the development of research and teaching-learning quality, international mobility, international recognition and trust building, approach to European standards, participation in the international projects, raising the awareness of the university, sharing international resources and experience, attracting foreign students, professors and teachers. Maintaining and enhancing relations with the permanent partners in Georgia is equally important. Within this strategic direction, social responsibility as one of the main functions of the university should be ensured.*

## 8. Strategic Aims, Objectives and Activities

### 1. *Strategic Direction - Research*

#### Strategic Aim 1.1: Development of scientific-research activity according to international standards and experience

##### *Objective 1.1.1: Supporting development of research skills in invited academic staff*

- Organizing informational meetings for young researchers and professors on using bibliometric databases;
- Trainings for preparation and publication of articles in high quality international scientific publications;
- Establishing and implementing mechanisms for encouraging research activities, tight overdetermination of awards and scholarships;
- Implementing financial and administrative support mechanisms for the preparation scientific-periodical publications for academic staff and systemic increase in funds allocated for scientific-research activities;
- Increasing access to the latest scientific products

##### *Objective 1.1.2: Ensuring scientific activities based on international standards, attracting and maintaining human resources;*

- Diversification of the mechanisms (contracts, agreements, grants) that will help to attract human resources for research activities both from Georgia and abroad;
- Creating monitoring mechanisms for checking quality of the university scientific products;
- Recognition and consideration of their research results while remuneration of academic staff.

***Objective 1.1.3: Developing scientific projects and enhancing collaboration with scientific foundations***

- Introducing sustainable mechanisms for supporting academic staff in developing of scientific-research projects;
- Carrying out appropriate activities for enhancing collaboration with scientific foundations and promoting appropriate activities/initiatives.

***Objective 1.1.4: Internationalization of scientific-research activity***

- Implementing joint doctoral programmes with Georgian as well as with foreign universities and research centers;
- Supporting and promoting collaborative research activities with foreign partner universities and scientific centers;
- Updating contacts with scientists working abroad and use their resources for internationalization

***Objective 1.1.5: Supporting academic integrity and activating prevention mechanisms for plagiarism***

- Initiating regulations for protecting norms for academic integrity;
- Introducing technical means for detecting plagiarism;
- Planning diverse activities for informing on and preventing plagiarism;
- Monitoring reaction to plagiarism cases;

**Strategic Aim 1.2: Establishing research priorities and focus**

***Objective 1.2.1: Supporting sustainability of research activity and scientific-research work of academic staff in compliance with the strategic aims and economic development of Samtskhe-Javakheti State University***

- Supporting collaborate in research activities and interdisciplinary and practical research considering the specificity of the region;
- Preparation of the necessary infrastructure for research activities and PhD school;
- Developing university research policy which will be a base for coordinated planning of scientific component of Doctoral Programs;
- Expanding stakeholders involved in the research planning process

***Objective 1.2.2: Partnership with scientific-research centers of neighboring countries***

- Planning joint research activities with the scientific-research institutions of the neighboring countries;
- Organizing scientific events with participation of scientists of neighboring countries.

## **2. Strategic Direction – Teaching and Learning**

**Strategic Aim 2.1: Developing educational programmes in order to get closer to the European standards and expanding range of academic courses**

***Objective 2.1.1: Ensuring quality, depth and integration of research component in each educational program, according to the level of instruction***

- Supporting introduction of interdisciplinary teaching courses;
- Involving foreign or Georgian professors living abroad in the educational programmes;
- Enhancing the quality of educational programmes;
- Supporting and strengthening introduction of research component in Bachelor's and Master's educational programmes;
- Preparation of educational programmes for accreditation and modernization according to new standards.

***Objective 2.1.2: Supporting introduction of modern methods of teaching***

- Creating methodical structural units for teaching and learning;
- Increasing the share of electronic resources in teaching process;
- Supporting the introduction of distance teaching;
- Identifying individual needs and applying appropriate approaches in teaching;
- Finding relevant resources for people with special educational needs and people with disabilities and ensure their inclusion in teaching process.

**Strategic Aim 2.2: Developing new educational programmes envisaging the priorities of the country and strategic development plan of the region**

***Objective 2.2.1: Developing new educational programmes oriented on labour market***

- Developing joint doctoral educational programmes;
- Preparing educational programmes in agricultural direction (as a regional specialization);
- Increasing students' involvement in programme development and envisaging their interest in preparing programmes/teaching courses in English.

**Strategic Aim 2.3: Supporting sustainability and continuity of vocational programmes**

***Objective 2.3.1: Establishing vocational education structural units of Samtskhe-Javakheti State University in Akhalkalaki and providing appropriate infrastructure***

- Establishing structural units in the field of vocational education;
- Finding financial resources for providing adequate infrastructure for vocational education.

***Objective 2.3.2: Reflecting vocational education according to the legislation in the university's structure and regulations***

- Supporting the introduction of rules and regulation for vocational education;
- Enhancing quality of vocational education.

***Objective 2.3.3: Developing vocational, short cycle, joint/exchange vocational educational, professional training and re-training programmes***

- Identifying priority directions in vocational programmes and defining the type of programme;
- Obtaining the right to implement vocational programmes;
- Initiating relations with business employers and develop dual programmes with the partners.

***Objective 2.3.4: Implementing lifelong learning principles***

- Implementing diverse and flexible educational programmes for developing lifelong learning;
- Creating internal university lifelong learning programmes for academic administrative staff.

### ***3. Strategic Direction - Resources***

#### **Strategic Aim 3.1: Promoting human resources development**

***Objective 3.1.1: Ensuring systematic approach to professional development of personnel***

- Providing training courses, programs and various activities for professional development of university personnel;
- Establishing / Initiating a mechanism for evaluating academic / invited staff, teachers, administrative and support staff;
- Encouraging career development, appreciation of personnel, create and implement mechanisms for recognition and rewarding of staff;
- Developing of digital competences in students and staff;
- Developing foreign language competences in students and staff.

***Objective 3.1.2: Improving the process for integration of new staff in working environment***

- Creating sustainable system for attraction and retention of new staff envisaging the context of internationalization;
- Attracting local staff.

**Strategic Aim 3.2: Promoting material resources development**

***Objective 3.2.1: Rehabilitation/improvement of educational environment and infrastructure in accordance with the modern standards in order to ensure well-functioning of educational programmes***

- Diversifying and digitalize library resources;
- Providing students and staff with the information on library resources;
- Equipping/renewing study rooms;
- Creating/equipping laboratories;
- Ensuring continuous internet service and improve e-learning resources.

***Objective 3.2.2: Rehabilitation/improvement of educational environment and infrastructure in order to upgrade students' life***

- Upgrading material-technical base for students' sports and cultural activities;
- Establishing students dormitory in Akhaltsikhe in order to improve living conditions of the students;
- Offering more e-resources to the students and staff;
- Providing 24 hour access to the campuses and libraries of the university.

