

**Strategic Development Plan  
LEPL – Ivane Javakhishvili Tbilisi State University  
2017-2021**

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**I. Introduction**

LEPL Ivane Javakhishvili Tbilisi State University (referred to as “University” below) is the first higher education institution in the South Caucasus and a cultural and social hub not only of national dimension, but of the regional importance as well. Established in 1918 by the Western educated Georgian intellectuals it continues the traditions inculcated in the university by its founders.

The University maintains leading positions at the national as well as regional level (Georgia and the entire Caucasus). It has historically had a genuine potential to become a leading research European university.

The forthcoming 4 years are especially important for the University and for the entire country. It is important that the University meets its 100<sup>th</sup> anniversary as an exemplary, stable higher education institution in accord with the requirements of international scientific and education standards.

It is noteworthy, that soon the university will have to prove its teaching, research and management capacity along with renewed authorization and accreditation requirements of HEIs in the country, which requires tremendous efforts from academic and research staff and especially the Rector and the University administration.

We should not neglect the challenges posed by increasing demand of e-learning and distance learning all around the world. Modern universities, and Ivane Javakhishvili Tbilisi State University among them, have to function in a challenging world dominated by information and communication technologies to tackle burgeoning competition. It is imperative that we handle this challenge with dignity in Georgian as well as international education area.

It is significant that since 2005 Georgia became a member of Bologna process and soon it is planned that Georgian higher education system will join European higher education area, which will ensure TSU’s integration of Ivane Javakhishvili Tbilisi State University as the country’s leading educational and research institution into European research and education area. TSU is

prepared to meet and respond to this challenge, the proof of which is TSU's membership in various international agencies and networks as is European University Association, International Association of Universities, L'Agence Universitaire de la Francophonie and others

## **II. Mission of the TSU and its values**

TSU's mission is to establish national and universal values and support social development; to generate and distribute knowledge; develop scientific research; ensure academic freedom; care and retain the University staff and students; to become a member of the free world university society; TSU aims to carry the name of the first Georgian university with dignity; in addition to historically being the first HEI, to maintain the first place among the Georgian higher education institutions and be enlisted among the leading world universities; to support national and universal good.

**The values of the University are based on the ethical ideals of freedom and independence as laid out in Magna Charta Universitatum, on critical, creative and progressive reasoning, and open, dynamic and transparent relations.**

## **III. Vision 2017-2021**

By the year of 2021 the university will be a research institution based on the national traditions in which European values are embedded and which will ensure internationalization of academic, research and administrative processes.

## **IV. Strategic Development Plan of TSU**

TSU strategic development plan is an instrument, which allows TSU to successfully progress towards its ambitious goals. The SDP has been designed in cooperation with the TSU rector and is based on a number of large-scale research projects on the study of TSU's efficiency and needs assessment, more specifically:

The 2008 report on performance assessment of Tbilisi State University (carried out by: Kelly Novak Opportunities); The 2008 report on institutional utilization of technologies (carried out by: AACRAO Consulting); The 2009 report on organizational effectiveness (carried out by: New York SUNY Delhi University President Candace S. Vancko); The 2013 research on "Administrative Reforms at Tbilisi State University" (performed by: Anne Lonsdale); The 2015 audit report on "LEPL - Ivane Javakhishvili Tbilisi State University for 2012-2013" (performed by: State Audit Service); The 2016 "Ensuring high quality education in higher education institutions" (carried by: State Audit Service); The university strategic development plan is founded on the results of the analysis of achievements of 2011-2017. Besides, a special working group was set up which could have been joined by any interested individual. In the working process the team members garnered large amounts of data from central administration as well as from the faculties, which enabled us to set maximally realistic and realizable objectives.

The given document reviews main strategic challenges the university faces and attempts to outline the action plan/frame, which will make it possible to overcome the existing challenges and with consideration of the context TSU operates in will make the accomplishment of our strategic goals realistic.

