



**East  
European  
University**

East European University  
(EEU)

**Strategic Development  
Plan 2026-2032**

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## History and Achievements of East European University

East European University (EEU) as a legal entity under private law, was established in 2012 and rapidly positioned itself as a quality-oriented and dynamically developing institution within Georgia’s higher education space. The university initially started its operations with undergraduate and graduate level educational programs. Since 2015, it has obtained the authorization to implement doctoral programs, thereby evolving into a complete three-cycle higher education institution. This progression reflects a high pace of institutional development, strategic consistency, and a governance culture firmly oriented toward quality assurance.

At present, EEU represents a multidisciplinary academic environment, comprising four major faculties:

- **Law and Social Sciences**
- **Business and Engineering**
- **Education Sciences**
- **Healthcare Sciences**

The university delivers 24 accredited educational programmes across all three cycles of higher education, including English-taught programmes in the fields of healthcare, business, and education. Specifically, these include One-Cycle Educational Programme of Medical Doctor, Bachelor of Nursing Educational Programme, Bachelor’s and Master’s programmes in Business Administration, and Doctoral Programme in Education Sciences. Suggesting these diverse programmes enhances the international competitiveness of the university’s educational offerings. The student body is diverse, comprising both local and international students from Europe, Asia, and other regions, which makes the academic environment of the university intercultural and globally oriented.

One of the university’s main strengths lies in its highly qualified academic staff, a significant proportion of whom hold doctoral degrees. The educational model, grounded in the integration of teaching and research, ensures alignment with contemporary standards in knowledge creation and dissemination.

Internationalisation is a key strategic priority in EEU's strategic development plan. The university collaborates with more than 50 international partner universities and is a member of up to 20 international organisations, thereby creating extensive opportunities for joint programmes, academic mobility, and research cooperation. EEU is a member of such prestigious international associations, such as European University Association (EUA), EUA Council for Doctoral Education, Advance HE (UK Academy of Higher Education), World Health Organization (WHO), European Law Faculties Association (ELFA), World Education Services (USA), Vitae (UK), etc. This membership proves the university's integration into the European educational and research area.

The university actively promotes exchange programmes and collaborative initiatives with leading European partner institutions, such as Middlesex University (UK), Sorbonne University (France), Institute of Education (UCL, UK), University of Upper Austria (Linz, Austria), Aschaffenburg University of Applied Sciences (Germany), Tuscia University (Italy), etc. Since 2015, EEU has also been consistently engaged in the Erasmus+ programme.

Infrastructure development represents a key indicator of EEU's strategic advancement. The modern campus, aligned with European standards, integrates academic, administrative, and research facilities, as well as a library and student and recreational spaces. Particular emphasis should be placed on the significant progress achieved in the field of healthcare: the university-owned teaching clinic, "Open Heart – University Hospital," together with a state-of-the-art Clinical Skills Centre (including OSCE facilities, simulation laboratories, and 3D anatomical technologies), creates a distinctive, practice-oriented learning ecosystem in the region.

It should be noted that the systematisation of research support at EEU has led to significant progress which is reflected, on the one hand, in the active operation of specialised research centres and the growing number of university publications, as well as in the quality and frequency of international joint scientific conferences. On the other hand, it is evidenced by the increased volume of publications and citation rates among the university's academic staff. Furthermore, there has been a substantial rise in both externally secured grants and internal university funding. These achievements have been impacted by a significant increase in institutional investment aimed at strengthening research support mechanisms (financial incentive systems for grant acquisition and research productivity, as well as enhanced support for academic publishing and participation in international scientific conferences, etc.).

At East European University, student services are structured as an integrated, student-oriented support system designed to promote academic, professional, and personal development. In recent years, significant enhancements have been made to consultation, digital, and administrative services, while career support mechanisms have been further developed. Student engagement in research and educational activities has expanded and a diverse range of financial and social support instruments has been introduced. Services aimed at accessibility and overall student well-being have been strengthened and international opportunities have increased. This progress is based on the management focused on student needs, feedback, and the continuous improvement of quality.

A significant achievement in the university's quality assurance and international recognition is the successful international accreditation. Six educational programmes were awarded international accreditation by the German Accreditation Agency (ACQUIN), including—for the first time in Georgia—the Bachelor's and Master's programmes in Law and the English-Language Bachelor of Nursing Educational Programme. This milestone serves as a clear affirmation of the university's academic quality, institutional reliability, and alignment with international standards.

The present Strategic Development Plan (2026–2032) is based on the university's mission, vision, and values, aiming to establish East European University as a modern, quality-oriented, internationally competitive, and highly reputable institution.