***Objective 3.2.3: Adaptation of educational environment and infrastructure for the people with disabilities and special educational needs***

- Gradually establishing material-technical base taking into consideration the needs of people with disabilities and special educational needs in all three campuses of the university;
- Legally maintaining and organizing documentation proving the property and ownership.

**Strategic Aim 3.3: Promoting financial resources development**

***Objective 3.3.1: Creating/Activating mechanisms for finding financial resources***

- Developing financial and budgetary policies focused on finding new sources of funding and resources;
- Using university resources in order to find financing (preparation for commercialization of university product).

#### ***4. Strategic Direction – Management System***

##### **Strategic Aim 4.1: Strengthening management system based on university priorities and development**

###### ***Objective 4.1.1: Modernization of the University structure according to the modern standards***

- Developing quality culture in all processes of the management;
- Improving human resources management system;
- Modernizing organizational structure and management processes;
- Promoting equal conditions and coordination between Akhaltsikhe and Akhalkalaki campuses.

###### ***Objective 4.1.2: Supporting transparent mechanisms of financial management***

- Ensuring financial sustainability of university. Budget compliance with the new systems of university financing;
- Raising investments for infrastructure projects;
- Upgrading and developing financial management, planning and control system and accountability.

###### ***Objective 4.1.3: Modernization of remuneration policy***

- Defining the workload of staff and reflecting it adequately in their salaries;
- Creating individual bonus system policy.

##### **Strategic Aim 4.2: Enhancing efficiency of quality assurance mechanisms**

###### ***Objective 4.2.1: Developing and implementing evaluation mechanisms to improve the quality of study and research process***

- Modernization of evaluation system for research activity and internationalization;
- Initiating introduction of university standards and requirements related to teaching and research processes;
- Improving the regulatory documents;
- Enacting the systematic assessment mechanisms of the quality of teaching and scientific-research activity and professional development of university staff.

###### ***Objective 4.2.2: Promoting enhancement of internal quality assurance efficiency***

- Improving quality assurance policy;
- Creating / setting effective system for providing information on quality assurance requirements, as well as changes made to it;
- Initiating mechanism of reaction on assessment system and monitoring results;
- Collaborating with relevant services of foreign universities to develop transparent criteria of quality control and implement the methodology for their provision.

***Objective 4.2.3: Systematization of university preparation process for external evaluation mechanisms***

- Planning / managing processes related to programme accreditation;
- Planning / managing the authorization process.

**Strategic Aim 4.3: Strengthening student-oriented management system**

***Objective 4.3.1: Improving student-oriented teaching environment***

- Applying the methodology of student body planning to a new system of financing;
- Improving the legal document defining students' rights and duties;
- Increasing student engagement in improving educational programmes and student services;
- Carrying out graduate and student employment survey and improve the databases;
- Refining and initiating student services.

***Objective 4.3.2: Creating students support mechanisms***

- Encouraging students internship;
- Offering university scholarship programmes together with the state support mechanisms to the students with high academic performance and low social-economic status;
- Creating an affordable payment system for students with the help of donor organizations;
- Strengthening students initiatives and encourage students projects;
- Promoting student career development;
- Offering university scholarships mechanisms different from the state support mechanisms to the student;
- Facilitating the involvement of university students in international educational and scientific projects.

***Objective 4.3.3: Supporting diversifying students' life***

- Initiating extra-curriculum activities for students;
- Supporting and encouraging student's clubs;
- Supporting and coordinating relations with students, student initiative groups, student organizations, students' projects and innovative initiatives;
- Planning and implementing joint activities together with the governmental and non-governmental sector on behalf of the university.

## ***5. Strategic Direction – Internationalization and Relations***

### **Strategic Aim 5.1: Strengthen International Relations**

#### ***Objective 5.1.1: Renewal of internationalization policy***

- Strengthening internationalization process through educational programmes;
- Promoting internationalization process through research activity;
- Creating international students attraction and integration mechanism;
- Improving the quality of foreign language teaching;
- Supporting students and staff international mobility.

#### ***Objective 5.1.2: Promotion of the University's international awareness***

- Implementing activities on international scale;
- Increasing efficiency of university web-page and other information resources;
- Focusing on international ranking system criteria.

#### ***Objective 5.1.3: Creating and implementing sustainable mechanism for communicating with graduates***

- Creating employers database and communicate with them;
- Supporting further academic and professional advancement of graduates and students;
- Managing of graduate database.

### **Strategic Aim 5.2: Strengthen communication with permanent partners of the university and find new partners**

#### ***Objective 5.2.1: Initiating collaboration with educational institutions***

- Planning collaboration with the schools and events with the engagement of students;
- Cooperating with school and preschool teachers in order to promote their career advancement;
- Cooperating with schools of ethnic minorities in order to define multicultural education policy together;
- Planning mutual events with the partner universities;
- Finding new partners envisaging the university development plan.

***Objective 5.2.2: Developing policy for relation with employers***

- Promoting expanding employers network;
- Engaging employers in planning new educational programmes and improving the existing ones;
- Initiating employers to implement component of practice and organize master-classes with practical content.

**Strategic Aim 5.3: Implementing university's policy on social responsibility**

***Objective 5.3.1: Developing / implementing social responsibility policy of the university with the cooperation of NGOs, governmental and private sectors***

- Initiating mechanisms to facilitate community integration;
- Planning/implementing social, cultural, economic and environmental programmes with the collaboration of partners;
- Planning/implementing and organizing charity and volunteering activities;
- Organizing events for popularization of Georgian history and culture;
- Initiating events in order to build tolerance and other democratic values.