## **IV.1 Strategic challenges and opportunities**

The given strategic development plan has revealed 7 main challenges, which, at the same time become opportunities for TSU's development. These challenges were selected based on the importance each bears for TSU's development within the next 5 years:

1. In the past few years merging of a dozens of scientific and research centers with Tbilisi State University has created an artificial conglomerate, which has stalled the development of scientific units; neither did the university manage to resourcefully utilize its rich material and human potential. Despite these drawbacks, this challenge can be efficiently used to stimulate interdisciplinary research and to lay the foundation for Work-Based Learning.
2. Student employment and students' integration into job market is TSU's one of the biggest challenges. The university should support the integration of theoretical knowledge into teaching process and this way bring the students and graduates close to job market;
3. Creation of incentives for administrative and academic staff, which will make the process of achievement of the university's wider goals and priorities more efficient. Such incentives will help attract the best administrative and academic human resources on an international job market;
4. In the era of growing digitalization and fast-paced technological progress the university should manage quick adaptation of its resource management with the world technological tendencies; this means active integration of electronic resources in teaching and university governance and adoption of open online educational platforms;
5. Utilization of alumni asset is one of the challenges for TSU, which requires creation and utilization of relevant mechanisms and instruments. The alumni body represents an immense intellectual and financial advantage, which will allow TSU to share modern and universal Western principles.
6. It is no less important that the management of financial and material resources is reshuffled and adapted to the needs of modern management models, which includes property valuation, its active usage, planning and distribution of the university budget in compliance with the efficiency and rationality principles.
7. Startups, patents and knowledge triangle – these are also among our challenges in the global higher education area. Improvement of these models and in certain instances their creation at TSU by stimulating relevant intellectual possessions is a prerequisite for knowledge-based economy.

## **V. Profile of the University and its students**

Before the consideration of main priorities of the TSU, it is important to review the profile of the University and its students:

### **V.1 Profile of the University**

- It has human resources and units, which allow us to take intellectual risks, and the possibility for experimentation and implementation of innovations.

- It is represented by the academic fields, which are typical of traditional higher education institutions.
- It integrates teaching and research, managing to connect academic departments, development of interdisciplinary fields and creation of the programs based on theoretical and practical knowledge.
- It is willing to become a leading research university in the country and in the region and stimulate its professors to build up their qualification based on research.

## **V.2 Students of the TSU**

The graduates of Tbilisi State University should be equipped with the following knowledge and skills:

- Receive, improve and deepen field-specific knowledge and skills
- Develop critical thinking skills and be able to evaluate complex issues; revamp existing knowledge and professional practices
- Be able to tell the difference between facts and opinions and be able to assess them critically
- Have civic consciousness and take part in various aspects of public life
- Equipped with various education skills and competencies, should be able to penetrate the job market, establish themselves there and grow professionally
- Understand the values of a democratic society and the challenges faced by such societies

## **VI. Strategic priorities for 2017-2021**

In the coming 5 years the university should substantially improve its positions internationally – occupy leading place in international university rankings and the diplomas issued by TSU should be a warrant for graduates’ employment and successful professional development.

In order to solve the problems that lie ahead of the university, it is important to work in the following 3 directions:

- **Priority 1**  
Improvement of student life
- **Priority 2**  
Integration of scientific and research and teaching
- **Priority 3**  
Improvement of teaching and research quality and bringing it close to employment market needs

## **VII. Strategic goals and objectives**

Fulfillment of strategic goals is an important precondition for positioning the university as an internationally renowned research and education center. Likewise, it is significant to invigorate the traditional role that has been bestowed upon Tbilisi State University in building knowledge based democratic society.

Students are the main and the most important priority for Tbilisi State University. To improve the student life, it is significant to implement the below-mentioned goals and objectives:

## Goal I

### Improvement and diversification of elements necessary for student life

Objective 1	Revision of the idea of student life and redefinition of it with the consideration of modern tendencies of development
Objective 2	Clear definition of rights and obligations of students and improvement of the respective document
Objective 3	Development of policy of students' informing and its implementation in the whole university
Objective 4	Implementation of students' counseling services
Objective 5	Implementation of the "single-window" principle in the services for students
Objective 6	Offering to students a broad range of activities outside curriculum and ensuring equal access to them
Objective 7	Stimulation of various student groups united by academic, social, sports and cultural interests
Objective 8	Reformation of students' self-governing and its adjustment to the broad society of the University's students
Objective 9	Transformation of management of the University's library to the modern principles
Objective 10	Enrichment of library collection, providing students with new digital and printed editions
Objective 11	Carrying out special measures for the purpose of restoration of unique editions preserved in the library collection of the University
Objective 12	Creation of Ombudsman's position for the protection of students' rights
Objective 13	Offering of the University's scholarship program to the students with high academic performance and socially unprotected students, in parallel with the mechanisms of state support
Objective 14	Financial support for the implementation of ideas and projects of student unions or certain students on competition basis, in accordance with the principles of transparency, objectivity and fairness
Objective 15	Creation of effective mechanism of communication with students and its activation: organization of open days, where students would directly acquaint the representatives of the administration with the existing problems and receive answers on the issues actual for them

