

2015-2022

## Strategic Development Plan





## Introduction

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.



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## Mission

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.

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## Vision

East European University vision is:

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

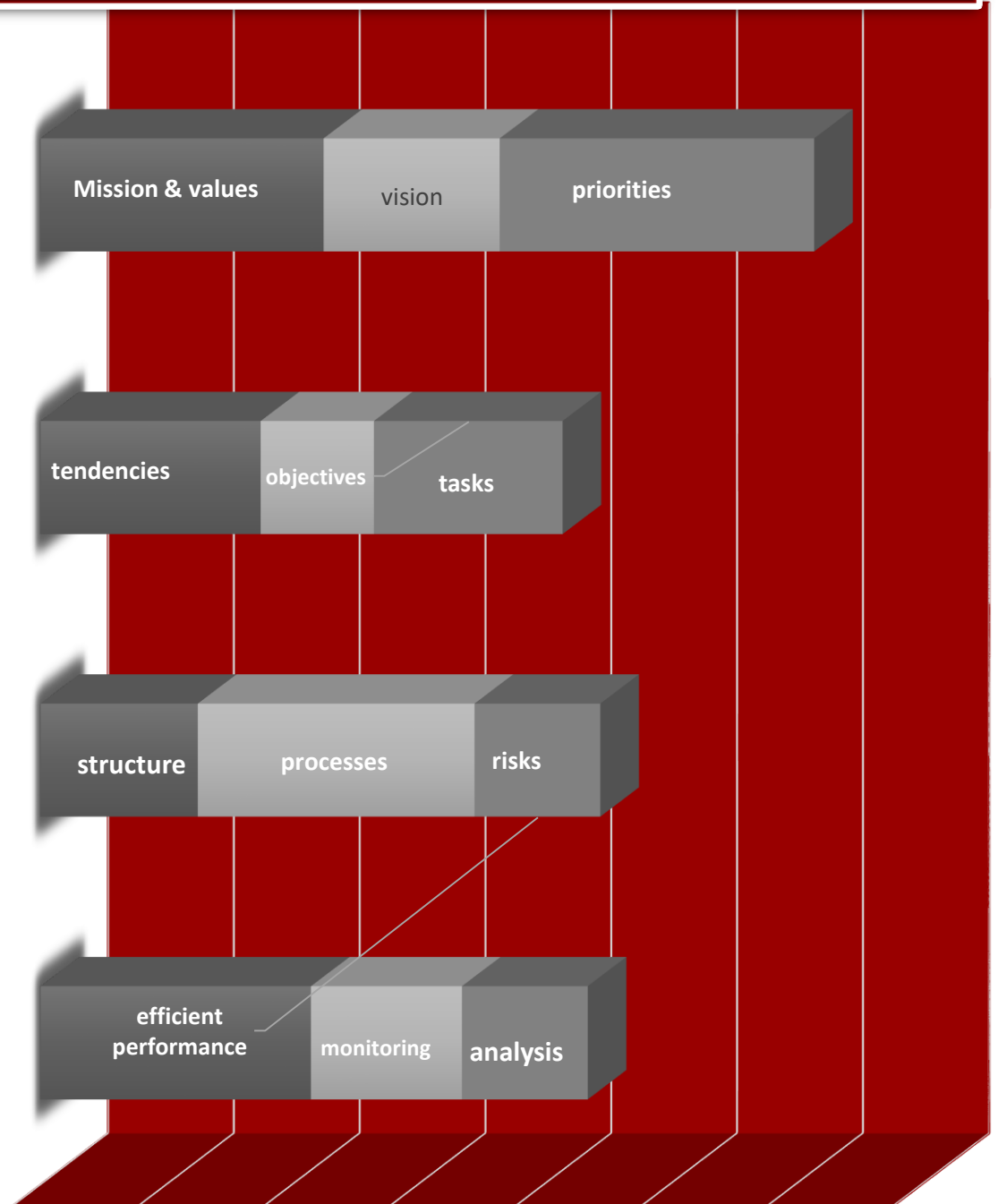
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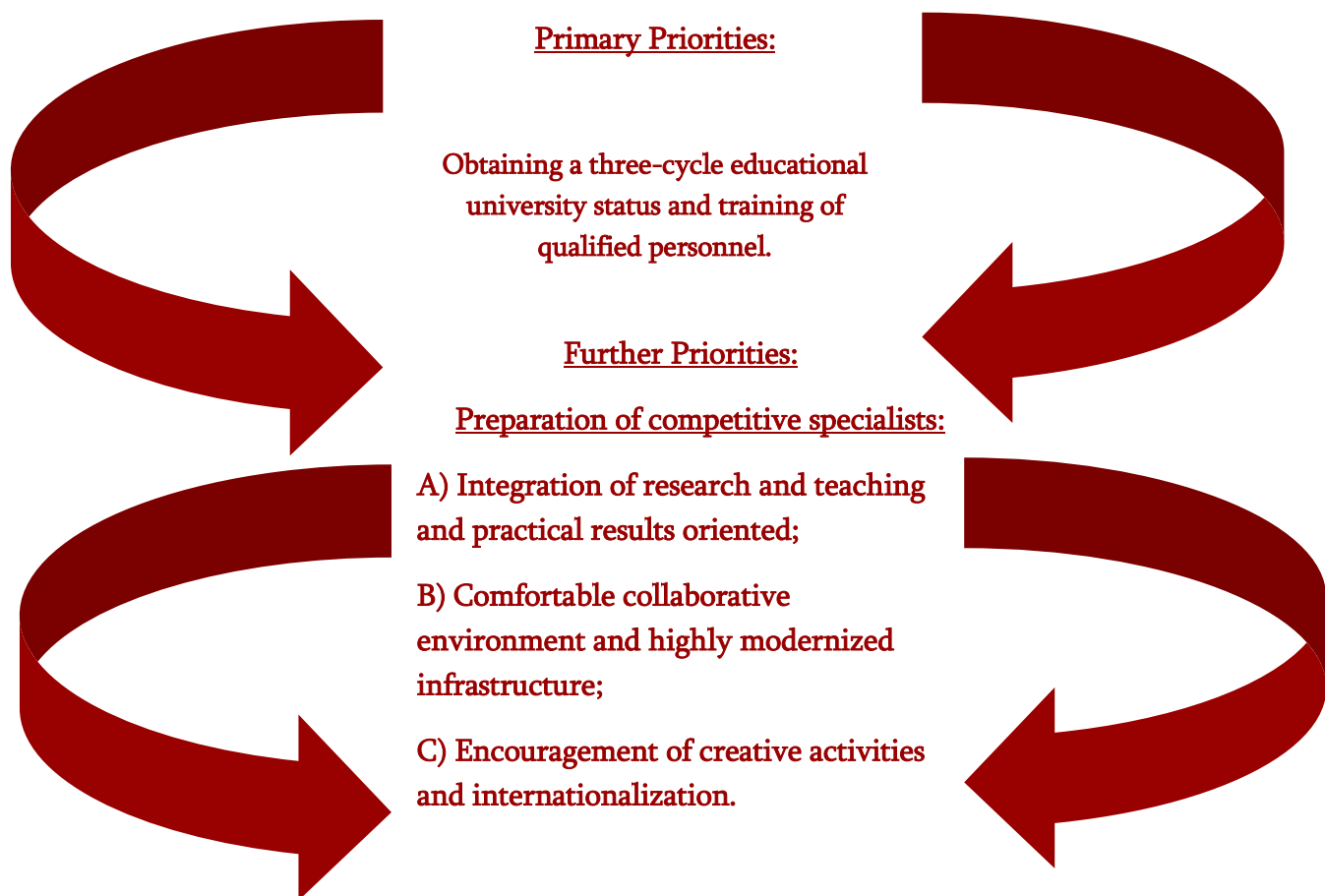
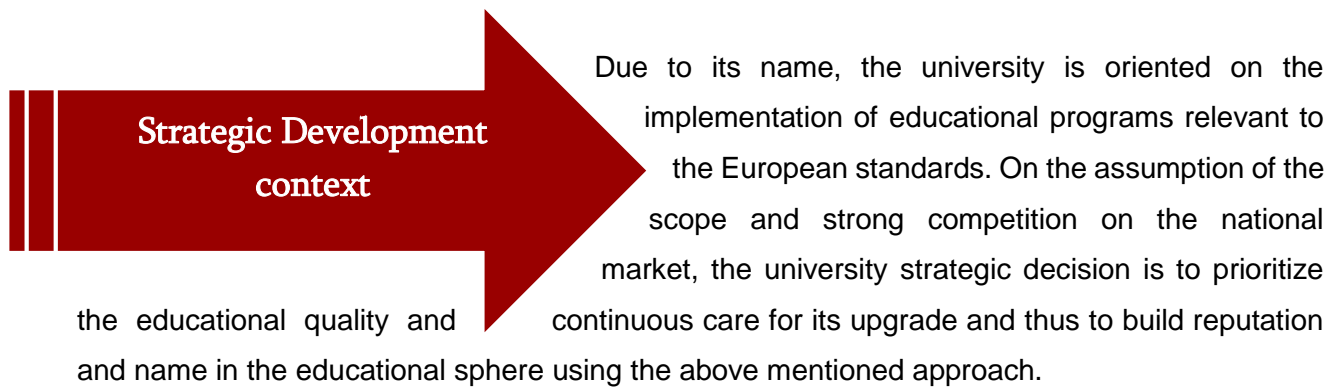
## Values