## Strategic Direction - Research

Strategic Aim 1.1: Development of scientific-research activity according to international standards and experience								
Objective 1.1.: Supporting development of research skills in invited academic staff								
Activity	Implementation Period			Responsible person/Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.1.1 Organizing informational meetings for young researchers and professors or using bibliometric databases;	√	√		Deputy Rector for Scientific Affairs;  Scientific Library	<ul style="list-style-type: none"> <li>❖ Number of conducted meetings</li> <li>❖ Number of participants</li> <li>❖ Indicator of access to scientific databases</li> <li>❖ Reports</li> </ul>	Quality Assurance Office	Quarterly	Evaluation, Recommendations
1.1.2 Trainings for preparation and publication of articles in high quality international scientific publications;	√	√		Deputy Rector for Scientific Affairs	<ul style="list-style-type: none"> <li>❖ Content of correspondent teaching courses in educational programmes</li> </ul>	Quality Assurance Office	End of semester	Evaluation, Recommendations

					<ul style="list-style-type: none"> <li>❖ Number of conducted meetings</li> <li>❖ Number of participants</li> <li>❖ Number of publishing products</li> </ul>			
1.1.3 Establishing and implementing mechanisms for encouraging research activities, tight overdetermination of awards and scholarships;	√	√	√	Academic Council/Senate; Deputy Rector for Scientific Affairs; Faculties	<ul style="list-style-type: none"> <li>❖ Regulations for encouragement mechanisms at work</li> <li>❖ Number of certificates, awards and scholarships</li> </ul>	Quality Assurance Office	End of semester	
1.1.4 Implementation of financial and administrative support mechanisms for the preparation of scientific-periodical publications for academic staff and systemic increase in funds allocated for scientific-research activities;	√	√	√	Chancellor; Faculty	<ul style="list-style-type: none"> <li>❖ Regulations of financial aid for implementing research activity</li> <li>❖ Regulations of international scientific fund</li> <li>❖ Rule for business trip</li> <li>❖ Quantitative indicator of co-funding business trip for scientific</li> </ul>	Academic Council  Senate	From 2020 regularly (in every January of a new year)	Report, Recommendations

					<ul style="list-style-type: none"> <li>❖ conference</li> <li>❖ Quantitative indicator of co-funding of monograph</li> <li>❖ Quantitative indicator of scientific production</li> </ul>	Quality Assurance Office		
1.1.5 Increasing access to the latest scientific products	√	√	√	Scientific Library	<ul style="list-style-type: none"> <li>❖ Quantitative indicator of updating modern Georgian and foreign scientific literature</li> <li>❖ Indicator of digitalization of book fund</li> <li>❖ Indicator of usage of international electronic databases</li> <li>❖ Surveys-Interviews</li> </ul>	Quality Assurance Office  Deputy Rector for Scientific Affairs	Quarterly	Recommendations

Objective 2: Ensuring scientific activities based on international standards, attracting and maintaining human resources;								
Activity	Implementation Period			Responsible person/Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.2.1 Introducing scientific product standard according to the international requirements and creating/implementing monitoring mechanisms for checking quality of the university scientific products;	√	√	√	Deputy Rector for Scientific Affairs; Quality Assurance Office	<ul style="list-style-type: none"> <li>❖ Rule on publishing scientific article</li> <li>❖ Rule of conducting conference</li> <li>❖ Standards of scientific event</li> <li>❖ Plagiarism Rule</li> </ul>	Academic Council	Quarterly	Conclusion Recommendations
1.2.2 Diversification of the mechanisms (contracts, agreements, grants) that will help to attract human resources for research activities both from Georgia and abroad;	√	√	√	Faculty; Office of Human Resources Management	<ul style="list-style-type: none"> <li>❖ Conditions of contracts</li> <li>❖ Number of specialists invited from abroad</li> </ul>	Academic Council	Quarterly	Evaluation

1.2.3. Establishing doctoral school	√	√		Academic Council; Senate; Deputy Rector for Scientific Affairs	<ul style="list-style-type: none"> <li>❖ Statute of the University</li> <li>❖ Doctoral school regulation</li> </ul>	Quality Assurance Office	Per Semester	Conclusion
1.2.4 Recognition and consideration of their research results while remuneration of academic staff		√		Academic Council; Senate	<ul style="list-style-type: none"> <li>❖ Remuneration Rule</li> <li>❖ Salaries paid</li> </ul>	Faculty	From 2020 per Semester	Report

Objective 3: Developing scientific projects and enhancing collaboration with scientific foundations

Activity	Implementation Period			Responsible person/Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.3.1 Introducing sustainable mechanisms for supporting academic staff in development of scientific-research projects;	√	√		Faculty; Deputy Rector for Scientific Affairs	<ul style="list-style-type: none"> <li>❖ Regulation of supporting mechanisms</li> <li>❖ Quantity of trainings conducted</li> <li>❖ Quantity of prepared projects</li> <li>❖ Quantity of funded</li> </ul>	Quality Assurance Office	Quarterly	Evaluation

					<ul style="list-style-type: none"> <li>❖ projects</li> <li>❖ Interviews/Surveys</li> <li>❖ Reports</li> </ul>			
1.3.2 Carrying out appropriate activities for enhancing collaboration with scientific foundations and promoting appropriate activities/initiatives.	√	√	√	Faculty; Deputy Rector for Scientific Affairs	<ul style="list-style-type: none"> <li>❖ Number of conducted information meetings;</li> <li>❖ Indicator of raised scientific funds</li> <li>❖ Regulation of encouragement</li> <li>❖ Reports</li> </ul>	Quality Assurance Office	Quarterly	Evaluation
Objective 4: Internationalization of scientific-research activity								
Activity	Implementation Period			Responsible person/Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.4.1 Implementing joint doctoral programmes with Georgian as well as with foreign universities and research centers;		√	√	Faculty; Rector; Quality Assurance Office	<ul style="list-style-type: none"> <li>❖ Regulations for implementing joint programmes</li> <li>❖ Number of joint doctoral programmes</li> <li>❖ Reports</li> </ul>	Academic Council	From 2020 per year	Evaluation
1.4.2 Supporting and promoting collaborative research activities with foreign partner universities and	√	√	√	Public Relations Office (International	<ul style="list-style-type: none"> <li>❖ Signed memorandums of understanding with foreign universities</li> <li>❖ Signed</li> </ul>	Academic Council	Per Semester	Recommendations

scientific centers;				Relations) ; Faculty; Rector	<p>memorandums of understanding with research centers</p> <ul style="list-style-type: none"> <li>❖ Quantitative indicator for joint researches</li> <li>❖ Quantitative indicator of joint scientific events</li> <li>❖ Quantitative indicator of joint scientific product</li> <li>❖ Reports</li> </ul>			
1.4.3 Updating contacts with scientists working abroad and use their resources for internationalization	√	√	√	Faculty; Rector	<ul style="list-style-type: none"> <li>❖ Indicator of invited foreign specialists</li> <li>❖ Quantitative indicator of scientific events conducted with the engagement of foreign or Georgian scientists working abroad</li> <li>❖ Reports</li> </ul>	Academic Council	Per Semester	Report
Objective 5: Supporting academic integrity and activating prevention mechanisms for plagiarism								
Activity	Implementation Period			Responsible person/Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms

1.5.1 Initiating regulations for protecting norms for academic integrity;	√	√	√	Quality Assurance Office; Faculty	<ul style="list-style-type: none"> <li>❖ Rule for Plagiarism Detection and Prevention</li> <li>❖ Number of meetings held for updating regulatory documents</li> <li>❖ Number of meetings held for initiating regulatory documents</li> <li>❖ Interview</li> <li>❖ Reports</li> </ul>	Plagiarism Detection Commission	Quarterly	Evaluation
1.5.2 Introducing technical means for detecting plagiarism;	√			Scientific Information Office	<ul style="list-style-type: none"> <li>❖ Programme for plagiarism detection</li> <li>❖ Indicator of access to the plagiarism programme</li> <li>❖ Documentation verifying checking of the scientific papers by the programme</li> <li>❖ Reports</li> </ul>	Plagiarism Detection Commission	Per Semester	Conclusion
1.5.3 Planning diverse activities for informing on and preventing plagiarism;	√	√	√	Quality Assurance Office; Scientific	<ul style="list-style-type: none"> <li>❖ List of events planned for prevention of plagiarism</li> <li>❖ Number of meetings conducted</li> </ul>	Plagiarism Detection Commission	Per Semester	Recommendations

				Library	<ul style="list-style-type: none"> <li>❖ for plagiarism prevention</li> <li>❖ Number of participants in preventive activities</li> <li>❖ Reports</li> </ul>			
1.5.4 Monitoring reaction to plagiarism cases;	√	√	√	dissertation Council; Quality Assurance Office; Faculty	<ul style="list-style-type: none"> <li>❖ Regulation for reacting on plagiarism cases at bachelor's master's and doctoral levels;</li> <li>❖ Regulation for reacting on plagiarism cases for invited and academic staff</li> <li>❖ Number of detected plagiarism cases</li> </ul>	Plagiarism Detection Commission	Per Semester	Report
Strategic Aim 2: Establishing research priorities and focus								
Objective 2.1: Supporting sustainability of research activity and scientific-research work of academic staff in compliance with the strategic aims and economic development of Samtskhe-Javakheti State University								
Activity	Implementation Period			Responsible person/Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
Objective 2.1.1: Creating necessary infrastructure for	√	√	√	Faculty; Chancellor	<ul style="list-style-type: none"> <li>❖ Creating scientific-research and</li> </ul>			

research activity				r	<p>innovative laboratories</p> <ul style="list-style-type: none"> <li>❖ Equipping laboratories with modern technologies</li> <li>❖ Space allocated and equipped (working tables, chairs, computers, laptops, printer, and table for group work) for doctoral students.</li> </ul>	Senate	Per Semester	Conclusion
Objective 2.1.2. Supporting collaborate in research activities and interdisciplinary and practical research considering the specificity of the region;	√	√	√	Faculty (Dissertation Council); Deputy Rector for Scientific Affairs	<ul style="list-style-type: none"> <li>❖ Bachelor's, Master's and Doctoral thesis envisaging regional peculiarities;</li> <li>❖ Number of regional organization involved in studies;</li> <li>❖ Number of research organizations involved in the researches;</li> <li>❖ Qualitative indicator of stakeholders</li> </ul>	Quality Assurance Office	Per Semester	Report

					involved in the researches; ❖ Reports			
Objective 2.1.3.: Partnership with scientific-research centers of neighboring countries	√	√	√	Faculty; Rector	❖ Signed memorandums with the scientific-research centers of neighboring regions ❖ List of jointly planned researches ❖ Quantitative indicator of researches implemented jointly ❖ Reports	Academic Council	Per Semester	Recommendations

### Strategic Direction – Teaching and Learning

Strategic Aim 1: Developing educational programmes in order to get closer to the European standards and expanding range of academic courses								
Objective 1.1: Ensuring quality, depth and integration of research component in each educational programme, according to the level of instruction								
Activity	Implementation Period			Responsible person/Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms

1.1.1: Supporting introduction of interdisciplinary teaching courses;	√	√	√	Faculty; Deputy Rector in Study Process Management	Number of interdisciplinary study courses	Quality Assurance Office	Per Semester	Report
1.1.2. Involving foreign or Georgian professors living abroad in educational programmes;	√	√	√	Rector; Deputy Rector in Study Process Management; Faculty	Number of Georgian scientists working abroad involved in the educational programmes  Number of signed agreements with the Georgian universities in the frame of an educational programme	Quality Assurance Office	Per Semester	Report
1.1.3 Enhancing the quality of educational programmes	√	√	√	Quality Assurance Office; Faculty	Number of monitoring in the frame of an educational programme implemented by:  - a head of the programme; - a faculty quality assurance specialist;  Quantitative indicator of	Academic Council	Per Semester	Conclusion

					<p>renewal of study syllabus;</p> <p>Material-technical base update indicator within the program;</p> <p>Student satisfaction with quality of teaching;</p> <p>Quantitative indicator activities for professional development academic and invited staff;</p> <p>Quantitative indicator of academic and invited staff participated in professional trainings;</p>			
1.1.4 Supporting and strengthening introduction of research component in educational programmes;	√	√	√	Faculty	<p>Indicator of research component in the educational programme (essay, scientific article, scientific paper...);</p> <p>Status of research component in an educational programme.</p>	Quality Assurance Office	Per Semester	Recommendations
1.1.5 Preparation of educational programmes for accreditation and	√	√	√	Faculty; Faculty Quality Assurance	Indicator of stakeholder participation in the process of modernization and preparation for the	Academic Council	Per Semester	Conclusion

modernization according to new standards;				Office	accreditation of a programme  Number of accredited educational programmes			
Objective 1.2: Supporting introduction of modern methods of teaching								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.2.1 Create methodical structural units for teaching and learning		√	√	Academic Council;  Senate	Regulations of methodical structural units;  Action plan of methodical structural units;  List of activities conducted by methodical structural units	Quality Assurance Office	Per year	Recommendations
1.2.2 Increasing the share of electronic resources in teaching process	√	√	√	Faculty;  Quality Assurance Office	Quantitative indicator of study courses in the educational programme planned with the electronic method;  Indicator of information meetings on teaching with electronic method;	Academic Council	Per semester	Recommendations

