2018–2024
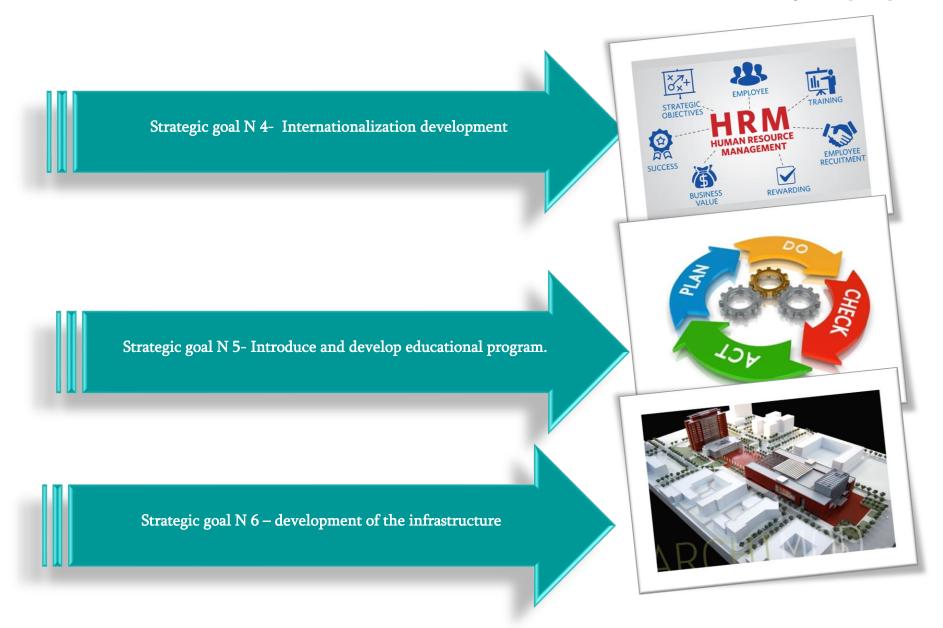
Strategic Development Plan

Strategic goal N1 –Ensure university recognition and participation in community development

Strategic goal N2 – Introduction and implementation of student-oriented instruction.

Strategic goalN3- Introduction and development of efficient Univeristy management system.

EWUNI

Strategic goal N 4- Internationalization development

Strategic goal N 5- Introduce and develop educational program.

Strategic goal N 6 – development of the infrastructure

Strategic goal N1

Ensure University recognition and participation in community development

➤ **strategic goals:**

✓ formulating the strategy to popularize the University in local and international sector and planning efficient communication process

✓ University activation in local and international media

✓ Develop university partnership on national level.

✓ develop university partnership on regional and international scale

✓ Promotion of knowledge in society and development of continuing education principles

✓ Social and cultural activity

❖ **Ways to achieve:**

➤ **Formulation and actualization of branding strategy and marketing plan-** which includes the following aspects: digital marketing, social media, organizing marketing events, creating web-sites, management and development, Facebook &google commercials, Email marketing, advertisements on Georgian and foreign web-sites, also it may include creating mobile application; content marketing and remarketing; organizing events for social, cultural , economic, environment protection and society development on national scale.

• Offering diverse university services oriented on student interests for potential students;

• Identifying target groups and strengthening marketing and communication systems with them.

- Establishment of cooperation with international agencies for attracting international students, promoting student exchange programs and involvement in its developmental activities;

- introduction of services for finding the job and present themselves successfully and popularize the services for developing the university students and attracting future students;

- planning career development services for students/graduates and implementing activities which promotes employment .

- More fundamental cooperation with potential employers, research, public and state organizations;

- Deeper cooperation with other institutions which implements similar programs, with general educational institutions in order to promote prof orientation of the students and teacher's professional development.