East European University key values are:

Professionalism, Innovation, Transparency & extensive cooperation

## Strategic development key indicators





### 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

## 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.



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.



Organizing local and international scientific and student activities: participation in research grants, publication of scientific sessions, conference / seminars etc.



Supporting scientific activities, creation of supporting mechanisms and implementation of appropriate infrastructure and research activities through financial support.

## 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.)

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### **Administering and institutional development:**



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	Deadlines	Expected Results
<b>Scientific and Educational activity support, development and material – resource assurance</b>				
1	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;	Rector, Board of Governors, Representative Council, Department of Financial and Material Resource Management	2015-2022	Modern technology infrastructure and comfortable environment is provided for students and personnel.
2	Improving educational and infrastructural conditions for people with special educational needs;	Rector, Department of Financial and Material Resource Management	2017-2020	Increase access and availability of library resources; Ensuring of relevant human resources; development of adapted environment.
3	Organizing local and international scientific and student activities: participation in research grants, publication of	Rector, Vice-Rector in Scientific field, Department of Scientific Research and Development,	2015-2022	Improvement of research quality, envisage interest in students and young researchers, scientific skills promotion, supporting fo their research activities.

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

	resources and constant updating of the Library Fund.	Financial and Material Resource Management		literature and implementation of modern library technologies, updating material-technical base and appropriate events scheduling, supporting development of students' relevant skills.
9	Elaboration of educational material e-base, visual lectures integrity, transferable skills development,	Representative Council, Vice-Rectors, Faculties, Teaching Process Management and continuity Development Department, Library	2015-2021	Use of visual lectures in the study process has a positive effect on the 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-Rector 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.
<b>Personnel and Professional Development</b>				
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.

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

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

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

<b>9</b>	Diversification of student services and improve their support mechanisms.	Rector, Representative Council, Quality Assurance Service, Teaching Process Management Service, Faculties	<b>2015-2022</b>	Diverse services oriented on student needs and effective consulting system ensure student satisfaction and motivation, and development of transferable skills.
<b>10</b>	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,	<b>2015-2022</b>	<p>The quality of the university's activity is evaluated by the employer as an external assessor.</p> <p>Creating prospects for future employment opportunities with potential employers in partner organizations.</p> <p>Offering diverse choices of practices and internships for students.</p>
<b>11</b>	Creating a graduate database, promoting their organizational format.	Vice-Rector, Teaching Process Management and Continuous Education Department, Faculty	2016-2019	<p>Keeping effective ways of communication with graduates</p> <p>Providing updated information on employment opportunities / vacancies, promotion of employment.</p>
<b>12</b>	Graduate feedback surveys and permanent update of employment statistics.	Vice-Rector, Teaching Process Management and Continuous Education Department, Department of Scientific Research and Development	2016-2022	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.
<b>13</b>	Elaboration of educational activities regulations,	Rector, Representative Council, Quality Assurance Service,	<b>2015-2022</b>	Instructions aimed at efficient and qualitative terms of service, provide successful university