					<p>Number of academic and invited staff participated in the meetings on teaching with electronic method;</p> <p>Number of electronic study courses in the educational programme (at the Moodle platform);</p> <p>Number of enrollments in the electronic study courses;</p> <p>Number of electronic study courses which ensures the participation of foreign lecturers;</p> <p>Indicator of students and staff satisfaction with the electronic courses;</p>			
1.2.3. Supporting the introduction of distance teaching	√	√	√	Faculty; Quality Assurance Office; Office of Information Technologies	<p>Purchasing material-technical base for distance learning;</p> <p>Regulation for distance learning;</p> <p>Results of students and staff satisfaction surveys</p>	Quality Assurance Office	Per year	Report

					with the distance learning.			
1.2.4. Identifying individual needs and applying appropriate approaches in teaching	√	√	√	Faculty	Reflecting students oriented approaches in the university regulations (contracts, teaching schedules, individual teaching schedules...)	Quality Assurance Office	Per Semester	Report
1.2.5 Finding relevant resources for people with special educational needs and people with disabilities and ensure their inclusion in teaching process		√	√	Faculty; Chancellor	Adapted environment for the students with special educational needs and disabilities;  Adapted teaching resources for students with special educational needs and disabilities;  Quantitative indicator of informational meetings with academic and invited staff to ensure inclusion of students with special educational needs and disabilities in the educational process;  Quantitative indicator of students with special educational needs and disabilities in the	Quality Assurance Office	Per Semester	Report

					educational programmes and their level of satisfaction.			
Strategic Aim 2: Developing new educational programmes envisaging the priorities of the country and strategic development plan of the region								
Objective 2.1: Developing new educational programmes								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
2.1.1. Developing and implementing joint educational programmes		√	√	Faculty; Faculty Quality Assurance Office	Regulations for creating/implementing joint educational programmes;  Quantitative indicator of joint educational programmes	Academic Council	Per year	Report
2.1.2. Preparing educational programmes in agricultural direction (as a regional specialization)	√	√	√	Faculty; Faculty Quality Assurance Office	Accredited integrated programme of Veterinary;  Modernized doctoral programme of agrarian sciences.	Academic Council	Per year	Report

2.1.2. Increasing students' involvement in programme development and envisaging their interest in preparing programmes/teaching courses in English	√	√	√	Faculty; Faculty Quality Assurance Office	Priority educational programme identified in each faculty;  Students engagement mechanisms in development of the programme;  University-funded free of charge English language courses for students and staff;  Quantitative indicator of teaching courses taught in English.	Quality Assurance Office	Per Semester	Recommendations
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Strategic Aim 3: Supporting sustainability and continuity of vocational programmes

Objective 3.1: Establishing multi-profile vocational education collage of Samtskhe-Javakheti State University in Akhalkalaki and providing appropriate infrastructure. Establishing collage

Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms

3.1.1 Establishing structural units in the field of vocational education	√	√	√	Academic Council; Senate	University Statute; Regulation of structural units; Identified priority programmes; Human resources needed for the operation of a collage;	Quality Assurance Office	Per year	Recommendations
3.1.2. Finding financial resources for providing adequate infrastructure for vocational collage	√	√	√	Rector; Chancellor	Renovated material-technical base; Financial resources for operating of collage.	Senate	Per year	Recommendations
Objective 2: Reflecting vocational education according to the legislation in the university's regulations								
Activity	Implementation Period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
3.2.1 Supporting the introduction of rules and regulation for	√	√		Quality Assurance Office	Rules and regulations of vocational education	Academic Council	Per year	Report

vocational education								
3.2.2 Enhancing quality of vocational education	√	√	√	Quality Assurance Office	Number of human resources for ensuring quality of vocational programmes;  Number of students on vocational programmes;  Results of surveys of the students studying on vocational programmes.	Academic Council	Per Semester	Conclusion
Objective 3: Developing vocational, short cycle, joint/exchange vocational educational, professional training and re-training programmes								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Regularity	Regularity	Reaction Mechanisms
3.3.1 Identifying priority directions in vocational programmes and defining the type of programme	√	√		Faculty	Identified priority direction for vocational education in Akhaltsikhe and Akhalkalaki;  Number of vocational education, short cycle, joint and other types of professional programmes.	Quality Assurance Office	Per Semester	Recommendations



1.1.1. Providing training courses, programs and various activities for professional development of university personnel	√	√	√	Faculty; Quality Assurance Office	Quantitative indicator of trainings conducted for university staff;  Quantitative indicator of staff engaged in training courses;  Quantitative indicator of business trips of the administrative and supporting staff for professional trainings;	Academic Council	Per Semester	Report
1.1.2 Establishing / Initiating a mechanism for evaluating academic / invited staff, teachers, administrative and support staff	√	√	√	Quality Assurance Office	Assessments criteria for academic/invited staff as well as for administrative and supporting staff which is oriented towards:  - knowledge, competences, engagement in the process and appreciation and recognition of staff.	Academic Council	Per Semester	Report
1.1.3 Encouraging career development, appreciation of personnel, create and implement mechanisms for	√	√	√	Senate; Faculty;	Regulation for encouraging staff career advancement, appreciation, recognition	Quality Assurance Office	Per semester	Recommendations

recognition and rewarding of staff				Chancellor	and rewarding Quantitative indicator of career advancement of staff; Quantitative indicator of awards and bonuses allocated for staff.			
1.1.4 Developing digital and foreign language competences in students and staff	√	√	√	Quality Assurance Office; Faculty	English language preparation courses; Number of trainings in computer skills development; Quantitative indicator of students and staff registered on English language and computer skills courses.	Academic Council  Senate	Per Semester	Report
Objective 2.: Improving the process for integration of new staff in working environment								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms

3.2.1. Creating sustainable system for attraction and retention of new staff envisaging the context of internationalization	√	√	√	Academic Council; Senate	<p>Quantitative number of new staff recruited on academic positions;</p> <p>Quantitative number of new staff recruited as invited staff;</p> <p>Administrative and supportive staff update indicator;</p> <p>Rule of internship at the University;</p> <p>Affiliation agreement;</p> <p>Mechanisms for retaining affiliated staff;</p> <p>Indicator of local staff preparation;</p> <p>Quantitative number of external human resources attracted in order to conduct lifelong learning trainings/courses/programmes/activities;</p> <p>Fair and clear procedures for the recruitment and resignation of employees;</p>	Quality Assurance Office	Per year	Recommendations
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					Staff orientation programme.			
Strategic Aim 2: Promoting material resources development								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
Objective 2.2.1: Rehabilitation/improvement of educational environment and infrastructure in accordance with the modern standards in order to ensure well-functioning of educational programmes	√	√	√	Chancellor	<p>Renovated environment and educational spaces at the university;</p> <p>Quantitative indicator of purchased computers;</p> <p>Library equipped with additional computers;</p> <p>Quantitative indicator of technologies purchased for equipping study rooms;</p> <p>Expenses for equipping teaching laboratories;</p> <p>Expenses for renovation of educational environment, infrastructure and getting</p>	Senate	Per year	Recommendations

					in compliance with the modern standards;			
Objective 2.1.2: Diversifying and digitalize library resources	√	√	√	Scientific Library; Chancellor	Expenses for renewed book fund;  Quantitative indicator of purchased/updated literature;  Quantitative indicator of digitalized literature.	Senate	Per Semester	Report
Objective 2.1.3 Providing students and staff with the information on library resources	√	√	√	Scientific Library	Quantitative indicator of informational meetings with students and staff;  Quantitative indicator of students and staff participated in the meetings;  Quantitative indicator of usage of catalogue and electronic resources;  Indicator of satisfaction of using library resources	Quality Assurance Office	Per Semester	Conclusion  Recommendations
Objective 2.1.4: Establishing students dormitory in Akhaltsikhe in order to improve living	√	√		Academic Council; Senate	Buidling of dormitory;  Quantitative indicator of students residing in			

