

2015-2022

Strategic Development Plan







East European University (hereinafter – university) shares worldwide acknowledged principles and approaches within the educational sphere, takes into consideration successful management experiences of the universities, aims to create a higher institution that will be responsible for the qualification of its staff and share its responsibility to the society.

The university believes that a vital indicator for sustainable development is the university formalized strategy, where mission and vision are declared as the basis for the elaboration of goals and objectives.

The present standard is aimed at transparent and fair implementation of the goals set by the university. It reflects the priorities and tasks of the university, action course, tendencies, persons in charge, objectives execution deadlines, conditions and their impacts. What is more, development strategy of the given university includes a three-year action plan reflecting detailed activities to achieve declared goals and objectives.

In accordance with unforeseen changes in external factors, the university's development strategy will be reviewed periodically and relevant qualified specialists will take part in modification of the one. During the modification process all suitable business proposals will be taken into consideration.





Easty European University mission is:

Integration of teaching and research and the implementation of international educational standards;

Democracy and humanism ideals, creation of an educational environment based on Georgian and world cultural values for students and the academic community;

Students employment and retraining of academic staff taking into account varying international labor market requirements.



Vision

East European University vision is:

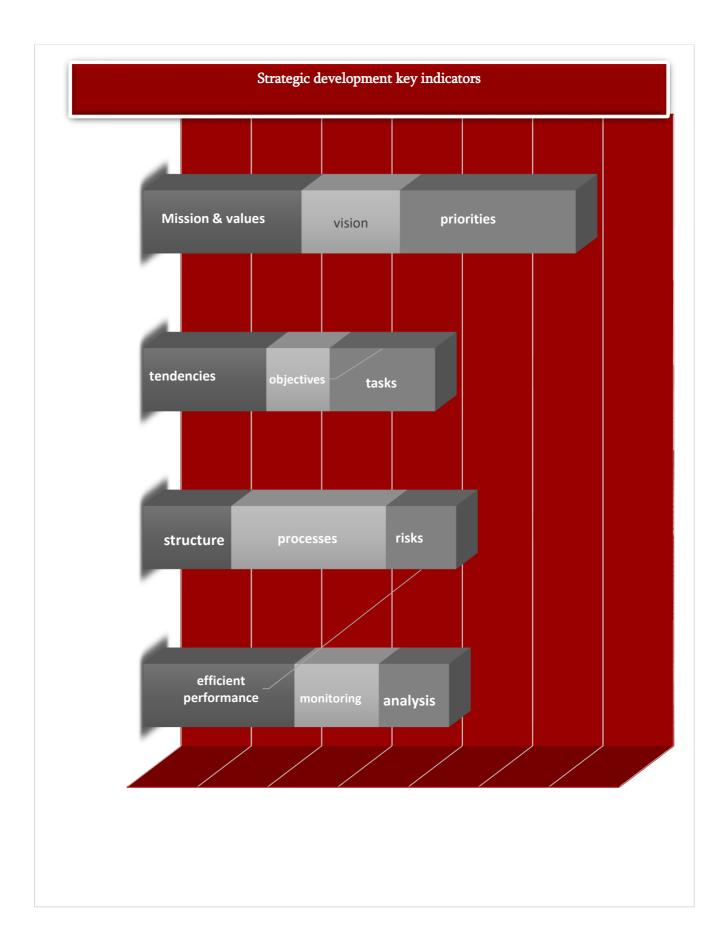
Creation of an integrated educational and scientific institution of international level in the European educational space.



Values

East European University key values are:

Professionalism, Innovation, Transparency & extensive cooperation

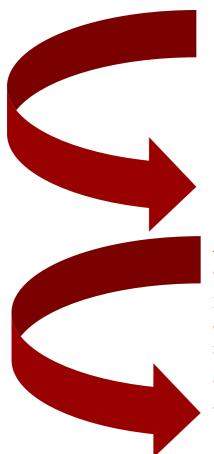


Strategic Development context

Due to its name, the university is oriented on the implementation of educational programs relevant to the European standards. On the assumption of the scope and strong competition on the national market, the university strategic decision is to prioritize continuous care for its upgrade and thus to build reputation

the educational quality and cor

and name in the educational sphere using the above mentioned approach.



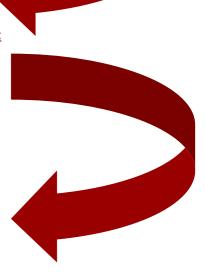
Primary Priorities:

Obtaining a three-cycle educational university status and training of qualified personnel.

