



ს

Ivane Javakhishvili Tbilisi State University

Strategic Development Plan

2024-2030

Ivane Javakhishvili Tbilisi State University



Strategic development plan

-) Introduction
-) Methodology of strategic development
-) Mission, values, vision
-) SWOT analysis
-) Strategic development plan

Introduction

University history



In the Caucasus the first national university, which in the light of Georgian educational traditions laid the foundation to a European-type high school in Georgia, was founded in 1918.

The idea of establishing a university in Georgia was initiated along with the intensification of struggle for liberation from the Russian Empire in the early 19th century. In the sixties of the 19th century a new generation appeared in the religious arena of Georgia under the leadership of the great Georgian public figure Ilya Chavchavadze, who is associated with the new stage of spiritual revival in the History of our country. During these years the struggle for founding the university became particularly urgent.



The real possibilities of creating a high school became even more evident after the establishment of Tbilisi National Bank in Tbilisi. Among the banks existing in the Russian Empire it was the only one that utilized its profits for the cultural, educational and economic interests of people.



From the outset of the 20th century, the initiative for founding the Georgian University was undertaken by Ivane Javakhishvili, a graduate of St. Petersburg University and its private docent (PD). From the very first days of the February Revolution of 1917, Ivane Javakhishvili, who was in St. Petersburg at that time, actively embarked on the preparations for establishing the higher educational institution.

On May 12, the first meeting of the founders of university society was held in Petre Melikishvili's apartment. The meeting was led by Ekvtime Takaishvili. The society of **"Georgian Free University"** was founded on the same day that played the key role in the establishment of the university.



In the fall of 1917, the founders of the university even more intensified their activities to open a higher educational institute. It was decided to create initially only a single faculty of philosophy, which would include the humanities as well as natural sciences and math. By the end of December, the announcement about the admission of students to Georgian University had already appeared in the press.



The first national university in the Caucasus was opened on **January 26, 1918 (February 8 in the New Style)**, the Memorial Day of David Agmashenebeli. At the suggestion of Ivane Javakhishvili, Petre Melikishvili was elected as the first Rector of University by the Council of Professors. Ivane Javakhishvili himself headed the Faculty of Philosophy.



At the newly founded university the lectures were delivered by: Ivane Javakhishvili, Justine Abuladze, Giorgi Akhvediani, Elisabed Bagrationi – Orbeliani, Andria Benashvili, Ivane Beritashvili, Pilipe Gogichaishvili, Ekvtime Takaishvili, Korneli Kekelidze, Shalva Nutsubidze, Andria Razmadze, Dimitri Uznadze, Vanda Ghambashidze, Ilia Kipshidze, Ioseb Kipshidze, Akaki Shanidze, Grigol Tsereteli.



In 1989, Tbilisi State University was named after its founder Ivane Javakhishvili

Nowadays, Ivane Javakhishvili Tbilisi State University represents one of the leading scientific-research institutions in Georgia, and about 200 local and international scientific grant projects are implemented here annually. Tbilisi State University is one of the largest in its scale in Georgia. Currently, around 22 thousand students are studying at 7 faculties of TSU.

In addition to bachelor's, master's and doctoral degree programs, Tbilisi State University offers students the higher vocational education as well as the short- and long-term certification programs to be completed.



TSU among the best universities worldwide

Ivane Javakhishvili Tbilisi State University ranks N1 in the region:

TSU is ranked No.776 in U.S. News & World Report 2022-2023 ranking (Best Global University Rankings)



TSU is ranked at the 1501+ position in the Times Higher Education World University Rankings



TSU ranks among 801-850 in the QS World University Rankings



TSU is ranked 118th in the QS ECA University Regional rankings 2024

TSU is ranked No 763 in Round University Ranking 2022;
TSU holds 201-300 position in Shanghai Academic Ranking of the World Universities (Department of Physics) 2022.



According to 2023 data, Tbilisi State University is among the top 4% universities worldwide (holding the 1467th position among 35038 universities of the World), and included in the top 9% universities in Europe (560th place out of 6 036 European universities), it ranks No.1 in the Caucasus region.



Internationalization

Internationalization has represented the strategic priority for TSU since its foundation. The majority of its founders conducted the scientific activities abroad and made the salient contributions to the development of a number of academic fields. From the first years of establishing the university, the founders attached special importance to gaining the support of the international university community so that Tbilisi State University could hold a worthy place in the international scientific and educational space.

The scientific ties of Tbilisi State University with foreign countries have greatly consolidated since the 60s of the 20th century. In 1968, the Department of Scientific and Cultural Relations with Foreign Countries was established to provide the institutional support for internationalization of the university. In the same period, the cooperation with foreign universities was launched in such an important form as the academic exchange of students and professors, which Tbilisi State University actively pursues to this day.

Internationalization remains the priority and strong point of paramount importance for Tbilisi State University, since it is one of unique mechanisms for the acquisition of high-quality education and scientific development as well as the creation and dissemination of globally valuable knowledge.

Internationalization for TSU represents the manifested priority covering all areas of activities of the university. The components of internationalization are laid down in the unified strategic plan as well as in various strategies of the university precisely in the light of this priority. In addition, TSU has produced the document of internationalization policy.

Internationalization greatly elevates the global competitiveness and academic excellence of TSU and fosters the establishment of research cooperation and diverse learning environment. The enhancement of academic reputation of TSU is facilitated by its long-standing strategic cooperation with the renowned higher education and research institutions of the world. Sharing the knowledge, experience and best practices greatly contributes to the holistic development of the institution.