conditions of the students					dormitory;			
Objective 2.1.5. Upgrading material-technical base for students' sports and cultural activities	√	√		Chancellor	Access to sports inventor in all three campuses;  Sports hall equipped in compliance with modern standards;  Quantitative indicator of conducted sports events.	Senate	Per year	Recommendations
Objective 2.1.5 Gradually establishing material-technical base taking into consideration the needs of people with disabilities and special educational needs in all three campuses of the university;	√	√	√	Chancellor	Access of students with special educational needs and disabilities to the administrative staff;  Access of students with special educational needs and disabilities to the library resources;  Adapted study rooms for the students with special educational needs and disabilities;  Adapted environment for movement for the students with special educational needs and disabilities;	Senate  Quality Assurance Office	Per year	Recommendations

					Administrative resources for individual services for the students with special educational needs and disabilities.			
Objective 2.1.6 Diversifying electronic resources for university students and staff	√	√	√	Office of Information Technologies; Office of Study Process Management	Electronic system for improved study process; Integration of learning management system and Moodle; Indicator of introduction of electronic registers; Quality and parameters of internet service; Indicator of satisfaction of students and staff with internet services.	Chancellor  Quality Assurance Office	Per Semester	Conclusion
2.1.7 Ensuring legally university property	√	√	√	The Lawyer	Documentation on university property; Legal disputes for legal provision of the property; Results of the University's Real and Movable Property Description	Senate  Chancellor	Per year	Conclusion

Strategic Aim 3: Promoting financial resources development								
Activity	Implementation Period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
3.1.1. Creating/Initiating mechanisms for finding financial resources	√	√	√	Chancellor; Faculty	Quantitative indicator of projects for fundraising;  Income generated from lifelong learning programmes;  Income generated from national and international scientific-research grants;  Income generated from national and international projects.	Senate	Per year	Conclusion , Recommendations
3.1.2. Creating flexible regulation for collaborating with charity, social, foreign foundations and implementing various projects	√	√	√	Chancellor	Income generated from charity funds;  Financial resources raised from international donor organizations and foundations;	Senate	Per Semester	Conclusion

					Incomes generated as a scholarship from different organizations;			
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### Strategic Direction – Management

Strategic Aim 1: Strengthening management system based on university priorities and development								
Objective 1.1: Modernization of the University structure according to the modern standards								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.1.1 Developing quality culture in all processes of the management	√	√	√	Academic Council; Senate; Quality Assurance Office	Coordinated work of Academic Council and Senate; Quantitative indicator of joint meetings of Academic Council and Senate; Indicator of reaction of recommendations of Quality Assurance Office, Academic Council and Senate; Results of survey of	Monitoring group (created at the beginning of the monitoring process one time)	Per Semester	Report

					representatives of Academic Council, Senate and Quality Assurance Office.			
1.1.2. Modernizing organizational structure and management processes	√	√	√	Senate; Chancellor	Divided functions and duties of administrative and basic educational units;  Action plans and reports based on strategic development plan;  Coordinated work of administrative and basic educational units;  Results of students and academic staff survey;	Academic Council		
1.1.6 Improving human resources management system	√	√	√	Office of Human Resources Management; Rector; Chancellor; Office of Study Process Management	Clearly formulated rights and duties of administrative, supporting, academic and invited staff;  Quantitative indicator of professional development trainings conducted for administrative, supporting, academic and invited staff;  Quantitative indicator of participants of professional development trainings;	Quality Assurance Office	Per Semester	Report

					<p>Clearly formulated criteria for assessment of the staff;</p> <p>Number of the staff assessed according to the criteria;</p> <p>Indicators of staff assessment/clear mechanisms of the reaction on the assessment;</p> <p>Updated rule and criteria of academic staff recruitment based on competition;</p> <p>mechanism of attracting successful professionals working in foreign and Georgian higher educational institutions;</p> <p>Number of invited staff;</p> <p>Indicator of satisfaction of students with the staff performance and service;</p>			
1.1.7: Increasing students' engagement into the management processes	√	√	√	Faculty; Senate	<p>Clearly formulated students rights and duties;</p> <p>A sophisticated system of student elections in management bodies;</p> <p>Quantitative indicators of</p>	Quality Assurance Office;  Students Self-Government	Per Semester	Recommendations

					student-supported initiatives; Student satisfaction survey results on participation in management bodies;			
1.1.3 Ensuring close and coordinated cooperation between the university and vocational colleges located nearby the university		√	√	Academic Council; Senate; Faculty	Legal regulations; Optimal use of staff; Planned educational programmes; Results of vocational student survey;	Quality Assurance Office	Per Semester	Report
1.1.4 Promoting equal conditions and coordination between Akhaltsikhe and Akhalkalaki campuses	√	√	√	Deputy Rector in Akhalkalaki ; Faculty	Considering the involvement of students of third campus of the university in the action plans and implemented activities of the basic educational units and administration of the university	Quality Assurance Office	Per Semester	Recommendations
Objective 1.2: Supporting transparent mechanisms for financial management								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms

3.1.1. Ensuring financial sustainability of university	v	v	v	Senate; Chancellor	Publicity of planning and accepting the budget, mechanism of presenting the needs of stakeholders;  Mechanisms and forms of transparency of budget expenditure;  Indicative performance of the amendment to the budget according to the need;  Regularity and results of financial audit;  Students and staff survey results;	Faculty  Student Self-Government	Quarterly	Conclusion
Budget compliance with the new systems of university financing		v		Senate; Chancellor	Modernized financial regulations according to the new system of financing.	Monitoring group  (created at the beginning of the monitoring process one time)	Per year	Report
Objective 3.2: Modernization of remuneration policy envisaging the new system of funding								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three	Seven years			Implementing Structure	Regularity	Reaction Mechanism

		years						nisms
3.2.1. Defining the workload of staff and reflecting it adequately in their salaries	√	√	√	Senate; Academic Council; Chancellor	Staff workload scheme; Staff reports; University Statute.	Quality Assurance Office	Per Semester	Report
3.2.2. Creating individual bonus system policy		√	√	Senate; Chancellor	Individual bonus policy document; Quantitative indicator of individually allocated bonuses and the adequate basis for them.	Quality Assurance Office	Per year	Recommendations Monitoring
Strategic Aim 2:Enhancing efficiency of quality assurance mechanisms								
Objective 2.1: Developing and implementing evaluation mechanisms to improve the quality of study and research process								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
2.1.1. Creating mechanisms for monitoring study and research results	√	√	√	Quality Assurance Office	Indicator of monitoring regularity; Mechanisms of reaction on	Academic Council	Per Semester	Report