Further Priorities:

Preparation of competitive specialists:

- A) Integration of research and teaching and practical results oriented;
- B) Comfortable collaborative environment and highly modernized infrastructure;
- C) Encouragement of creative activities and internationalization.



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University strategic development directions

Educational programs and internationalization:

- Elaboration of educational programs (including: doctoral and onelevel programs), modification and development;
- Considering the modeling and specifics of successful international universities educational programs in the process of elaborating educational programs (including foreign language programs);
- Increasing the number of partner international organizations and universities, attainment of joint programs and projects;
- Increase competitiveness of educational programs, and consider the employment market requirements.
- Improvement of educational programs evaluation mechanism.
- Improve student achievement assessment system.
- Implementation of internal university surveys in order to determine appropriate modifications to be brought in educational programs.
- Continuous updating of teaching methodology and adoption / use of international experience in this process.
- Diversification of student services and improve their support mechanisms.
- Establishment of new relationships with potential employers, maintaining existing ones and involvement of employers' in the teaching process to an increasing extent.
- Creating a graduate database, promoting their organizational format.
- Graduate Polls and permanent update of employment statistics.
- Elaboration of educational activities regulations, improvement of the existing ones
- Assigning accreditation to an international program

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Scientific and educational activities support, development and material – technical assurance:

- Caring for the education premises enlargement and infrastructure development. The acquisition of new premises and the opening of a new campus, improved libraries and services;
- Improving educational and infrastructural conditions for people with special educational needs;
- Improving the university infrastructure, constantly updating the material and technical base:
- Creating a database for the management of the educational process, financial and record keeping;
- Constant updating / development of the university website; Expansion of services through various electronic portals, applications and other means.
- EAST EUROPEAN UNIVERSITY Development of university library resources and constant updating of the Library Fund.
- Creating an electronic program for educational material and improving visual lectures, the development of transfer skills.
- Creation / publication of educational materials related to educational programs. Processing readers, editing textbooks, translating foreign literature into Georgian, etc.
- EUROPEAN UNIVERSITY Organizing local and international scientific and student activities: participation in research grants, publication of scientific sessions, conference / seminars etc.
- EAST EUROPEAN UNIVERSITY Supporting scientific activities, creation of supporting mechanisms and implementation of appropriate infrastructure and research activities through financial support.

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Personnel and professional development:

- Contribute to qualification training of personnel involved in the educational activities.
- Creation of supporting mechanisms to increase the research and scientific capacity of academic personnel, attract qualified staff interested in the affiliating process.
- Develop and implement mechanisms to improve the qualification and motivation of the academic personnel.

- Involve lecturers from international universities to teaching processes, program elaboration, sharing of worldwide recognized teaching methods and research activities.
- Development of HR management service activities and the introduction of modern technologies in this field.
- Professional development of management personnel (refresher courses, continuing education programs, etc.)

Administering and institutional development:

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- Representative Council's activities development promotion. Increase involvement of students and partner employer organizations
- Creation of Health Faculty, Establishment / Development of Medical Laboratories and Infrastructure, Implementation of English Language Programs
- Staff management and HR policy elaboration. Outsourcing of HR activities.
- IT infrastructure development and establishment of management policy
- Outsource e-systems management activities, implementation of modern standards and their consistent development
- Implementation of modern standards in organizational management and its consistent development
- Implementation of effective monitoring and assessment management system in the university based on universal and procedural approaches, such as plan, do, check and act cycle (PDCA cycle).
- Creating a Research Center

Establishment of laboratories:

- 1. Multi functional accelerator;
- 2. Behavioral Laboratory;
- 3. Research Project Bureau.
- Development of internal assessment mechanisms based on improving quality of the teaching process,

- Statistical data development and recommendations
- Elaboration and improvement of efficient methods and format for university product (quality education) proposals to the customers (students)
- Institutional validation by an international university
- Development of medical laboratories and increase in numbers. Opening of own medical clinic.
- Institutional Validation with International University