Research and international projects



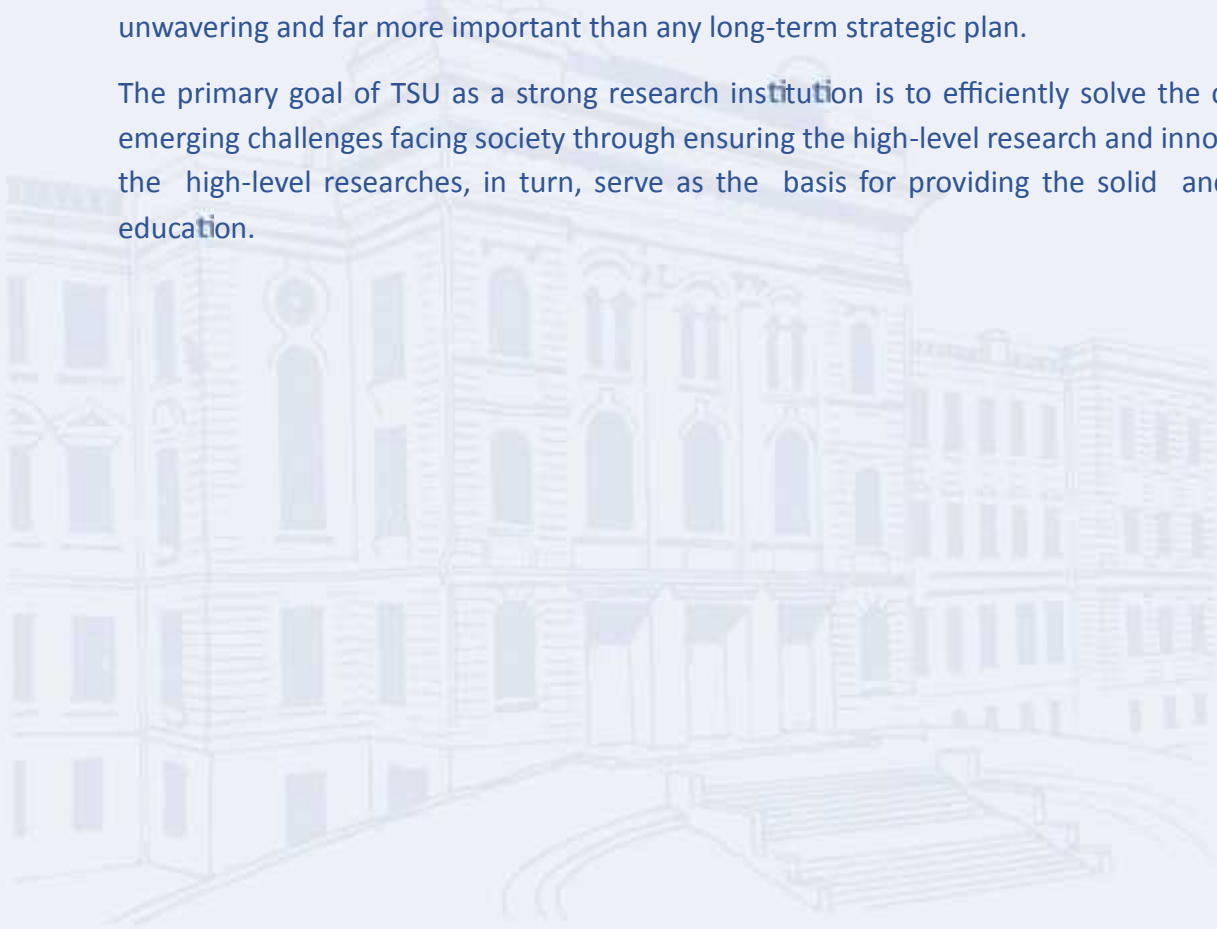
TSU scientists are engaged in the salient international scientific projects, including: ATLAS experiment at the Large Hadron Collider of the European Organization for Nuclear Research CERN (Switzerland) (“Conseil Européen pour la Recherche Nucléaire” - CERN), JEDI experiment of the COSY gas pedal of the Julich Research Center (Germany), the planned COMETA experiment at the Japan Proton Accelerator Research Complex (J-PARC), KM3Net's ongoing experiment in the Mediterranean Sea, the Project FAIR (Facility for Antiproton and Ion Research) (Germany).



The scientists and students of TSU are provided with modern learning spaces - 16 research institutes, up to 85 teaching laboratories, such as: Fablab, SMART|Lab, SMART|AtmoSim-Lab, Bloomberg Lab, physics and chemistry labs modernized by the University of San Diego; electrical and electronics engineering laboratories; high-precision modern nuclear magnetic resonance (NMR) spectrometer (400 MHz); TSU Center for Knowledge Transfer and Innovation; Multimedia Center, archaeological field base on Graklyan Gora, fine arts studio, etc.

Ivane Javakhishvili Tbilisi State University, as the first higher education institution in the Caucasus, represents the research, cultural, social and educational hub of not only national and state but the regional significance as well. TSU has set itself the target to constantly maintain its status as the leading research university in the region and to represent the worthy and successful subject of international educational space. At the same time, TSU assumes the responsibility and mission to further promote Georgian language, education, culture and heritage. This mission is unwavering and far more important than any long-term strategic plan.

The primary goal of TSU as a strong research institution is to efficiently solve the current and emerging challenges facing society through ensuring the high-level research and innovation. And the high-level researches, in turn, serve as the basis for providing the solid and attractive education.





Planning methodology

The process of TSU strategic development planning (see Figure 1.1) was implemented in 2023. The plan aims to outline the key priorities and strategies that TSU will pursue in the development process. It includes the vision of governing bodies, academic and invited staff, students of the university, employers and other parties concerned. The strategic plan envisages the unified strategy of education and science of Georgia for 2022-2030, the development strategy of Georgia until 2030, the Georgia-EU association agreement and the main recommendation documents of the common European educational space as well as the experience of leading European and American universities.