					monitoring results;			
2.1.2 Enhancing the process of internationalization	√	√	√	Quality Assurance Office; Public Relations Office (International Relations); Faculty	<p>Collaboration with the foreign leading universities</p> <p>Joint educational programmes;</p> <p>Number of activities carried out in order to increase the foreign language skills;</p> <p>Number of teaching courses/modules/programmes taught in English;</p> <p>Number of teaching courses implemented by foreign lecturers or working in the foreign countries;</p> <p>Quantitative indicator of international students;</p> <p>Number of students on teaching courses/modules/programmes taught in English;</p> <p>Number of scientific papers and periodicals published in foreign languages;</p>	Academic Council	Per Semester	Report
2.1.4 Enacting the evaluation mechanisms of	√	√	√	Quality Assurance	Regularity of assessment	Academic	Per	Report

quality of university staff professional development				Office	process; Mechanisms of reacting on assessment process.	Council	Semester	
Objective 2.2: Promoting enhancement of internal quality assurance efficiency								
Activity	Implementation Period			Responsible Structure; Implementing Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
2.2.1 Improving quality assurance policy	√	√		Quality Assurance Office	Regulation of quality assurance; Modernized document of quality assurance policy; System of providing information about the normative requirement as well as amendments related to quality assurance.	Academic Council	Per year	Report
2.2.3 Initiating the mechanism of reaction on assessment system and monitoring results	√	√	√	Faculty; Quality Assurance Office	Assessment rule of teaching and scientific-research activity; Mechanisms of follow-up reactions on assessment; Quantitative indicator of	Academic Council	Per Semester	Conclusion

					reaction cases;			
2.2.4 Collaborating with quality assurance office of the partner universities to develop criteria of quality control envisaging their experience	√	√	√	Quality Assurance Office; Public Relations Office (International Relations)	Quantitative indicator of projects implemented for institutional development of quality service; Quantitative indicator of activities implemented for institutional development of quality service.	Academic Council	Per year	Conclusion
Objective 2.3. Preparing university for the external evaluation mechanisms								
Activity	Implementation Period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
2.3.1 Planning / managing processes related to programme accreditation	√	√	√	Quality Assurance Office	Number of accredited educational programmes; Quantitative indicator of joint educational programmes;	Academic Council	Per year	Report
2.3.2 Planning / managing the authorization process	√			Quality Assurance Office	Preparing self-evaluation document for authorization; Action plan for compliance	Academic Council	2019	Report

					with authorization standards.			
Strategic Aim 3: Strengthening student-oriented management system								
Objective 3.1: Improving student-oriented teaching environment								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
3.1.1. Applying the methodology of student body planning to a new system of financing		√	√	Quality Assurance Mechanisms; Senate	Methodology of students body planning; Amendments made according to the new model of financing.	Academic Council	Per year	Conclusion
3.1.2 Improving the legal document defining students' rights and duties	√	√	√	Students Self-Government; Quality Assurance Office	Document defining students rights and responsibilities; Indicator of students access to the information; Students satisfaction indicator.	Faculty	Per year	Report
3.1.3 Increasing student engagement in improving educational programmes and student services	√	√	√	Students Self-government;	Students' involvement mechanisms in educational programs; Students' involvement	Quality Assurance Office	Per Semester	Report

				Faculty	mechanisms in improvement of students services.  Quantitative indicator of students involvement in improvement of educational programme and students services;  Indicator of student satisfaction surveys.			
3.1.4 Carrying out graduate and student employment survey and improve the databases	√	√	√	Public Relations Office (Students Career Management Center)	Students and graduates employment survey and perfection of databases.	Quality Assurance Office	Per year	Report
Objective 3.2: Creating students support mechanisms								
Activity	Implementation Period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
3.2.1 Improving and initiating students services	√	√	√	Public Relations	Renewed students consultation services;	Quality Assurance	Per Semester	Recommendations

				Office; Faculty; Students Self- government	Renewed university regulations; students survey results; “One window” principle introduced in the students services; Improved student consultancy services and enhanced employment opportunities;	Office		
3.2.2 Encouraging students internship	√	√	√	Public Relations Office  (Students Career Management Center)	Number of activities carried out by Career Development Center;  Number of Memorandums of Cooperation with Potential Employers;  Number of internships organized by the Career Development Center;  Number of internships organized by faculties;  Number of students who have been interned;  Number of students employed after the internship;	Quality Assurance Office		

					Results of student survey;			
3.2.3 Offering university scholarship programmes together with the state support mechanisms to the students with high academic performance and low social-economic status	√	√	√	Senate; Chancellor	<p>Number of students with high academic and socially vulnerable scholarships;</p> <p>The amount spent on scholarships with high academic and socially vulnerable students;</p> <p>Number of students provided by student dormitory;</p> <p>Number of rooms in student dormitory;</p> <p>Volume of built / rehabilitated student dormitory.</p>	Quality Assurance Office	Per Semester	Report
3.2.4. Promoting student career development	√	√	√	Public Relations Office	<p>Number of students using the Career Development Center;</p> <p>Number of students employed by the help of Career Development Center;</p> <p>Number of organized job fairs;</p> <p>Number of students participating in job fairs;</p> <p>Student Survey Results.</p>			

3.2.6 Facilitating the involvement of university students in international educational and scientific projects;	√	√	√	Public Relations Office	Mechanisms of involving university students in international educational and scientific projects;  Quantitative indicator of students engaged in international educational and scientific projects.	Quality Assurance Office	Per Semester	Recommendations
Objective 3.3: Promoting students' life								
3.3.1 Initiating extra-curriculum activities for students	√	√	√	Office of Sports and Culture;  Public Relations Office	Quantitative indicator of sports and cultural events;  Amounts spent on financing sports and cultural events;  Number of students participating in sports and cultural events;	Faculty	Quarterly	Conclusion
3.3.2 Supporting and encouraging student's clubs	√	√	√	Public Relations Office;  Students Self-Government	Quantitative indicator of student clubs;  Regulation of united in student clubs;  Quantity of funds for facilitating student club activities.	Faculty	Per Semester	Report
3.3.3 Supporting and coordinating relations with	√	√	√	Public Relations	Legal regulations for facilitating	Faculty	Per	Report

students, student initiative groups, student organizations, students' projects and innovative initiatives;				Office; Students Self-Government	student initiatives; Quantitative indicators of student projects; Expenditures on promoting student projects and initiatives; Contracts signed with student organizations; Quantitative indicator of students participated in student organizations.		Semester	
3.3.4 Planning and implementing joint activities together with the governmental and non-governmental sector on behalf of the university;	√	√	√	Public Relations Office; Office of Sports and Culture; Students Self-Government	List of activities planned together with governmental, private and non-governmental sector; List of activities carried out together with governmental, private and non-governmental sector;	Quality Assurance Office	Per Semester	Recommendations