- Finding information on international partner higher educational institution, on research and public organizations, providing communication with them and elaborating joint researches; to include specialist from international institutions in the university educational programs;

Expected outcomes:

- The name "East West Teaching University" - "EASTWESTUNI" - associated with the high quality Georgian and foreign language programs

- Student oriented based university services are provided

- Employment support and personal development activities of the University are effective

- The University is actively involved in the development of society and facilitates "continuing education principles"

Strategic goal N2

Implementation and development of Student-oriented system

Strategic goal:

- ✓ Ensure students' involvement in the quality assurance system;
- ✓ Ensure quality and scope of student representation in management process management;
- ✓ Ensure the independence of the student self-government system and the involvement of their university management.

Ways to Achieve:

<u>Uninterrupted and automatized student-oriented services</u>- implies in short-term without any bureaucratic obstacles , provide the student with appropriate services, on university, school and program level, assist them with appropriate mechnisms.(structural units of the student-service, E-bases, Special programs , examination centers ect.

Flexibility-<u>freedom in credit accumulation possibilities</u>- the student is not restricted in choosing components while selecting the educational program, this implies accumulation of free credits, choosing minor programs, making a choice between course lecturers , opportunity to enroll in elective courses etc.

Academic consulting: -implies the procedures or institutions, which provides the opportunities to conduct consultation(consultation hours of the professors, consultations from university administration etc.)

Career consulting- implies the procedures and institutions, which provides the opportunities to conduct aforementioned consultations (career centers, trainings/practices, internships oriented on self-development, relationship with employer to facilitates the student's employment.

- Consulting in composition of Resume (CV), trainings for writing a cover letter, trainings for interviewing
- Permanent monitoring of vacancies in labor market and providing information to students;
- Attracting potential employers for mutual cooperation;
- Participation and organization of employment forums;
- Working with employers to organize various promotional or informational events, meetings, to facilitate the conections of students and employers and exchange of information;
- Promotion of employment with disabled students and other vulnerable groups (socially vulnerable, Refugee families and others).
- Assistance to find an internship, part-time jobs
- Promotion of employment in university clinics

Active instruction system:-implies the instruction process conducted through methods and strategies oriented on student's involvement , which is totally different from passive instruction process which was oriented on the teacher and requires to use the following methods: project-based , case-based, problem-based instruction process.

Having feedback process and its active application- implies assessment of each learning programs and courses by the students, also assessment of the program by the graduates , that is supposed to be used in quality development. While examining feedback mechanisms it is important to provide feedback for the students (commenting on corrected papers , having appeal system etc)

Proportion between the students and lecturers-implies how high is the proportion between the lecturers and the students , what is the number of student for each lecture/seminar/practical? How frequently do they use methods of working with small groups by taking specificities of educational programs into consideration.

Application of diverse method for grading the student - implies, how much does the methodology applied in

Instruction process promotes all the students to show their skills and grade learning outcomes adequately. In addition, how diverse is the instruction method for evaluating different types of students? This implies that the more diverse is the grading system the more provided is adequate evaluation of different students.

Availability of the university library –implies , what is the university library schedule to provide the service for the students and whether it offers services on weekends and during non working hours, how much is the library fund provided with the literature mentioned in the learning course syllabi and if the library is provided with relevant inventory.

Inclusive educational environment-implies, is the University environment inclusive for the students of special needs, also, strategy and vision for the development of inclusive environment and achieveing international standards.

Antidiscriminative policy and observing students' interest – it implies if the rights of different types of minorities (religious, ethnics etc) are observed in different institutions and if the specific activities oriented on integration are conducted.

Student representatives- firstly, it implies, existence of self-governance and how frequently do the students participate in making university decisions(councils, commissions, working groups etc.) also, if the students have the opportunity to express their views and recommendations.

Student involvement in the University and public activities-implies the mechanisms that are offered to involve the students in the University activities.

Student social support policy-implies material and non-material aids for socially vulnerable students, that is expressed by giving the grant or scholarship and promoting their participation in local and international research and professional projects.