Strategic Development Timetable

January 2015 – including January 2022

#	Tasks	*Person in charge / Executed by	Deadli nes	Expected Results
	Scientific and Educ	ational activity support, o	developr	nent and material – resource
		assuranc	е	
1	Caring for the education	Rector, Board of	2015-	Modern technology infrastructure
	premises enlargement	Governors,	2022	and comfortable environment is
	and infrastructure	Representative Council,		provided for students and
	development. The	Department of Financial		personnel.
	acquisition of new	and Material Resource		
	premises and the	Management		
	opening of a new			
	campus, improved			
	libraries and services;			
2	Improving educational	Rector, Department of	2017-	Increase access and availability of
	and infrastructural	Financial and Material	2020	library resources; Ensuring of
	conditions for people	Resource Management		relevant human resources;
	with special educational			development of adapted
	needs;			environment.
3		Rector, Vice-Rector in	2015-	Improvement of research quality,
	Organizing local and	Scientific field,	2022	envisage interest in students and
	international scientific	Department of Scientific	2022	young researchers, scientific skilss
	and student activities:	Research and		promotion, supporting fo their
	participation in research grants, publication of	Development,		research activities.

	scientific digests,	Department of Financial		
	conference / seminars	and Material Resource		
	etc.	Management		
4			0040	
4	Supporting scientific	Rector, Vice-Rector in	2016-	Increase research projects
	activities, creation of	Scientific field,	2022	Raising and developing research
	supporting mechanisms	Department of Scientific		potential. Attracting young
	and implementation of	Research and		researchers and scientists,
	appropriate	Development,		increasing motivation.
	infrastructure and	Department of Financial		
	research activities	and Material Resource		
	through financial	Management		
	support.			
5	Improving the university	Rector, Financial and		
	infrastructure, constantly	Vice-Rector, Material		New equipment / technology,
	updating the material	Resources	2015-	modern teaching methods and
	and technical base;	Management Service	2022	standards for the implementation
	and technical base,			of matching means and tools
6	Creating a database for	Rector, Chancellary,		Efficiency and productivity of
	the management of the	Vice-Rector, Teaching		chancellery issues and electronic
	educational process,	Process Management		document flow operating in the
	financial and record	and continuity	2018-	organization, reducing the financial
	keeping;	education department,	2019	risks, improving student services.
		Department of Financial		Flexible and modern system of
		and Material Resource		education, financial and records
		Management		management;
7	Constant updating /	Rector, Vice-Rectors*,	2015-	Activating website usage and
-	development of the	Public Activities and	2022	increasing of electronic services
	university website;	Communication Service		will raise the awareness of the
	Expansion of services	23		university and its offered services
	through various			and will have an impact on
	electronic portals,			interested parties satisfaction
	applications and other			results concerning university
				offered services.
	means.			Ulicicu scivices.
8	Development of	Vice-Rectors, Faculties,	2015-	Upgrading of electronic library
	university library	Library, Department of	2022	databases, offering renewed

	resources and constant	Financial and Material		literature and implementation of
	updating of the Library Fund.	Resource Management		modern library technologies, updating material-technical base and appropriate events scheduling, supporting development of
9	Elaboration of educational material e-	Representative Council, Vice-Rectors, Faculties,	2015- 2021	Use of visual lectures in the study process has a positive effect on the
	base, visual lectures integrity, transferable skills development,	Teaching Process Management and continuity Development Department, Library		student's perception, rapid analysis and mastering the material. By use of visual lectures, theoretical topics are smoothly transited into practice application.
10	Creation / publication of educational materials related to educational programs. Processing readers, editing textbooks, translating foreign literature into Georgian, etc.	Rector, Representative Council, Vice-Rectorm Quality Assurance Service, Teaching Process Management and continuity Development Department, Faculties, Academic Personnel, Financial Service	2018-2022	Effective time management of the student. By applying these materials, the student will absorb useful and compulsory information, which consistently responds to the educational program requirements and will be provided with a scope of information he / she needs to achieve learning outcomes defined by the educational program.
	Р	ersonnel and Profession	al Devel	opment
1	Contribute to qualification training of personnel involved in the educational activities.	Rector, Quality Assurance Service, Teaching Process Management and continuity Development Department, HR Management and Legal Assurance Service	2015- 2022	As a result staff retraining, the university ensures elaborated quality of teaching process and professional development of personnel involved in the program performance.