EEU continues its development as an innovative, value-driven university integrated into the European higher education space, committed to the creation and dissemination of quality-oriented knowledge and to contributing meaningfully to the advancement of societal well-being.

## MESSAGE FROM THE RECTOR OF EAST EUROPEAN UNIVERSITY

At East European University, we value academic excellence, innovation, and social responsibility.

We are pleased to present **a new Strategic Development Plan (2026–2032)**, which is more than just a document—it is the outcome of a multifaceted dialogue created by the active engagement of our stakeholders. Students, academic staff, administrative personnel, and partners have all played a vital role at every stage of the strategy's development, contributing ideas, discussions, and the identification of priorities.

As the head of the strategy group, I take responsibility for ensuring that the implementation of this plan is transparent and measurable.

Our goal is for every student to experience an education that is **student-centred, outcome-oriented, and conducive to the development of future-ready skills. We aim to strengthen research activities, enhance innovative projects, and modify scientific knowledge into practical applications.**

The achievement of these objectives is ensured through a collaborative process, in which all members of the university actively contribute to the implementation and continuous development of a quality culture. It is your contribution, initiative, and creative vision that will define the university's real social and global impact.

Our strategy is designed not only to ensure high-quality teaching and research but also to create a dynamic, inclusive, and participatory environment, where every voice matter, every idea is valued, and every initiative has the potential to lead to real outcomes.

Thank you for being part of our team. I am confident that together we will achieve the highest standards in teaching and research while making a meaningful contribution to the development of society.

**Rector**

Dr. David Cherkezishvili

The Strategic Development Plan of East European University for 2026–2032 is a comprehensive instrument developed with the active involvement of stakeholders, defining the university’s development directions, priorities, and objectives for the upcoming seven-year period.

This document builds upon the university’s significant achievements and experience in delivering high-quality teaching, research, and innovation, as well as incorporating international standards and best practice analyses. The strategy reflects a vision grounded in our students, academic staff, administrative personnel, and partners, ensuring that each stakeholder actively contributes to the university’s ongoing development.

### **The Strategic Development Plan integrates:**

- Academic and research objectives and the university’s role in serving society, industry, and the global academic community;
- Strategic goals, initiatives, and KPIs that ensure outcomes are transparent, measurable, and regularly assessed;
- A dynamic process that allows the strategy to be periodically reviewed and adapted in response to real-world challenges and opportunities;
- An inclusive and participatory approach in which all stakeholders—students, academic staff, administration, and partners—actively contribute as collaborators.

### **The presented document reflects the university’s main priorities:**

#### **Main Strategic Priorities**

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- Development of student-centered learning, teaching, and an inclusive university experience;
- Enhancement of research quality, innovation, and academic productivity, and strengthening priority scientific areas
- Expansion of public engagement, partnerships, and social responsibility, and strengthening the university’s role as an institution oriented toward societal well-being.

## Cross-Cutting Strategic Priorities

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- Development of digital capabilities and ensuring sustainable infrastructure;
- Deepening internationalisation, enhancing global positioning, and increasing institutional attractiveness.

Specific KPIs, initiatives, and procedures established in the strategy ensure the university's continuous development, distinctiveness, and sustainability.

## MISSION, VISION AND VALUES OF THE UNIVERSITY

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### Mission

The introduction of international standards following Georgian, and world cultural values, create an educational environment based on the integrity for all teaching and research activities.

Help students and staff flourish academically, personally, and civically, by providing high quality teaching, scientific research, and fellowship.

Contribute to Georgian and wider society through wisdom and dignity.

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### Vision

To make EEU an internationally recognized institution integrated into the European educational space and a leading institution within the field of higher education in Georgia. To ensure the expansion of research potential and the qualification of competitive specialists. To follow democratic principles and develop civic responsibility amongst the students and staff.

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## Values

The main values of the University are: Unity (integrity), respect, Empathy, support, conscientiousness, freedom of thinking and expression, cooperation and benevolence (goodwill)

- **Unity (integrity)** – Our (the university) aspiration is to create a professional environment, where academics, administrative staff, and students share common efforts and set strategies to implement the goals demonstrated within the university vision and mission.
- **Respect** – Our attitude within the university and to the wider society is to follow the principles of Equality, Accountability, Justice, and Ethics. In addition, there is appreciation and recognition of the effort of every member of the university community, their personal and academic freedom.
- **Empathy** – Our approach is focused/directed towards the elimination of social injustice, indifference and establish a fair society.
- **Support** – The university promotes the development of personal and professional growth of our academic and non-academic personal as well as students, the process of socio-cultural expansion of society, and establish humanistic values. We consider the special needs and interests of individuals.
- **Conscientiousness** – The significant principle of our academic and scientific work, thus, we will maintain a sense of responsibility, trust, fairness, and dignity within the university community.
- **Freedom of thinking and expression** – We are committed to the fundamental principles of academic and personal freedom and our efforts are directed to creating an environment and conditions conducive to the implementation of these principles;
- **Collaboration and benevolence (Goodwill)** – Through benevolence-based collaboration, we strive to achieve effective and mutually beneficial results in the university community as well as in relationships with partners.