Expected outcomes:

Student-oriented instruction process is provided and actualized; demand from future students is growing and dynamic. Institution is competitive on educational market, as on national, regional and international level. Diversification of the student services and growth of student involvement –management based on effective student service provides actualization of the moto –**be as close with our students to know what they need.** The services based on these needs and their mechanisms provide the university student satisfaction, that is important for the university advancement and development.

Strategic goal N3

Introducing and development of efficient university management system

Strategic goals:

- Establishment of Quality Assurance Culture;

- Establishment and development of the PDCA approach in ensuring the maintenance of the crop;

- Implementation and development of effective management of human resource management;

- Implementation and development of effective financial management;

- Introduction and development of electronic systems in university management

- Development and implementation of methodology for attraction, adaptation, development and maintenance of personnel;

- Attracting administrative and academic personnel with high potential (academic and invited personnel);

- Support to enhance the qualification of the program implementing staff;

- Develop and implement mechanisms for enhancing qualification and motivation

Ways to achieve:

- Creating and implementing clear mechanisms of quality assessment;

- Developing policies for establishing academic excellence;

- Development of internal and external mechanisms of program quality assessment and determination / improvement of indicators;

- Creating a centralized system of data collection and analysis of program quality assessment data;

- Improvement of educational programs assessment mechanisms;

- Improvement and development of student achievement assessment systems;

- Introduction of quality indicators for quality of academic personnel;

- Re-testing of current academic personnel through planned contingency;

- Perfection of job descriptions for staff responsibilities

- Supporting involvement in practical skills in trainings, trainings

- Training for administrative personnel in effective service

- Implementation of "shadow practice" of administrative personnel - taking into consideration that at this stage the university does not yet have students and so the management process is not implemented yet, the university plans for administrative personnel. "Shadow Practice". It means that representatives of the administrative staff (school dean, head of the training process management service and others) participate in partner activities in the partner universities as part of the "shadow" of the staff of the Partner University and will take part in the operational decision making process.

- Professional and Personal Development of the staff - The University will provide the workload of staff to ensure adequate remuneration for the work, promotion, recognition and appreciation of the workforce's staff

- Creating a suitable working environment for effective and efficient performance of personnel and their capabilities

- Engagement of staff to make important decisions

- Realization of University academic and scientific personnel in the development of society

Expected outcomes:

- Assessment criteria of the academic personnel are employed and the composition of the academic staff is updated / updated according to these criteria;

- The quality assurance mechanism of the university activity is effective and efficient

- Implementation of planned events / attitudes to improve management and service

- University management is more efficient and transparent

- Ensure efficient spending of time, relevant matrimonial materials and human resources.

- Motivated and qualified staff;

- Increase of stakeholder satisfaction;

- Increase efficiency of the university activity

Strategic Goal N4

Internationalization development

Strategic goals:

- Internationalization of research activities;

- Create and care for students and academic personnel recruiters network;

- Development of bilateral relations with international (partner) universities;

- Supporting the integration of international students;

- Research and development of research;

- Integrating research results in the learning process

Ways to achieve:

- Formation of a working group for elaboration and implementation of mechanisms for attracting foreign students;

- Encourage cooperation with international agencies for attracting foreign students.

- Promote student exchange programs and their involvement in their activities;

- Concluding agreements on student exchange programs for students and teachers with partner universities;

- Involve the specialists of international educational institutions in the university educational programs;

- Internationalization of educational process and research work, to find international partners and to participate in international projects;

- Integration of students and academic staff in the international educational space;

- University membership in international organizations, networks and unions;

- Development of productivity in research activities and development of university research grants system

- Development of research centers and projects

Expected outcomes:

- Active participation of academic staff in national / regional and / or international research projects

- Increase the number of academic publications and quality

- Increase the number of local / regional / international scientific activities by participation / organization of academic staff

- Social activities responsible for joint cooperation with non-governmental organizations are implemented

- is applied and efficiently used the antiplagen system;

- University scientific publications are internationally referenced;

- The university research grants system is introduced in the university.