2	Creation of supporting	Rector, Quality	2017-	Existence of supporting research
	mechanisms to increase	Assurance Service,	2020	activities mechanisms will play a
	the research and	Department of Scientific		considerable role in elaboration of
	scientific capacity of	Research and		qualified personnel selection
	academic personnel,	Development, HR		policy, strengthen motivation of
	attract qualified staff	Management and Legal		qualified personnel and enhance
	interested in the	Assurance Service		interest of invited and affiliated
	affiliating process.			staff. Furthermore, academic
				personnel will be inspired and
				motivated to get involved in
				university and research and
				research activities.
3	Develop and implement	Rector, Quality	2017 -	With supporting mechanisms, the
3	mechanisms to improve	Assurance Service,	2017 -	university will elaborate
	the qualification and	Representative Council,	2019	progressive system of Academic
	motivation of the	Financial Service, HR		Personnel periodic retraining and
	academic personnel.	Management and Legal		motivation.
	academic personnei.	Assurance Service,		mouvauon.
		Teaching process		
		continuity service,		
		continuity service,		
4	Involve lecturers from	Rector, Quality	2015-	Effective operation of research
	international universities	Assurance Service,	2022	activities. Elaboration of research
	to teaching processes,	Representative Council,		skills in master and doctoral
	program elaboration,	HR Management and		students.
	sharing of worldwide	Legal Assurance		
	recognized teaching	Service, Department of		
	methods and research	Scientific Research and		
	activities.	Development,		
5	Development of HR	Rector, Vice-Rectors,	2018 -	The use of human resources and
	management service	Representative Council,	2019	modern personnel technology to
	activities and the	HR Management and		increase the ability of employees to
	introduction of modern	Legal Assurance		fully and effectively fulfill and
	technologies in this field.	Service,		increase students and staff
				satisfaction level.

6	Professional	Rector, Vice-Rectors,	2017-	Personnel training, professional
	development of	Continuous Education	2022	retraining and development of
	academic personnel	Service, Quality		professional skills. Improved
	(training courses,	Assurance Service, HR		maintenance and administration.
	continuous educational	Management and Legal		Administrative staff will develop
	programs, etc).	Assurance Service.		effective management and service
				skills to meet current requirements.
	Edu	cational programs and Ir	nternatio	nalization
1	Elaboration of	Representative council,	2015-	Labor market demand for qualified
	educational programs	Quality Assurance	2022	staff training. Obtaining a university
	(including: doctoral and	Service, Faculties,		institution's status. Attracting
	one-level programs),	Students, Graduates,		qualified researchers and young
	modification and	Employers, External		people in science. Elaboration of
	development;	Evaluators,		university processes, realization of
				university internal capacity,
				increase and react to international
				challenges.
2	Considering the	Rector, Representative	2016 -	Improving the quality of teaching,
	modeling and specifics	Council Vice – Rector,	2019	participation in student exchange
	of successful	Faculties, Department		programs and the possibility of
	international universities	of Scientific Research		obtaining a diploma with two
	educational programs in	and Development,		degrees / two diplomas will enable
	the process of	Quality Assurance		them to gain more knowledge and
	elaborating educational	Service, Students,		skills and make them competitive
	programs (including	Employers		on the labor market.
	foreign language			
	programs);			
3	Increasing the number of	Rector, Vice-Rector,	2016-	Process of internationalization will
	partner international	Faculties, Department	2022	facilitate fast elaboration of
	organizations and	of Scientific Research		university processes and makes it
	universities, attainment	and Development,		competitive on labor market.
	of joint programs and	International Relations		
	projects;	Service, Quality		
		Assurance Service		

4	Increase	Rector, Department of	2015-	Expanded research of labor market
	competitiveness of	Scientific Research and	2022	and received results, show the
	educational programs,	Development, Quality		necessity in elaboration /
	and consider the	Assurance Service		development of educational
	employment market			programs quality.
	requirements.			
5	Improvement of	Representative Council,	2015-	Improvement of evaluation
	educational programs	Faculties, Quality	2022	mechanisms will determine level of
	evaluation mechanism.	Assurance Service,		teaching quality and the
				assessment of the program.
				Cogitative, objective, consistently
				defined mechanism gives
				opportunity to conduct proper
				analysis.
6	Improve student	Rector, Representative	2015-	assessment system will contribute
	achievement	Council, Quality	2022	to the evaluation criteria and the
	assessment system.	Assurance Service,	2022	implementation of such
	assessifient system.	Teaching Process		instruments, which will be provided
		Management Service,		to the student's further
		Faculties		development and motivation.
		i doditios		development and motivation.
7	Implementation of	Rector, Representative	2015-	Relevant assessment of the
	internal university	Council, Quality	2022	learning outcomes is directly
	surveys in order to	Assurance Service,		proportionate to the validity of the
	determine appropriate	Teaching Process		qualifications awarded to the
	modifications to be	Management Service,		student to determine his/her
	brought in educational	Faculties		willingness to meet labor market.
	programs.			The outcome of the evaluation
				criteria will be the student's perfect
				readiness to the requirements of
				the labor market.
8	Continuous updating of	Rector, Representative	2015-	Achivements of students will be
	teaching methodology	Council, Quality	2022	relevant towards current
	and adoption / use of	Assurance Service,		requirements as in educational
	international experience	Teaching Process		space as meet labor market needs
	in this process.	Management Service,		and expectations.