## STRATEGIC PRIORITIES

In 2026–2032, East European University will conduct its activities within a clearly defined framework of strategic priorities, reflecting the main directions of the university’s development and ensuring the consistent implementation of its mission and vision.

The strategic priorities are divided into main and cross-cutting areas, providing both a focused approach to institutional development and a holistic, integrated perspective across all processes.

### I. Main Strategic Priorities

The core of the university’s development is structured around the following key areas

- **Development of student-centered learning, teaching, and an inclusive university experience** – Ensuring high-quality, student-centred education and developing an inclusive and equitable learning environment. Promoting the academic, personal, and professional development of students, while strengthening an inclusive, equitable, safe, and supportive university environment. Developing contemporary pedagogical approaches and the effective practices of teaching and learning.
- **Enhancement of research quality, innovation, and academic productivity, and strengthening priority scientific areas** – Systematic strengthening of the university’s research capacity and enhancement of research quality and academic productivity. Increasing the volume of internationally peer-reviewed and high-impact scientific outputs, promoting innovative activities and interdisciplinary collaboration. Targeted development of the university’s priority research areas and support for early-career researchers.
- **Expansion of public engagement, partnerships, and social responsibility, and strengthening the university’s role as an institution oriented toward societal well-being** – Strengthening the university’s role as an institution responsible for societal development and ensuring the effective implementation of its third mission. This includes expanding collaboration with the community, as well as with public, private, and civil society organisations; applying the university’s knowledge, expertise, and resources to address societal needs; deepening the principles of social responsibility; and supporting initiatives that promote social well-being, sustainable development, and positive social impact.

### II. Cross-Cutting Strategic Priorities

The implementation of the main priorities is ensured through the integration of the following cross-cutting areas:

- **Development of digital capabilities and ensuring sustainable infrastructure** – Promoting the digital transformation of teaching, research, governance, and administrative processes through the adoption of modern technological solutions and the development of digital services. Gradually developing the university’s physical and digital infrastructure into a safe, accessible, modern, and needs-oriented environment that ensures institutional efficiency and long-term sustainability.
- **Deepening internationalisation, enhancing global positioning and increasing institutional attractiveness** – Strengthening the university’s integration into the global academic space and enhancing its international reputation. This includes expanding international partnerships, academic and research collaborations, and mobility opportunities, promoting joint initiatives and increasing the university’s institutional attractiveness both locally and internationally.

The implementation of the strategy places particular emphasis on the systematic integration of Equity, Diversity, and Inclusion (EDI) principles. To ensure this, the university has developed the Equity, Diversity, and Inclusion Strategy 2026–2032, which constitutes an integral part of the present Strategic Plan.

The EDI Strategy defines the university’s vision, goals, and principles in this area, and outlines specific implementation mechanisms, indicators, responsible structures, and monitoring systems. Its purpose is to foster the gradual development of an inclusive, fair, and accessible academic environment, ensuring equal opportunities and full participation for all members of the university community.

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## I. Development of Student-Centered Learning, Teaching, and an Inclusive University Experience

### Goal

The university aims to develop a high-quality, student-centred, and outcomes-based teaching system that provides education aligned with contemporary requirements, fosters the development of future-ready skills, and enhances graduates' competitiveness. At the same time, the university ensures the creation of an inclusive, equitable, and supportive academic environment that is accessible to all students, taking into account their individual needs.

### Strategic Initiatives

- Integration of outcome-based education principles in all educational programmes;
- Updating teaching, learning, and assessment methods to reflect student-centred and interactive approaches;
- Regular modernisation of curricula in line with international standards and labor market requirements;
- Integration of future-ready skills (critical thinking, digital competencies, communication, teamwork, and leadership) into the curriculum;
- Development and enhancement of internal and external quality assessment mechanisms for teaching and learning;
- Systematic use of student feedback to improve teaching quality;
- Continuous pedagogical and professional development support for academic staff;
- Development of an integrated student services system (academic, career, and psychological support);
- Increasing student engagement in academic and extracurricular activities;
- Implementation of inclusive education approaches and strengthening support for students with special educational needs;
- Integration of Equity, Diversity, and Inclusion (EDI) principles into academic programmes and institutional practices.