	improvement of the existing ones	Faculties, Teaching Process Management Service, Legal Service		management and improve the quality of education.
<b>14</b>	Assigning accreditation to an international program	Rector, Representative Council, Quality Assurance Service, Faculties,	<b>2020-2022</b>	International recognition of university academic programs, granting students additional motivation, raising the international image of the institution
<b>Administering and institutional development:</b>				
<b>1</b>	Representative Council's activities development promotion Increase involvement of students and partner employer organizations	Rector, Representative Council, Quality Assurance Service, HR Management and Legal Assurance Service	<b>2015-2022</b>	Risk mitigation measures on university management and quality development by enhancing of Representative Council's performance connected with their decision-making process.  Objective assessment of strength and weakness and take relevant steps.
<b>2</b>	Creation of Health Faculty, Establishment / Development of Medical Laboratories and Infrastructure, Implementation of English Language Programs	Rector, Representative Council, Vice-Rectors, HR Management and Legal Assurance service, Financial Service	<b>2016-2022</b>	By establishing Health faculty feasibility of attracting international students will expand, through the implementation of educational programs competitive staff raising and at last, enhancing university image on the international labor market.
<b>3</b>	Staff management and HR policy elaboration. Outsourcing of HR activities.	Rector, Representative Council, Vice-Rectors, HR Management and Legal Assurance service	2018 - 2019	To provide integrated management of personnel management processes and provide full support for the actions performed by the staff.



4	IT infrastructure development and establishment of management policy	Vice-Rector, Department of Financial and Material Resource Management	2015-2022	Information security and protection increase. Offering services via updated technologies to students and staff. Organizational management level enrichment.
5	Outsource management e-systems activities, implementation of modern standards and their consistent development	Rector, Representative Council, Department of Financial and Material Resource Management	2018-2019	Computer systems and network security provision  New technological systems implementation and integration into the educational process.  Establishing a single informative window. Improvement of student service and administration process.
6	Implementation of modern standards in organizational management and its consistent development	Rector, Representative Council, , Quality Assurance Service,	2015-2022	
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 cycle (PDCA cycle).	Rector, Representative Council, , Quality Assurance Service, HR Department	2017-2022	Management efficiency 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 processes.

<b>8</b>	<p>Creating a Research Center</p> <p>Establishment of laboratories:</p> <ol style="list-style-type: none"> <li>1. Multi functional accelerator;</li> <li>2. Behavioral Laboratory;</li> <li>3. Research Project Bureau.</li> </ol>	<p>Rector, Representative Council, Vice- Rectors, Quality Assurance Service, Department of Scientific Research and Development, Financial and Material Resources Management Department</p>	<b>2016 - 2019</b>	<p>Create continuity cooperation between university, business and research with active involvement of each party.</p> <p>Practice-based student studies with active participation of the companies / organizations, which in turn will contribute to the realization of the research results, studies and students potential towards research.</p>
<b>9</b>	<p>Development and increase of medical laboratories</p> <p>Own medical clinic establishment</p>	<p>Rector, Board of Governors, Representative Council, Faculty, Department of Financial &amp; Material Resources Management</p>	<b>2018- 2022</b>	<p>Improve the quality of teaching research and practice in medical direction and improve the quality of the teaching process.</p> <p>Students and staff are equipped with modern technological infrastructure and comfortable environment.</p>
<b>10</b>	<p>Development of internal assessment mechanisms based on improving quality of the teaching process,</p>	<p>Rector, Representative Council, Vice Rector, Quality Assurance Service, Teaching Process Management Department</p>	2015- 2022	<p>Use of data obtained as a monitoring result to improve the quality of teaching process and administration.</p>
<b>11</b>	<p>Statistical data development and recommendations</p>	<p>Quality Assurance Service, Teaching Process Management Service, HR Management Service, Deartment of Scientific Research and Development</p>	2015- 2022	<p>Usage of statistical data in improving the quality of teaching process and administration;</p>

<b>1 2</b>	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.
<b>1 3</b>	Institutional validation by an international university	Rector, Representative Council, Vice-Rector, structural units,	2018-2021	Quality Development, International Recognition, University Image Improvement