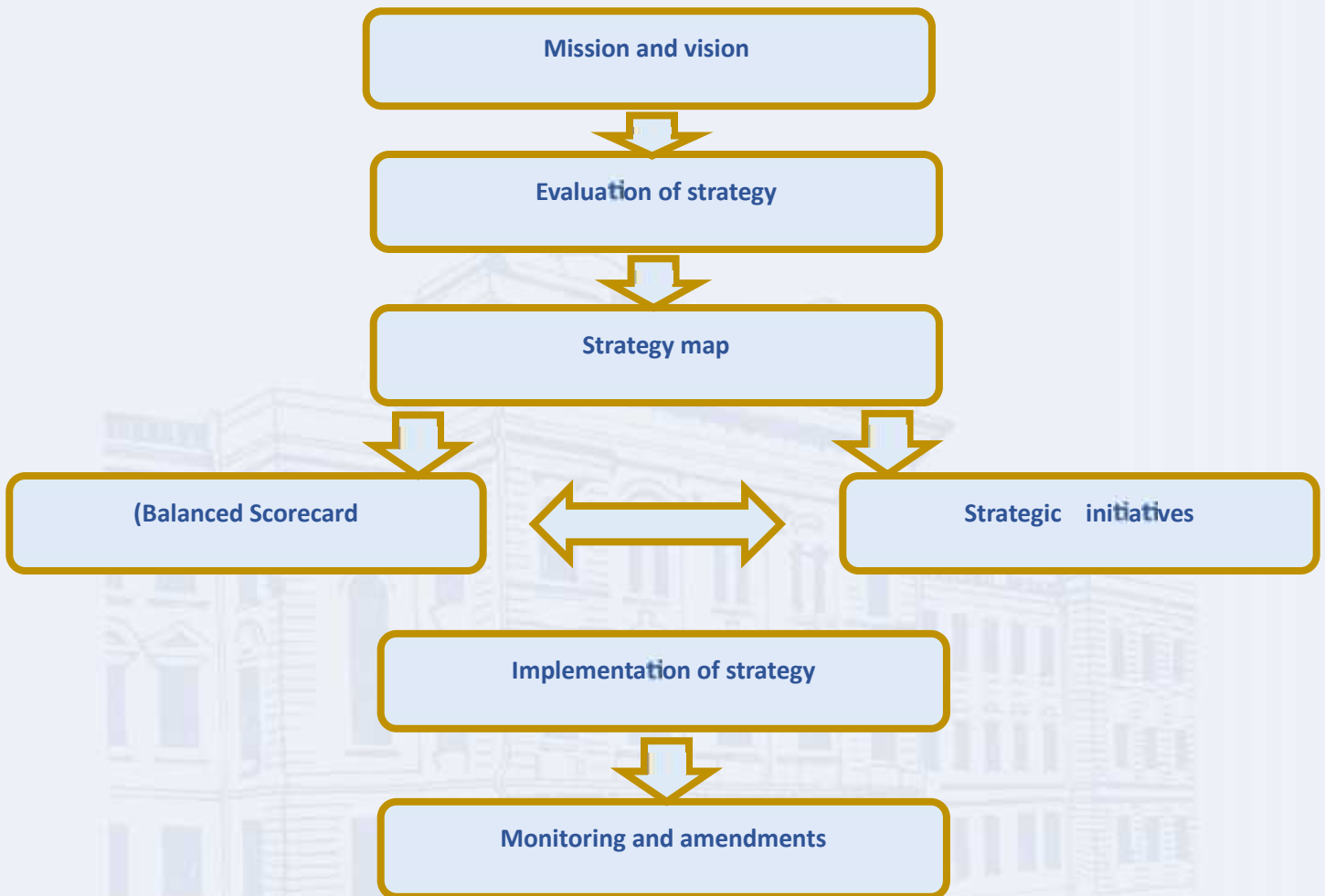
The strategy sets out the priorities and objectives of the university, which will be implemented according to the detailed action plan. The implementation of strategic plan will greatly contribute to the dynamic development of the university by means of effective utilization of human, material, information and financial resources. In addition, the strategy attaches paramount importance to the development of educational programs, enhancement of research activities, improvements in quality and accessibility of education, it also highlights the importance of offering the supportive mechanisms for university staff and students and facilitating/complying with the current and future labor market requirements.

At the first stage of devising the strategic plan there was created a working group tasked with initiating a strategic dialog with all circles and interested parties involved in university life on the fundamental issues such as the mission, vision and values of the university; also, conducting active communications with the representatives of various functional spheres in the process of plan development and providing the support and coordination during the implementation phase of the plan. Having regard to mentioned activities, the working group specified priorities for the strategic development of Tbilisi State University.

The methodology applied for strategic planning has been the strategic map which is based on the model of **Balanced Scorecard (Table of balanced results)**¹ developed by R. Kaplan and D. Norton. (See Figure 1.1).

¹ Used by Tartu, California, Edinburg, Pennsylvania and other universities

Figure 1.1. Strategic planning process



The working group held meetings related to the strategic plan with the diverse interested parties of the university. The interviews were planned to be conducted with the individual structural units of the university, faculties, the representatives of research institutes, academic personnel, students, etc.

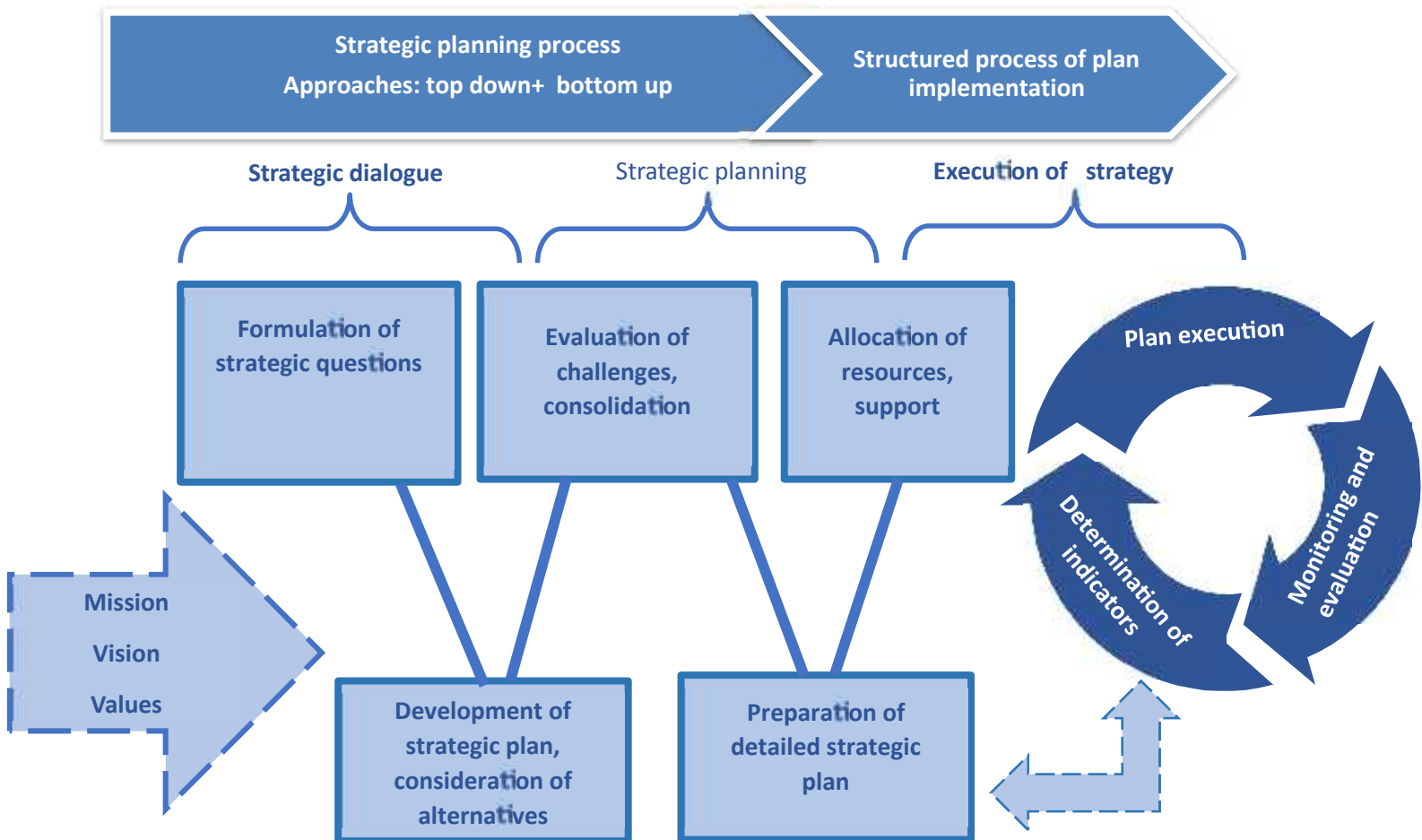
The critical issues affecting the core directions and strategically important points of the university were identified in the strategic evaluation stage. A variety of simple brainstorming techniques as well as analytical tools were applied for the evaluation resulting in the revelation of the components of strengths and weaknesses, opportunities and threats (S.W.O.T).