9	Diversification of student services and improve their support mechanisms.	Rector, Representative Council, Quality Assurance Service, Teaching Process Management Service, Faculties	2015- 2022	Diverse services oriented on student needs and effective consulting system ensure student satisfaction and motivation, and development of transferable skills.
1 0	Establishment of new relationships with potential employers, maintaining existing ones and involvement of employers' in the teaching process to an increasing extent.	Rector, Representative Council, Quality Assurance Service,	2015- 2022	The quality of the university's activity is evaluated by the employer as an external assessor. Creating prospects for future employment opportunities with potential employers in partner organizations. Offering diverse choices of practices and internships for students.
1 1 2	Creating a graduate database, promoting their organizational format. Graduate feedback surveys and permanent update of employment statistics.	Vice-Rector, Teaching Process Management and Continuous Education Department, Faculty Vice-Rector, Teaching Process Management and Continuous Education Department, Department of Scientific Research and Development	2016- 2019 2016- 2022	Keeping effective ways of communication with graduates Providing updated information on employment opportunities / vacancies, promotion of employment. Care for further academic and professional advancement of graduates. Survey results are based on labor market requirements, thus, elaboration / development of educational programs oriented on labor market needs and expectations.
1 3	Elaboration of educational activities regulations,	Rector, Representative Council, Quality Assurance Service,	2015- 2022	Instructions aimed at efficient and qualitative terms of service, provide successful university

	improvement of the	Faculties, Teaching		management and improve the
	existing ones	Process Management		quality of education.
		Service, Legal Service		
1	Assigning accreditation	Rector, Representative	2020-	International recognition of
4	to an international	Council, Quality	2022	university academic programs,
	program	Assurance Service,		granting students additional
		Faculties,		motivation, raising the
				international image of the
				institution
	Adı	ministering and institutio	nal deve	lopment:
1	Representative	Rector, Representative	2015	Risk mitigation measures on
	Council's activities	Council, Quality	2022	university management and
	development promotion	Assurance Service, HR		quality development by enhancing
	Increase involvement of	Management and Legal		of Representative Council's
	students and partner	Assurance Service		performance connected with their
	employer organizations			decision-making process.
				Objective assessment of strength
				and weakness and take relevant
				steps.
				otopo.
2	Creation of Health	Rector, Representative	2016-	By establishing Health faculty
	Faculty, Establishment /	Council, Vice-Rectors,	2022	feasibility of attracting international
	Development of Medical	HR Management and		students will expand, through the
	Laboratories and	Legal Assurance		implementation of educational
	Infrastructure,	service, Financial		programs competitive staff raising
	Implementation of	Service		and at last, enhancing university
	English Language			image on the international labor
	Programs			market.
3	Staff management and	Rector, Representative	2018 -	To provide integrated management
	HR policy elaboration.	Council, Vice-Rectors,	2019	of personnel management
	Outsourcing of HR	HR Management and		processes and provide full support
	activities.	Legal Assurance		for the actions performed by the
		service		staff.