Strategic goal N5

Introduce and the devrlopment of educational programs

Strategic goals:

- ✓ Implementation and the development of the program;
- ✓ Use of international experience in the development of educational programs
- ✓ Internationalization of Programs;
- ✓ Exercise joint programs with foreign high education universities
- ✓ Strengthening Student / Personnel / International Mobility-Exchange Programs
- ✓ Integrating research results in the study process

Ways to achieve:

- ✓ Elaboration, perfection of the medical educational program (Georgian and English language programs) and successful authorization.-Elaboration of medical educational programs (Georgian and English language programs) provides to apply for gaining the status of teaching University.
- ✓ Successful accreditation of the elaborated medical programs (Georgian and English language programs)-in the event of accredited medical educational programs (Georgian and English) the university will be able to   implement the aforementioned programs.
- ✓ Develop internal and external indicators for evaluating program qualities;

- ✓ Collect the data of the program quality evaluation and establish centralized system of the analysis;

- ✓ Perfect evaluation mechanisms of the educational program;

- ✓ Perfect and develop student achievement evaluation system;.

- ✓ Increase the component of the practice and perfect the component of its evaluation, formulate and perfect the evaluation criteria;

- ✓ Constant renewal of teaching-learning methodology , funding and co-funding of the joint projects and programs;

- ✓ Establish new relationship with future employer and maintain existed one.

- ✓ Implement modern management standard for improving learning quality , prmote the development of the organization;

- ✓ Develop new bachelor's and master's degree programs oriented on the labor market.

- ✓ Implement and develop vocational programs;

- ✓ Promote innovative instruction methods , that provides active participation of the student in the academic processes, promotion of the innovative thinking, effective application of the educational technologies and implementing objective fair and transparent procedures of the evaluation;

- ✓ Implementation of the events that promotes students' professional and intellectual opportunities, In and out the scope of the educational programs , like providing their involvement in seminars, conferences and in the events organized by the professionals , in implementing teaching visits and projects.

- ✓ Involvement of the graduates and students in the event for raising institution awareness, concentration on important needs for economic development;

- ✓ Offering training and professional retraining programs for the students, graduates and society.by taking into consideration needs for developing business and economics.

✓ Development of the new programs and strategies in order to extend the circle of the students, that implies individual programs for mobility students, adaptive programs and establishing learning environment for the students with special needs;

✓ Promote student's personal development –promote creative activities in order to develop intellectual, social and economic capital;

✓ Elaboration of the training programs and their popularization;

Expected outcomes:

✓ University educational progams are competitive in Georgian and international educational market;

✓ As a result of program renewal cycle popularity and superiority of the educational programs are provided,

✓ Evaluation criteria of the academic personnel is implemented and renewal of academi personnel membership is depend on this criteria;

✓ Within the scope of each educational program , the courses that are offere are extended , memorandums for cooperation are signed on teaching and research projects.

✓ The University is authorized for vocational programs.

✓ Within the scope of each direction the training module are implemented for professional preparation.

✓ Anti plagiarism system is implemented;

Strategic goal N6

Development of the infrastructure

Strategic goals:

- Development of existing training base
- Development of library spaces and services
- Development of university clinics
- Building and development of new Campus

Ways to achieve them.

- ✓ Development of existing buildings / buildings and construction of new campuses, its infrastructural equipments;
- ✓ Development of a professional program base development project;
- ✓ Infrastructural design of university laboratories;
- ✓ Development of other literature required for library resources, electronic scientific databases and individual studies to facilitate the implementation of educational programs.
- ✓ Technical equipping of university laboratories;
- ✓ Infrastructure development of university clinics.
- ✓ Provision of continuous service to library and laboratories
- ✓ Planning the contingency using the database using the material base
- ✓ Improvement of infrastructure for persons with disabilities

✓ Improvement of campus security mechanismsImprovement of Infrastructure for Persons with Disabilities

✓ Improvement of campus security mechanisms

Possible outcomes:

- The existing training base is optimally utilized

- Enactment of new learning Campus, ensuring adaptive environment;

- Provision of professional programs base;

- Infrastructure support for university clinic and development of research activities