Historical experience shows that generation of new knowledge and continued process of transmission implies with the necessity the integration of a teaching and researches. Ivane Javakhishvili Tbilisi State University in the recent past obtained favorable conditions with the unification of research institutes in this regard, although this potential is still not used properly. The goals and objectives listed below serve the purpose to overcome this challenge:

## Goal II

### Creation of an environment favorable for conducting research

Objective 1	Development of minimal scientific standard of the University and its implementation
Objective 2	Improvement of the quality of doctoral programs and its adjustment to the international standards <ul style="list-style-type: none"> <li>- Ensuring internal financing via grants as well as program financing of doctoral degree programs (teaching and research components)</li> <li>- Development of up-to-date evaluation system of doctoral researches</li> </ul>
Objective 3	Support of interdisciplinary researches
Objective 4	Integration of research centers/ institutes into the university research and education <ul style="list-style-type: none"> <li>- Setting joint weekly scientific seminar in the academic departments with the participation of professors, research fellows of research institutes and students</li> <li>- Facilitate the implementation of joint grant projects of the academic personnel of the University and researchers of research centers / institutes, with the participation of students of all three degree</li> </ul>
Objective 5	Administrative and financial support to those scientific periodicals prepared by the academic and research personnel, which meet international requirements for placing into the international electronic databases <ul style="list-style-type: none"> <li>- Facilitate the publication of scientific articles with high ranking in the leading international scientific journals</li> </ul>
Objective 6	Identification of those research directions, their transformation into the priority for the University and special facilitation of them, where the production created by the academic and scientific personnel of the University is innovative and competitive in relation to Georgia and international scene
Objective 7	Integration of students of all three degrees into the process of research
Objective 8	Creation of innovative landscape
Objective 9	Implementation of system of post-doctoral programs Integration of post-doctoral students into the process of education and research
Objective 10	Commercialization of scientific product <ul style="list-style-type: none"> <li>- Development of ways for the protection of patent and copyright rights, including in the publishing and translating activities of the University</li> </ul>
Objective 11	Implementation of academic values and culture <ul style="list-style-type: none"> <li>- Protection of academic liberties</li> <li>- Increase of efficiency of the Academic Ethics Commission</li> </ul>
Objective 12	Implementation of the system of copyright rights <ul style="list-style-type: none"> <li>- Protection of copyright (including syllabuses)</li> <li>- Eradication of plagiarism, sharing the international experience of fighting against it (creation and implementation of Georgian-language program, which would be able to discover plagiarism)</li> </ul>
Objective 13	Transition to the mechanism of external abstracting
Objective 14	Improvement of financing mechanisms of research activities in the University and systematic increase of funds allocated to the research activities (internal university and faculty grants, student research grants, systems of stimulation of academic and research personnel and so on)
Objective	Facilitation of research and innovative activities of academic and research

15	personnel especially in those directions, which are directly related to the national and strategic goals of the country and its economic development, as well as in those directions, where the University has a rich tradition and high potential of development
Objective 16	Carrying out special measures for the facilitation of creation of “Triangle of knowledge” – connection between a higher education, science and business – and commercialization of a science, and stimulation of respective initiatives.
Objective 17	Attraction of additional amount of money from the international donor organizations, Georgian funds and organization and creation of specific foundation for the purpose of attraction of young personnel for the implementation of target programs (post-doctoral programs, financing of research programs of students, etc.)

Academic priorities of modern university can be achieved by the implementation of international standards and practice into the education and teaching. Paradigms of knowledge obtaining and using in 21th century, because of globalization tendencies, fundamentally changed. Such change allows a student to obtain a product with a high quality and internationally recognized content at any time and place. Proceeding from the growing competition existing on the world’s university market, it is a complex challenge, but, at the same time, is a significant opportunity for the development of the University, including generation of additional income. We think that successful overcome of this challenge is possible with the implementation of the following goals and objectives listed below:

### Goal III

#### Implementation of the international standard of learning and teaching

Objective 1	Modernization of educational programs of all three degrees of higher education and control of their quality
Objective 2	Staged implementation of the international program accreditation of educational programs
Objective 3	Development of higher education, where it would be possible to obtain an education on the degrees next to bachelor degree (master’s and doctoral programs) and where the generation of interdisciplinary knowledge would occur
Objective 4	Development of educational programs granting double and bilateral degrees
Objective 5	<p>Implementation of the principle of Lifelong Learning (LLL)</p> <ul style="list-style-type: none"> <li>- Establishment of the Georgian Association of Continuous University Education together with other universities</li> <li>- Development of institutional abilities of the Center for Continuous Education by the close cooperation with the leadership and faculties</li> <li>- Offering the programs of continuous education to a wide public</li> <li>- Searching human resources needed for the implementation of the programs of continuous education in the University and outside and creation of databases</li> <li>- For the purpose of the development of human resources, organization of trainings and workshops about the modern methods of teaching, for the pedagogues of the programs of continuous education in the University</li> </ul>