4	IT infrastructure	Vice-Rector,	2015-	Information security and protection
	development and	Department of Financial	2022	increase. Offering services via
	establishment of management policy	and Material Resource		updated technologies to students
	management pency	Management		and staff. Organizational
				management level enrichment.
5	Outsource management	Rector, Representative	2018-	Computer systems and network
	e-systems activities, implementation of	Council, Department of	2019	security provision
	modern standards and	Financial and Material		New technological systems
	their consistent	Resource Management		implementation and integration into
	development			the educational process.
				the eddeational process.
				Establishing a single informative
				window. Improvement of student
				service and administration
				process.
6	Implementation of	Rector, Representative	2015-	
	modern standards in	Council, , Quality	2022	
	organizational	Assurance Service,		
	management and its			
	consistent development			
7	·	Pactor Panrocontativo	2017-	Management officiency
7	Implementation of	Rector, Representative	2017-	Management efficiency
7	Implementation of effective monitoring and	Council, , Quality	2017- 2022	assessment is an important
7	Implementation of effective monitoring and assessment	Council, , Quality Assurance Service, HR		assessment is an important element of internal quality
7	Implementation of effective monitoring and assessment management system in	Council, , Quality		assessment is an important element of internal quality assurance and its development
7	Implementation of effective monitoring and assessment management system in the university based on	Council, , Quality Assurance Service, HR		assessment is an important element of internal quality assurance and its development supports conduction of quality
7	Implementation of effective monitoring and assessment management system in the university based on universal and procedural	Council, , Quality Assurance Service, HR		assessment is an important element of internal quality assurance and its development supports conduction of quality training / research processes,
7	Implementation of effective monitoring and assessment management system in the university based on universal and procedural approaches, such as	Council, , Quality Assurance Service, HR		assessment is an important element of internal quality assurance and its development supports conduction of quality training / research processes, ensures organization's
7	Implementation of effective monitoring and assessment management system in the university based on universal and procedural approaches, such as plan, do, check and act	Council, , Quality Assurance Service, HR		assessment is an important element of internal quality assurance and its development supports conduction of quality training / research processes, ensures organization's sustainability and maintains
7	Implementation of effective monitoring and assessment management system in the university based on universal and procedural approaches, such as	Council, , Quality Assurance Service, HR		assessment is an important element of internal quality assurance and its development supports conduction of quality training / research processes, ensures organization's sustainability and maintains consistent dynamic of the
7	Implementation of effective monitoring and assessment management system in the university based on universal and procedural approaches, such as plan, do, check and act	Council, , Quality Assurance Service, HR		assessment is an important element of internal quality assurance and its development supports conduction of quality training / research processes, ensures organization's sustainability and maintains

8	Creating a Research	Rector, Representative	2016 -	Create continuity cooperation
	Center	Council, Vice- Rectors,	2019	between university, business and
	Establishment of	Quality Assurance		research with active involvement
	laboratories:	Service, Department of		of each party.
	laboratories.	Scientific Research and		Practice-based student studies
	1. Multi functional	Development,		with active participation of the
	accelerator;	Financial and Material		companies / organizations, which
	2. Behavioral	Resources		in turn will contribute to the
	Laboratory;	Management		realization of the research results,
		Department		studies and students potential
	3. Research Project	Dopartirion		towards research.
	Bureau.			towards research.
9	Development and	Rector, Board of	2018-	Improve the quality of teaching
	increase of medical	Governors,	2022	research and practice in medical
	laboratories	Representative Council,		direction and improve the quality of
	Own medical clinic	Faculty, Department of		the teaching process.
	establishment	Financial & Material		Students and staff are equipped
		Resources		with modern technological
		Management		infrastructure and comfortable
				environment.
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	Development of internal	Rector, Representative		Lies of data obtained as a
0	assessment	Council, Vice Rector,	2015	Use of data obtained as a
	mechanisms based on	Quality Assurance	2015- 2022	monitoring result to improve the
	improving quality of the	Service, Teaching	2022	quality of teaching process and administration.
	teaching process,	Process Management Department		aummstration.
		Department		
1		Quality Assurance		
1	0(-0-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	Service, Teaching		
	Statistical data	Process Management		Usage of statistical data in
	development and recommendations	Service, HR	2015-	improving the quality of teaching
	LECOMMENCATIONS	Management Service,	2022	
	recommendations	Management Service,		process and administration:
	recommendations	Deartment of Scientific		process and administration;
	recommendations			process and administration;
	recommendations	Deartment of Scientific		process and administration;

1 2	Elaboration and improvement of efficient methods and format for university product (quality education) proposals to the customers (students)	Rector, Representative Council, Vice-Rector, Department of Scientific Research & Development, Quality Assurance Service	2015- 2022	Encourage students to participate in international mobility and various projects, creation of career support services, arrangement / implementation of thematic conferences and activities, improvement of research infrastructure.
3	Institutional validation by an international university	Rector, Representative Council, Vice-Rector, structural units,	2018- 2021	Quality Development, International Recognition, University Image Improvement