Based on the results of SWOT analysis, the strengths, weaknesses, opportunities and threats, facing the university were identified and correlated with the appropriate matrix. Subsequently, the working group defined the long-term strategic goals. In consequence of the analysis, four fundamental priority areas were singled out: **I. Educational activities; II. Scientific- research and innovation activities; III. Organizational efficiency and institutional development; IV. Third mission.**

In coordination with the different parties concerned (administration, academic/invited staff, students, alumni, employers) the working group developed the initial version of strategic goals. The mentioned objectives are presented in the strategic map which reflects the cause-and-effect relationships between objectives and provides the overview of organization strategy. The components presented on the map include the financial perspective, customer perspective, the perspective of internal processes, and the prospect of teaching and growth. The Academic Council of the university had discussed the draft version of the strategic development document and the mentioned stage was followed by the approval of final specified version.

The key performance indicators (KPIs) were developed for the strategic plan and the mechanisms for monitoring the strategic development and implementation of the action plan were established.

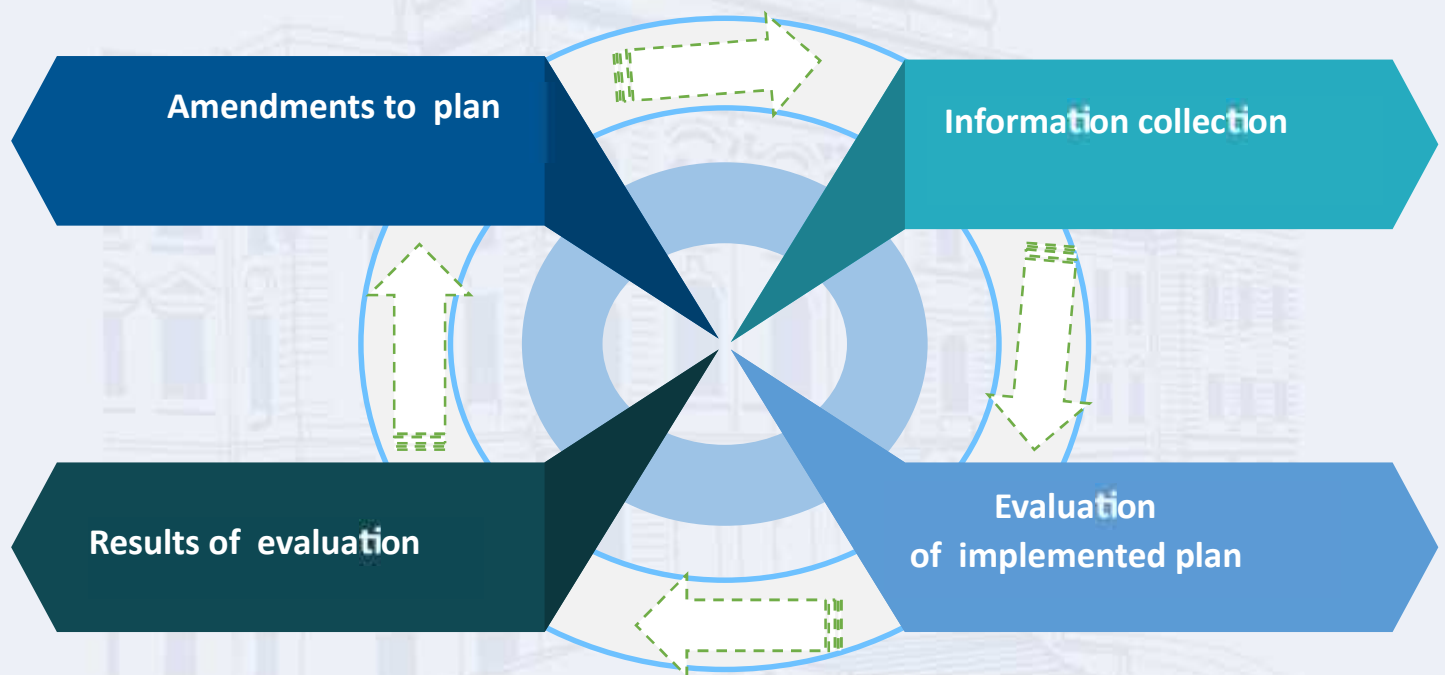
1.2 The process of strategic planning



In order to effectively manage the strategic planning process, the Boston Consulting Group approach has been used, which consists of three main stages: **1. Strategic dialogue; 2. Strategic planning. 3. Strategy execution** (see Diagram 1.2).

The monitoring mechanism includes the following major steps (See figure 2): **1. Information collection. 2. Evaluation of the implemented plan. 3. Results of the evaluation 4. Amendments to the plan.**

Diagram 1.3. Monitoring process



First stage: in the first stage, the information is obtained from those responsible for implementing the action plan about the performed activities and the progress towards the strategic objectives, which is evaluated by means of certain indicators.

Second stage: in this stage the information gained is discussed and the performed activities are evaluated. The action plan is evaluated at predetermined intervals (once a year). At the monitoring stage, the targets achieved as a result of activities defined by the action plan are compared with those planned. The benchmark achieved as a result of fulfilling each activity envisaged by the action plan is verified (measured) by the relevant key performance indicators (KPI) of strategic objectives.

Third stage: in this stage, advice and recommendations are developed on the basis of evaluation results, which are discussed with the parties concerned.