### Strategic Direction – Internationalization and Relations

Strategic Aim 1: Strengthen International Relations				
Activity	Implementation Period	Responsible	Indicators	Monitoring

	One year	Three years	Seven years	Structure		Implementing Structure	Regularity	Reaction Mechanisms
1.1.1. Strengthening internationalization process through educational programmes	√	√	√	Public Relations Office	<p>Agreements with foreign partner universities;</p> <p>Number of students, academic and administrative staff participated in exchange programmes;</p> <p>Number of educational projects implemented in the frames of partnership with foreign partner universities (including tempus, Erasmus+ and Erasmus Mundus);</p> <p>Number of international summer/winter schools;</p> <p>Number of lecturers implementing international summer/winter schools;</p> <p>Number of Georgian and foreign students participating in</p>	Quality Assurance Office	Per Semester	Recommendations

					<p>international summer/winter schools;</p> <p>Quantitative indicator of expenses on implementation of international summer/winter schools;</p> <p>Number of students, academic and administrative staff attracted from the foreign partner universities;</p> <p>Mechanism of attracting international students;</p> <p>Number of foreign students;</p>			
1.1.4 Improving the quality of foreign language teaching and creating diverse opportunities in language acquisition				Office of Study Process Management	<p>A variety of forms and means of teaching foreign languages (within formal, informal education ...)</p> <p>Number of activities carried out to improve the quality of teaching foreign languages;</p> <p>Number of courses / modules / programs taught</p>	Faculty	Quarterly	Conclusion

					<p>in foreign languages;</p> <p>Quantitative indicator of student and staff at university-funded English language courses;</p> <p>Number of teaching courses implemented by foreign lecturers;</p> <p>Quantitative indicator of students with international certificates verified foreign language knowledge;</p>			
Objective 1.2: Promotion of the University's international awareness								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.2.1 Implementing activities on international scale	√	√	√	Public Relations Office; Faculty	<p>List of planned international events;</p> <p>Quantitative indicator of international activities;</p> <p>Quantitative indicator of</p>	Quality Assurance Office	Per Semester	Recommendations

					foreign participants in international events;  Quantitative indicator of university students and staff participating in international activities.			
1.2.2. Increasing efficiency of university web-page and other information resources	√	√	√	Public Relations Office;  Office of Information Technologies;  University Newspaper	Rule of management of university web-page and other informational means;  Material-technical base for university web-page and other informational means management;  Human resources for university web-page and other informational means management;  Rule (criteria) of efficiency assessment of university web-page and other informational means;  Students and academic staff survey results.	Academic Council	Per year	Conclusion
1.2.3. Focusing on international ranking	√	√	√	Public Relations Office	Taking into consideration international ranking criteria in the strategic	Academic Council	Per year	Conclusion

system criteria					development plan of the university;  Consideration of international ranking systems in planned activities.			
Objective 1.3: Creating and implementing sustainable mechanism for communicating with graduates								
Activity	Implementation Period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.3.1 Creating employers database and communicate with them	√	√	√	Public Relations Office	Employer database;  Employer database update indicator;  Quantitative indicator of intensity of meetings with employers.	Quality Assurance Office	Per Semester	Recommendations
1.3.2. Supporting further academic and professional advancement of graduates and students	√	√	√	Public Relations Office	The results of further academic and professional advancement of graduates and students;  Financial resource allocated for the further	Quality Assurance Office	Per Semester	Recommendations

					<p>academic and professional advancement of graduates and students;</p> <p>Human resources involved in the further academic and professional advancement of graduates and students;</p> <p>Activities conducted by graduates;</p> <p>Graduate database;</p> <p>Creation of alumni association;</p>			
Strategic Aim 2: Strengthen communication with permanent partners of the university and find new partners								
Objective 2.1. Developing internal and external communication policy								
Activity	Implementation period			Responsible Structure	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
1.2.1 Collaborating with schools in order to introduce the university, attract and increase the	√	√	√	Public Relations Office	<p>Signed memorandums with schools;</p> <p>Activities implemented with participation of</p>	Faculty	Per year	Recommendations

motivation in students to choose the University.					<p>schools;</p> <p>List of events planned for schools;</p> <p>Quantitative indicator of schools participating in the events;</p> <p>Quantitative indicator of schools involved in educational programs.</p>			
Strategic Aim 5.3: Implementing university's policy on social responsibility								
Objective 5.3.1: Developing / implementing social responsibility policy of the university with the cooperation of NGOs, governmental and private sectors								
Activity	Implementation period			Responsible Structure.	Indicators	Monitoring		
	One year	Three years	Seven years			Implementing Structure	Regularity	Reaction Mechanisms
Initiating mechanisms to facilitate community integration	√	√	√	<p>Public Relations Office;</p> <p>Office of Sports and Culture.</p>	<p>List of planned events to facilitate community integration;</p> <p>Quantitative indicator of activities to facilitate community integration;</p>	Quality Assurance Office	Per Semester	Recommendations

					Quantitative indicator of Georgian and Armenian students in activities that promote community integration;  Results of the survey.			
Planning/implementing social, cultural, economic and environmental programmes with the collaboration of partners	√	√	√	Public Relations Office;  Office of Sports and Culture;  Students Self-Government.	Quantitative indicator of planned and implemented social programs;  Quantitative indicators of planned and implemented cultural programs;  Quantitative indicators of planned and implemented environmental programs;  Quantitative indicators of planned and implemented economic programs;  Quantitative indicator of of participants in the social, cultural, economic and environmental programmes.	Quality Assurance Office	Per Semester	Recommendations
Planning/implementing and organizing charity and	√	√	√	Public Relations	Quantitative indicator of planned charity and	Monitoring group	Per year	Recommendations

volunteering activities				Office; Office of Sports and Culture; Students Self-Government.	volunteer activities; List of planned charity and volunteer activities.	(created at the beginning of the monitoring process one time)		
Organizing events for popularization of Georgian history and culture	√	√	√	Public Relations Office; Office of Sports and Culture; Faculty	Quantitative indicator of planned activities; List planned activities.	Monitoring group (created at the beginning of the monitoring process one time)	Per year	Recommendations
Initiating events in order to build tolerance and other democratic values	√	√	√	Public Relations Office' Office of Sports and Culture; Students Self-Government; Faculty.		Monitoring group (created at the beginning of the monitoring process one time)		