Objective 6	Adjustment of curriculum to the requirements of labor market
Objective 7	Introduction of electronic forms of teaching, their implementation on the faculties and development
Objective 8	Integration of open educational resources into the teaching process
Objective 9	Establishment of remote teaching <ul style="list-style-type: none"> <li>- Inclusion of foreign professors into the teaching process via electronic format</li> </ul>
Objective 10	Establishment of the school of doctoral programs
Objective 11	Inclusion of researcher fellows of research institutes into the teaching process through offering more elective courses to students

Mobility is an integral part of academic life in 21th century. Improvement of consciousness of students and professors, diversification of a learning, teaching and academic life, and, in general, their equalization with the western standards is an important goal of the University. Improvement of the image and its popularization in the international educational space of the University is mostly dependent on such an internalization, as well as improvement of academic processes, employment of students and graduates, etc. All this can be achieved by the implementation of the following goals and objectives:

#### **Goal IV**

##### **Institutionalization of internationalization**

Objective 1	Creation of the document on the internalization strategy and policy of the University and its sharing by the University society
Objective 2	Working on improvement of qualification of academic and research personnel, post-doctoral students and students of all three degrees (traineeship abroad, offering other possibilities of qualification improvement, etc.)
Objective 3	Development of double and joint educational programs
Objective 4	Improvement of teaching of foreign languages
Objective 5	Attraction of students from foreign countries
Objective 6	Constant participation in the systems of international ranking
Objective 7	Inclusion of foreign lecturers and researchers into the teaching process, as well as in the researches planned in the TSU <ul style="list-style-type: none"> <li>- Facilitation of arrangement of international (faculty) weeks, during which the professors invited from abroad will read lectures either in the public format or in the topics stipulated by the educational program</li> </ul>
Objective 8	Increase of numbers and quality of the international programs <ul style="list-style-type: none"> <li>- Facilitation of joint researches and innovations with leading foreign universities and research centers (by supporting individual initiatives of academic and research personnel as well as by the use of other resources)</li> <li>- Facilitation of arrangement of international conferences in various fields, including, among others, jointly with other Georgian universities</li> </ul>
Objective 9	Quantitative and qualitative increase of the international partners <ul style="list-style-type: none"> <li>- Facilitation of participation of the University professors and researcher fellows of research institutes into the international scientific cooperation</li> </ul>
Objective	Diversification of English-language teaching programs, especially at the master's

10	and doctoral level
Objective 11	Marketing of educational and research abilities of the University on the international level (including with the purpose of attracting foreign citizens) - Active popularization of scientific results of the University by means of booklets
Objective 12	Facilitation of research centers existing abroad and studying Georgia, implementation of joint educational and research projects, exchange projects for academic and research personnel, joint publications (for example, Jena, Venice, Oxford centers and others)

## Goal V

### Employment of students and relation with graduates

Objective 1	Creation of opportunities for the employment of students
Objective 2	Formation of relations with graduates and the modernization of students' career development center
Objective 3	Identification of potential employers and facilitation of direct communication between them and students' career development center
Objective 4	Inclusion of graduates active on the international research scene into the process of research planning and administration in the University
Objective 5	Activation of flexible system of students' traineeship for the purpose of increase the prospects of their employment

## Goal VI

### Improvement of strategic communication

Objective 1	Development of the policy of strategic communication
Objective 2	Update of the University's image at the local and international level
Objective 3	Formation of corporative culture and unification of the University's society around the university's idea
Objective 4	Improvement of electronic communication sources of the University
Objective 5	Popularization of the idea of children's university
Objective 6	Inclusion of social and new media into the process of communication
Objective 7	Promotion of sporting teams of the University
Objective 8	Popularization of science
Objective 9	Restoration of professor's image

Effective management of the University and development of its infrastructure is a most significant precondition for the achievement of high standard of learning, teaching and research. Full use of the infrastructure existing today at the disposal of the TSU is one of our challenges. Its overcome would be possible after the implementation of the following goals and objectives:

## Goal VII

### Improvement of the practice of the University's management

Objective 1	Optimization of the administration <ul style="list-style-type: none"> <li>- Separation of the central and faculty administrations, clear definition of their rights and duties</li> <li>- Correction/change of the procedure of administration's election on the basis of contest</li> <li>- Implementation of the mechanism for evaluation of administrative personnel's working</li> </ul>
Objective 2	Attraction of academic and administrative personnel with the international experience
Objective 3	Transformation of process-oriented management system into the results-oriented system
Objective 4	Implementation of mechanisms of quality control (Key Performance Indicators) <ul style="list-style-type: none"> <li>- Development of general university system of Performance Indicators for all subjects and components of the evaluation of the teaching process</li> <li>- Diversification of intra-university mechanisms of quality management with consideration of development stage of the University</li> <li>- Successful completion of the authorization process of the TSU</li> <li>- Preparation of quality management and program accreditation experts of the TSU</li> <li>- Carrying out evaluation of academic personnel by students with reliable and valid criteria and sending the results at the end of each semester to the academic personnel</li> </ul>
Objective 5	Implementation of the self-evaluation process and arrangement of internal audit system
Objective 6	Subjection of decisions made in the management process to the strategic plan and goals
Objective 7	Update and improvement of the qualification of the University's personnel, including with the use of internal resources (LLL)
Objective 8	Implementation of united electronic system of the University's management
Objective 9	Ensuring participation of students and academic circles into the management of the University at the central and faculty levels
Objective 10	Ensuring transparency of the budget of the University
Objective 11	Improvement of electronic system of financial management and its integration into the unified electronic system of the University's management
Objective 12	Functioning of the University within the complete and unconditional autonomy, with the strict separation of competences of the University and the state
Objective 13	Initiation of legislative change: change of existing system of higher education's financing to the results-oriented system, where the number of students would not be the only governing factor
Objective 14	Improvement of the system of management and implementation of the University's educational programs

## Goal VIII

### Development of the infrastructure

Objective 1	Recording of movable and immovable property at the disposal of the University and development of long-term policy of its management <ul style="list-style-type: none"> <li>- Creation of the infrastructure in all the buildings of the University</li> <li>- Creation of the catering facilities</li> </ul>
Objective 2	Provision of infrastructure for the execution of academic (educational and research) process and its systematic update and development <ul style="list-style-type: none"> <li>- Creation of basic infrastructure for the academic personnel of the University</li> <li>- Provision of infrastructure for research activity of doctoral students, creation of conditions for the participation of bachelors and masters into the research process (working space and infrastructure)</li> <li>- Creation and improvement of research infrastructure for post-doctoral students</li> <li>- Update and development of the infrastructure of the filed bases on the balance of the University and research institutes and its use in the educational process</li> </ul>
Objective 3	Creation of electronic system of inventory
Objective 4	Development of the web space of the University <ul style="list-style-type: none"> <li>- Increase of the international visibility of the University by placing Georgian and English language information into web space</li> <li>- Creation of web space reflecting academic and research activities of the academic and research personnel of the University (or improvement of existing one), where their CVs, electronic lecture courses, textbooks, scientific works, etc. will be placed</li> </ul>
Objective 5	Arrangement of student dormitories for socially unprotected students

The triangle of universities/research organizations, industries and innovations is the guiding force for the knowledge-based economy. The resource accumulated in the University allows the real possibility of the realization of this idea in case of the implementation of goals and objectives listed below:

## Goal IX

### Diversification of financial resources

Objective 1	Formulation of the policy of financial stability
Objective 2	Use of Lifelong Learning's resources for the purpose of generating an additional income
Objective 3	Offering alternative system of financing to the state
Objective 4	Implementation of the culture of donations to the University, to facilitate scientific and technological innovations
Objective 5	Partnership between the university and an industry
Objective 6	Facilitation of startups for the purpose of generating an additional income

## Goal X

**Improvement of procedures for carrying out the contest for academic personnel and personnel salaries**

Objective 1	Improvement of procedure of carrying out the contest for academic personnel
Objective 2	Adaptation of minimal requirements for the academic personnel by the faculties, development of unified criteria in the University
Objective 3	Modernization of system of salaries of academic personnel, creation of motivation package for the purpose of the stimulation of research and innovation activities. ____

დასტურის დანართი :: დოკუმენტი: სსიპ- ივანე ჯავახიშვილის თბილისის სახელმწიფო უნივერსიტეტის განვითარების სტრატეგიული გეგმა, 2017-2021

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