Fourth Stage: as a result of the discussion, the decision is taken on the necessity of amendments to be made to the strategic and action plan.

Monitoring and evaluating the implementation of strategic development and action plan is a systematic process that aims to:

-) monitor the implementation of strategic objectives, examine the barriers, if any, and develop the recommendations to overcome them;
-) evaluate the possibility/probability of achieving the strategic goals and develop the recommendations on improving the existing approaches to strategy of implementation or introducing the new ones (respectively, amending the strategic action plan) within the framework of monitoring;
-) evaluate the results of achieving the strategy goals and objectives and make recommendations for further action plan.

The results of monitoring and evaluation of implementing the strategic development and action plan as well as the resulting recommendations are presented to the Academic Council, which will take the appropriate actions if necessary.

The amendments to the strategic development and action plan is made upon the justified request of the unit responsible for monitoring and evaluation. The monitoring and evaluation are based on the action plan of strategy implementation which encompasses the objectives and strategies and their corresponding activities, key performance indicators/criteria, timeframes for implementation as well as the persons and structures responsible for the strategy implementation.

Mission

Ivane Javakhishvili Tbilisi State University represents the spiritual and intellectual heir of centuries-old Georgian culture and humanistic traditions as well as of ancient Georgian educational, scientific and cultural centers. Ivane Javakhishvili Tbilisi State University is a multidisciplinary research university pursuing the mission of:

-) facilitation of establishing national and universal values and the intellectual, moral, cultural and socio-economic development of society;
-) creation, storage and dissemination of new knowledge;
-) development of university traditions through researches and innovations;
-) student-centered learning and training of competitive personnel;
-) promotion of lifelong learning;
-) worthy membership of the free world.

The mission of Ivane Javakhishvili Tbilisi State University is to honorably bear the name of the first university of Georgia and along with its historical primacy to maintain the superiority in the higher educational space of Georgia as well as to be affiliated to the advanced universities of the world and to contribute to national and public welfare.

Values

Ivane Javakhishvili Tbilisi State University shares the ideals specified in the Great Charter of European universities; The values of the university are grounded on critical, creative and progressive thinking, the principles of academic freedom and academic ethics as well as the open, dynamic and transparent relationships.

Vision

The vision of Ivane Javakhishvili Tbilisi State University is to represent a higher educational and research center of European values and international significance by 2024, which will ensure:

-) the harmonization of educational programs with the demands of society and labor market through the constantly developing information and communication technologies;
-) the increase in the number of fundamental and applied researches;
-) the internationalization of educational, research and administrative processes.

SWOT analysis

Strengths

-) University traditions and long history;
-) Educational programs awarding the dual and joint degrees;
-) Intensive international cooperation and partners;
-) Abundant library resources;
-) Wide range of educational programs;
-) Qualified academic and scientific staff;
-) High potential of quality and versatile scientific-research activities;

Weaknesses

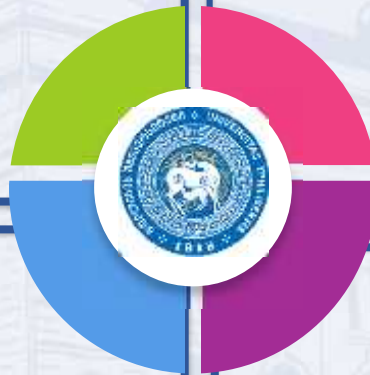
-) Insufficient number of international students/academic staff;
-) Insufficient marketing activities;
-) Complex bureaucratic organizational structure;
-) Low volume of technology transfer/commercial researches;
-) Shortage of young personnel engaged in teaching and research activities;
-) Insufficient number /outdated field-related laboratories;
-) Insufficient support for the internationalization of research;

Opportunities

-) Raising additional funds from national and international sources;
-) Experience of international cooperation and prospects for its strengthening;
-) Increasing the quantity of international students;
-) Attracting the joint research and educational projects from local/international donors, higher educational institutions and research organizations;
-) Enhancing the ties with industry

Threats

-) Political instability in the region;
-) Higher availability of non-formal education and increasing employment opportunities;
-) Lack of sustainable financing system.



Priorities (Balanced Scorecard)	Educational activities	Scientific –research and innovation activities	Organizational effectiveness and institutional development	Third mission
---------------------------------	------------------------	--	--	---------------

Financial perspec

F1. Increase in budget volume	F2. Costs optimization	F3. Increase in financial resources through grants	F4. Increase in the volume of donations to third mission activities	F5. Increase in research and development funds
-------------------------------	------------------------	--	---	--

Perspec concerned

C1. Permanent improvement of student satisfaction	C2. Increase of alumni satisfaction	C3. Increase of student and alumni employment in specialization field			
C4. Increase in quantity of international students	C5. Improvement of partnerships with society, industry, public sector organizations	C6. Improvement of research quality and productivity			

Internal process

P1. Improvement of competitiveness and quality of educational programs	P2. Enhancing the impact of resources at national and international level	P3. Increasing the attractiveness of educational programs for international students and academic staff	P4. Improvement in competitiveness of vocational education programs	P5. Fostering interdisciplinary cooperation and research	P6. Strengthening support for students/academic staff participating in exchange and mobility programs	
P7. Ensuring the compliance with and transparency in research ethics standards	P8. Improvement of quality management system	P9. Enhancement of social involvement	P10. Optimization of technology management system	P11. Marketing incentives of technology transfer	P12. Improvements in competitiveness of life-long education services	P13. Improving the efficiency of university management

Learning and growth

R1. Improvement of educational infrastructure and digital transformation	R2. Attracting and maintaining of young scientists	R3. Development of research infrastructure and improvement of services	R4. Improvement of human resource system and motivation	R5. Digital transformation of management processes at the university
--	--	--	---	--

I. Educational activities

Strategic goal 1 – The provision of sustainable, high-quality, student-centered education at the national and international level, the improvement of teaching-learning technologies, the increase in attractiveness and flexibility of educational/vocational programs. The enhanced use of e-learning and blended learning.

C1. Strategy 1.1	Permanent improvement of student satisfaction
Indicators	<ul style="list-style-type: none">) Student satisfaction) Student satisfaction according to faculties) Student satisfaction according to programs
Activity 1.1	The improvement of mechanisms for evaluating student satisfaction at the level of university, faculties and programs
Activity 1.2	Permanent study/analysis of evaluating student satisfaction at the level of university, faculties and programs
Activity 1.3	Introduction of mechanisms for determining the reasons for termination/suspension of student status and its permanent study/analysis
Activity 1.4	Introduction of mechanisms for determining the motivation of taking the advantage of internal mobility by a student and its study/analysis
C2. Strategy 1.2	Increase of alumni satisfaction
Indicators) Indicator of alumni satisfaction
Activity 2.1	The improvement of mechanisms for evaluating alumni satisfaction at the level of university, faculties and programs
Activity 2.2	Permanent study/analysis of evaluation of alumni satisfaction at the level of university, faculties and programs
Activity 2.3	Permanent analysis of the alumni database
C3. Strategy 1.3	Growth rate of alumni employment by sectoral profile

Indicators	<ul style="list-style-type: none">) Quantity of alumni employed by profile) Ratio of number of alumni employed in specialty to non-specialists) Quantity of employed alumni
Activity 3.1	Improvement of mechanisms for evaluating the alumni employment
Activity 3.2	Study/analysis of alumni employment
Activity 3.3	Creating and constant updating of the database on alumni employment
Activity 3.4	Permanent analysis of labour market
C.4 Strategy 1.4	Increase in quantity of international students
Indicators	<ul style="list-style-type: none">) Quantity of international students) Growth rate of international students) Ratio of international students to the total number of students
Activity 4.1	Improvement of mechanisms for evaluating international student satisfaction at the level of university, faculty, program
Activity 4.2	Identification of target markets so as to attract international students
Activity 4.3	Development of mechanisms for attracting the international students from target countries
P1. Strategy 1.5	Improvement of competitiveness and quality of educational programs
Indicators	<ul style="list-style-type: none">) Student satisfaction with educational programs) Ratio of number of students with a 100% state educational grant to the number of enrolled students) Ratio of the number of students with a 50/70% state educational grant to the number of students enrolled) Quantity of joint/double degree programs with local/foreign universities) Share of foreign language academic programs in TSU educational programs) Quantity of foreign language academic courses in Georgian language educational programs) Specific share of internationally accredited programs in TSU educational programs
Activity 5.1	Preparation for accreditation of existing educational programs (including cluster programs)
Activity 5.2	Revision of teaching materials of educational programs (all levels), their provision with the advanced materials of the field and approximation with the requirements of labour market

Activity 5.3	Introduction of new educational programs in the light of requirements of labour market
Activity 5.4	Study/introduction of international experience and practice in the innovative methods of instruction taking into consideration the specifics of programs
Activity 5.5	Improvement of mechanisms for assessing the learning outcomes of educational programs
Activity 5.6	Transfer of new knowledge in the area of teaching-learning methodology
Activity 5.7	Identification of shortcomings in the mechanisms for monitoring educational process and their improvement
Activity 5.8	Sharing the best practices of educational programs with European and American counterparts
Activity 5.9	Analysis on the competitiveness of educational programs
Activity 5.10	Development of mechanisms for elevating the inclusiveness in the educational process
P3. Strategy 1.6	Increasing attractiveness of educational programs for international students and academic staff
Indicator	<ul style="list-style-type: none">) Quantity of international students enrolled in educational programs) Quantity of international degree-seeking students) Quantity of international students participating in exchange programs) Ratio of international students to the number of local students) Ratio of foreign to local academic staff) Quantity of foreign professors engaged in exchange programs) International ranking of the university
Activity 6.1	Identification of prerequisites of leading universities of Europe, America and the world for the purpose of implementing the joint educational programs
Activity 6.2	Development of policy for the employment of international academic staff
Activity 6.3	Designing the foreign and bilingual, dual and joint educational programs
Activity 6.4	Evaluation and identification of the potential of educational programs for the purpose of international accreditation
Activity 6.5	Designing and submitting the individual educational programs for the purpose of international accreditation
Activity 6.6	Participation in educational exhibitions in the target countries abroad
Activity 6.7	Cooperation with specialized companies in order to attract students
Activity 6.8	Preparation of information materials in order to attract international students

Activity 6.9	Systemic analysis of the university positioning in the international ranking systems
R1. Strategy 1.7	Improvement of educational infrastructure and digital transformation
Indicator	<ul style="list-style-type: none">) Student/alumni satisfaction with infrastructure) The university staff satisfaction with infrastructure) Index of book stock (printed, electronic)) Student satisfaction with the library) Improved/enlarged learning space) Interested parties' satisfaction with digital services
Activity 7.1	Identification of educational infrastructure in need of improvement (classrooms, laboratories, students' facilities, academic/scientific staff's workplaces, etc.)
Activity 7.2	Rehabilitation of educational infrastructure (classrooms, laboratories, students' facilities, academic/scientific staff's workplaces, etc)
Activity 7.3	Identification of shortcomings in e-learning and introduction of blended learning method.
Activity 7.4	Introduction of programs and courses provided with distance/ e-learning and innovative technologies
Activity 7.5	Improvement of the electronic system of educational process management
Activity 7.6	Evaluation of library infrastructure and identification of need for improvement
Activity 7.7	Improvement of library infrastructure and constant evaluation/update of book stock
P4. Strategy 1.8	Elevation of competitiveness of educational programs for vocational education
Indicator	<ul style="list-style-type: none">) Quantity of vocational students) Quantity of vocational programs) Vocational student satisfaction) Quantity of vocational students employed by specialty) The ratio of number of graduates of vocational education employed in specialty to the number of non-specialists) Quantity of employed alumni
Activity 8.1	Designing and implementing the vocational educational programs in the light of trends existing on labour market
Activity 8.2	Constant monitoring of the quality of vocational educational programs
Activity 8.3	Improving the system of educational process management

Activity 8.4	Raising the recognition of TSU vocational educational programs
Activity 8.5	Strengthening the collaboration between employers and alumni
Activity 8.6	Refinement/improvement of mechanisms for studying the vocational students' satisfaction and their employment
P6. Strategy 1.9	Strengthening support for students/academic personnel participating in exchange and mobility programs
Indicator	<ul style="list-style-type: none">) Quantity of places allocated for local students/academic staff in exchange and mobility programs) Quantity of applicants for exchange and mobility programs) Quantity of local and international students/academic personnel participating in exchange and mobility programs) Satisfaction of students/academic staff participating in exchange and mobility programs) Ratio of the number of local students participating in exchange and mobility programs to the total number of students according to faculties and academic levels) Ratio of number of academic personnel participating in exchange and mobility programs to the total number of staff according to faculties.) Quantity and ratio of English language academic courses offered to international students admitted within the exchange and mobility programs according to faculties and academic levels.) Amount of externally raised as well as internal funding for participating in exchange and mobility programs
Activity 9.1	Improvement of methodology for planning and implementing the exchange and mobility programs
Activity 9.2	Enhancement of electronic portal for the management of exchange and mobility programs
Activity 9.3	Modernization of trainings developing the intercultural competences.
Activity 9.4	Accomplishment of internal policy of financing the participation in exchange and mobility programs
Activity 9.5	Intensification of cooperation in fund-raising for exchange and mobility programs
Activity 9.6	Development of methodology to evaluate the satisfaction of students participating in exchange and mobility programs
Activity 9.7	Permanent evaluation of satisfaction of students participating in exchange and mobility programs
Activity 9.8	Establishment of welcome center
Activity 9.9	Organizing cultural and social activities that foster the integration of international students with local society.

II. Scientific –research and innovative activities

Strategic goal 2: The elevation of reputation of Tbilisi State University as a scientific-research institution of international importance. The increase in scientific- research potential encouraging the researches of international level as well as the enhancement of scientists’ and students’ participation in research projects.

C6. Strategy 2.1	Improving the quality and productivity of researches
Indicator	<ul style="list-style-type: none">) Relevant bibliometric indicators(number of citations, h index and etc.) according to databases (Scopus, WoS)) Quantity of high-rated publications (Scopus, WoS)) Expenditure on scientific researches, quantity of funded projects
Activity 1.1	Development/improvement of internal university regulations/methodology of scientific activities
Activity 1.2	Constant identification of the necessity of research development
Activity 1.3	Planning and implementing trainings for the purpose of developing research skills
Activity 1.4	Facilitating the preparation of project proposals, project management, etc. for the purpose of attracting the internal and external sources of funding
Activity 1.5	Increasing the funding of scientific and research activities in the university budget and developing the mechanisms for intra-university funding of researches.
P2. Strategy 2.2	Enhancing the impact of researches at national and international level
Indicator	<ul style="list-style-type: none">) Quantity of high-rated publications (Scopus, WoS)) Quantity of patents) Quantity of financed projects) Relevant bibliometric indicators (number of citations, h index and etc.) of bibliometric databases (Scopus, WoS)
Activity 2.1	Development of versatile mechanisms in the university budget for funding researches
Activity 2.2	Search for new partners at the universities abroad for the purpose of implementation of researches and the cooperation with them
Activity 2.3	Development of mechanisms for supporting the involvement of scientific-research units in the process.

Activity 2.4	Planning the activities to conduct joint researches with existing partners
Activity 2.5	Development of support mechanism for academic personnel to prepare grant proposal for the international grant competitions(including Horizon Europe, etc.)
Activity 2.6	Reorganization of university scientific journals to increase the international recognition and ranking
P5. Strategy 2.3	Facilitating interdisciplinary cooperation and researches
Indicator	<ul style="list-style-type: none">) Quantity of interdisciplinary projects) Quantity of international high-ranked publications (Scopus, WoS)) Quantity of personnel/students involved in interdisciplinary scientific researches
Activity 3.1	Developing the mechanisms fostering the university interdisciplinary researches
Activity 3.2	Promoting the establishment of interdisciplinary scientific teams
Activity 3.3	Developing the policy of funding the interdisciplinary target scientific-research projects
Activity 3.4	Facilitating the organization of interdisciplinary scientific conferences
R2. Strategy 2.4	Attracting and maintaining young scientists
Indicator	<ul style="list-style-type: none">) Quantity of young scientists according to faculties) Quantity of young scientists in the independent scientific-research institutes) Expenditure spent on young scientists' researches) Quantity of masters/PhD students engaged in local/international research projects
Activity 4.1	Establishing the foundation to finance young scientists and its aggressive marketing
Activity 4.2	Development of mechanisms to attract/support postdoctoral students
Activity 4.3	Proposing and implementing the creative, innovative courses/projects based on young scientists' researches.
Activity 4.4	Modification of the system of registration of candidate and doctoral theses and bringing them in line with the international standards
Activity 4.5	Development of research skills and competences of young scientists, especially in the following areas: research methods, requirements for publication in highly ranked journals, working with scientific databases, etc.

R3. Strategy 2.5	Development of research infrastructure and improvement of services
Indicator	<ul style="list-style-type: none">) Amount of expenditure on the development of research infrastructure) Costs of modern research equipment) Electronic library databases
Activity 5.1	Evaluation of research infrastructure and identification of the need for its improvement
Activity 5.2	Development/rehabilitation of scientific-research and innovation laboratories
Activity 5.3	Renovation and development of the infrastructure of field bases (including scientific-research units) being on the balance sheet of university
Activity 5.4	Conducting the activities on restoration of unique publications (including rarities) preserved in the collections of University Library.
Activity 5.5	Expansion of utilization of library collections and electronic scientific databases
P.7 Strategy 2.6	Ensuring the compliance with and transparency of ethics standards
Indicator	<ul style="list-style-type: none">) Quantity of open-access publications (Scopus, WoS)) Intra-university regulations) Quantity of papers checked in the anti-plagiarism program
Activity 6.1	Identification of existing challenges in the direction of research ethics
Activity 6.2	Improvement/development of intra-university regulations
Activity 6.3	Implementation of incentive measures to create/introduce open research culture.

III. Organizational effectiveness and institutional development

Strategic goal 3: The improvement of quality, planning and management processes as well as the enhancement of institutional effectiveness through digital transformation.

P13. Strategy 3.1	Improving the efficiency of university management
Indicator	<ul style="list-style-type: none">) Ratio of administrative/support staff of the university to the quantity of students) Ratio of university administrative/support staff to academic personnel) Ratio of administrative/support staff of the faculty to the number of students) Ratio of faculty administrative/support staff to academic personnel) Ratio of administrative/support staff to scientific personnel at the independent research institutes) Findings of the survey of students, academic/invited and scientific personnel) Quantity of administrative personnel participating in exchange and mobility programs
Activity 1.1	Digitalization of communication mechanisms between individual departments and structural units of the university
Activity 1.2	Formation of the responsible unit for developing, implementing and monitoring of the strategic development plan.
Activity 1.3	Separation/clarification of functions/responsibilities of central and faculty structural units
Activity 1.4	Consultative meetings with focus groups
Activity 1.5	Identification of challenges impeding the participation of administrative staff in exchange and mobility programs
Activity 1.6	Planning and organizing the development activities based on the requirements of administrative staff.
R4. Strategy 3.2	Improvement of evaluation system and motivation of human resources
Indicator	<ul style="list-style-type: none">) Performance Level of academic and administrative/support staff) Quantity of activities for professional advancement of personnel) Quantity of employees participating in professional development activities) Satisfaction level of personnel participating in professional development activities.
Activity 2.1	Collection and analysis of information in order to optimize the human resource management system

Activity 2.2	Evaluation of personnel competences and organization of required trainings
Activity 2.3	Development of updated/modernized rules and criteria for the selection of staff on a competitive basis.
Activity 2.4	Setting the measurable performance criteria for all levels of positions
Activity 2.5	Clarification of job descriptions and elimination of functional duplication
R5. Strategy 3.3	Digital transformation of university management processes
Indicator	<ul style="list-style-type: none">) Updated university website in Georgian and English) Rate of growth in visibility of university website) Availability of electronic portal of university employees.) Satisfaction rate
Activity 3.1	Introduction of digital packages of evaluating the work performance of personnel
Activity 3.2	Introduction of the digital platform for monitoring the strategic development plan
Activity 3.3	Establishment of the digital platform for staff profiles
Activity 3.4	Establishment of the digital platform for educational programs
Activity 3.5	Updating of the university website
P8. Strategy 3.4	Improvement of quality management system
inducators	<ul style="list-style-type: none">) Quantity of internationally accredited educational programs) Quantity of joint/dual degree educational programs) Developed/improved questionnaires) Measures implemented in the direction of quality management) Reports of quality assurance service) Established digital platform) Regulatory documents on quality management
Activity 4.1	Improvement of mechanism for evaluating involvement/feedback of interested parties (employees) in the design/development stage of educational programs.
Activity 4.2	Improvement of open/transparent guidelines for the creation/development/cancellation of educational programs
Activity 4.3	Implementation of planned/unplanned (if necessary) internal monitoring of educational programs.

Activity 4.4	Supporting the preparation of existing/new educational programs for international accreditation
Activity 4.5	Development/support of joint educational programs
Activity 4.6	Improving the methodology for evaluation of scientific-research activities
Activity 4.7	Organizing trainings, master classes, webinars, etc., in order to improve the quality culture in the institution/independent educational units
Activity 4.8	Digitalization of quality management process
Activity 4.9	Improving the documents and mechanisms for academic integrity in the light of contemporary challenges (artificial intelligence)



IV. Third mission

Strategic goal 4: The improvement of institutional environment of public service: the transfer of knowledge and innovations/technologies to the general public by research/academic staff and students as well as the enhancement of social engagement.

C5. Strategy 4.1	Improvement of partnerships with the community, industry, public sector organizations
Indicator	<ul style="list-style-type: none">) Community problem solving/involvement) Quantity of projects implemented in cooperation with public sector) Quantity of joint projects implemented with industry
Activity 1.1	Development of methodology for evaluating social problem solving/involvement
Activity 1.2	Increase of staff participation in the technology transfer and diversification of capabilities
Activity 1.3	Identification of areas of cooperation with economic agents
Activity 1.4	Planning and implementing the cooperation programs with economic agents (research-oriented business).
Activity 1.5	Planning and implementing the joint projects with governmental/non-governmental organizations
P10. Strategy 4.2	Optimization of technology management system
Indicator	<ul style="list-style-type: none">) Quantity of start-ups and spin-offs created.) Percentage of doctoral students directly or jointly funded by public organizations and private business.) Quantity of funded projects and cooperation contracts with non-academic partners.) Regulatory documents
Activity 2.1	Offering specific courses on the commercialization of technology and improving entrepreneurial skills.
Activity 2.2	Development and implementation of institutional policies and procedures related to the intellectual property and technology transfer.
Activity 2.3	Creation of support system for start-ups and spin-offs
Activity 2.4	Developing legislative initiatives of the mechanisms for spin - off.

Activity 2.5	Identifying the requirements of industry and permanent communication with organizations of public and private sector
P11. Strategy 4.3	Marketing incentives for technology transfer
Indicator	<ul style="list-style-type: none">) Quantity of contracts related to research and development funding.) Quantity of marketing activities implemented) Quantity of marketing measures related to the encouragement of technology transfer.
Activity 3.1	Participation in international/national sector fairs and exhibitions.
Activity 3.2	Partnership with intermediary economic agents to attract customers and investors to foreign markets (technology transfer agents)
Activity 3.3	Inclusion of information about the development and competences of university in the international databases, the membership of European Entrepreneurship Network (EEN) and the notification of tenders, technology rights - in the EEN or equivalent database.
Activity 3.4	Organization of the annual university scientific conference on technology transfer
P12. Strategy 4.4	Improving the competitiveness of life-long education services
Indicator	<ul style="list-style-type: none">) Satisfaction rate of persons concerned with individual life-long education courses) Quantity of life-long education courses/programs/activities) Quantity of participants in courses/programs/activities in life-long education) Quantity of participants representing vulnerable groups, people with disabilities.) Quantity of entrants/ growth rate of entrants
Activity 4.1	Producing the document on life-long education policy and evaluating the existing courses (certification courses, corporate trainings)
Activity 4.2	Providing students with targeted programs to develop transferable skills (short and long-term courses/trainings/programs developing the field -specific and/or generic competencies)
Activity 4.3	Development of the empirical evidence-based quality assurance system for evaluating the efficiency of life-long education programs
Activity 4.4	Ongoing identification of requirements for developing professional skills of academic/administrative staff and students' transferable skills.
Activity 4.5	Identification of target consumers and development of courses relevant to life-long education as well as the provision of their availability.
Activity 4.6	Providing fluency in Georgian language acquisition for representatives of foreign language speaking groups.
Activity 4.7	Improving/developing the preparatory courses for entrants and increasing their availability.

Activity 4.8	Producing the policy document "Open School of the University" and implementing the pilot program
P9. Strategy 4.6	Intensification of social engagement
Indicator	<ul style="list-style-type: none">) Quantity of social activities) Quantity of staff involved in social activities) Quantity of students involved in social activities) Quantity of voluntary activities) Quantity of volunteers (staff, students)) Quantity of participants in children's University.
Activity 6.1	Organizing the information campaign on the importance of social activities among students.
Activity 6.2	Informing students and staff about planned social engagement events.
Activity 6.3	Cooperation with secondary schools in order to familiarize students with the university, increase their motivation and instill them with the interest in science, as well as to attract the best entrants.
Activity 6.4	Development of alumni network
Activity 6.5	Analyzing the involvement of students and staff in social activities
Activity 6.6	Introduction of the model based on the best practices of Western universities with the aim to encourage graduates to participate in university activities.
Activity 6.7	Planning and organizing voluntary activities.