### Expected Outcomes

- A fully implemented student-centred teaching system at the university;
- High-quality teaching aligned with relevant international standards;
- High graduate employability and competitiveness;
- Strong student engagement and high levels of satisfaction;
- The creation of an inclusive, equitable, and diverse academic environment;

- Strengthening the pedagogical competencies of academic staff.

### **Evaluation Indicators (KPI)**

- Implementation of Outcome-Based Education (OBE) principles in all educational programmes – 100%;
- Student engagement and satisfaction index –  $\geq 85\%$ ;
- Graduate employment rate within 12 months –  $\geq 90\%$ ;
- Participation of academic staff in pedagogical development programmes –  $\geq 95\%$ ;
- Effectiveness of student feedback utilization –  $\geq 90\%$ ;
- Student satisfaction with support services –  $\geq 90\%$ ;
- Implementation level of inclusive education mechanisms – 100%.

## **II. Enhancement of Research Quality, Innovation, and Academic Productivity, and Strengthening Priority Scientific Areas**

### **Goal**

The university aims to develop a high-level research ecosystem that ensures the creation, dissemination, and practical application of innovative knowledge in response to societal and economic challenges. This goal includes strengthening interdisciplinary and applied research, expanding international scientific collaboration, and supporting the commercialisation of research outcomes.

The university places particular emphasis on the development of early-career researchers, improving the quality of doctoral education, and diversifying funding sources for research activities. At the same time, priority is given to improving research infrastructure and facilitating the development of the research process through the introduction of modern technological resources, thereby ensuring high-quality scientific activity. An important direction is also the integration of research outcomes into the teaching process and the active involvement of students in research projects.

### **Strategic Initiatives**

- Development and promotion of interdisciplinary and applied research;
- Modernisation of research infrastructure and strengthening of advanced laboratory facilities;
- Development of mechanisms for innovation and the commercialisation of research results;
- Support for the development of early-career researchers and doctoral candidates;

- Expansion of international and local research partnerships;
- Integration of research outcomes into the teaching process and increased student engagement;
- Development of mechanisms for attracting external research funding.

### **Expected Outcomes**

- Strengthened research capacity and institutional research culture;
- Increase in the number and quality of publications in internationally indexed scientific databases;
- Development of innovative products and technologies and their practical application;
- Establishment of effective mechanisms for the commercialisation of research outcomes;
- Expansion of international research collaboration and integration into the global scientific space;
- Active involvement of early-career researchers and doctoral candidates in research activities.

### **Evaluation Indicators (KPI)**

#### **Research Productivity Index:**

- Increase in the number of publications indexed in international databases (Scopus, WoS);
- Increase in citation rates of publications;
- Share of publications in high-impact scientific journals.

#### **Innovation and Commercialisation Indicators:**

- Number of registered patents and innovative products;
- Number of commercialised research projects and the income generated from them.

#### **Grant Activity Indicators:**

- Volume of research funding attracted;
- Number of implemented research projects and their budgets;
- Participation rate in international and local grant programmes.

#### **Research Capacity Development Index:**

- Number of doctoral candidates and their level of research activity;
- Engagement of early-career researchers in research projects;
- Participation in international research networks and consortia.

### III. Expansion of Public Engagement, Partnerships, and Social Responsibility, and Strengthening the University's Role as an Institution Oriented Toward Societal Well-Being

#### Goal

The university aims to establish itself as an academic institution with a high level of social responsibility, actively engaged in identifying and addressing societal challenges while creating sustainable social value. This objective entails aligning educational and research activities with societal needs, strengthening the principles of social justice, and developing mechanisms to support vulnerable groups.

The university promotes the expansion of lifelong learning opportunities, raises public awareness on relevant issues, and strengthens effective collaboration with civil society. Particular importance is placed on fostering social responsibility and active citizenship among students, including the support of volunteerism and community-oriented initiatives.

The university also commits to systematically integrating environmental sustainability principles into its operations and to promoting environmentally responsible practices and “green” initiatives.

#### Strategic Initiatives

- Development of support programmes for vulnerable groups and individuals with special needs;
- Expansion of lifelong learning programmes and increased accessibility;
- Implementation of educational and informational projects aimed at raising public awareness;
- Support and institutionalisation of student-led social and volunteer initiatives;
- Strengthening partnerships with local and international civil society organisations;
- Implementation of projects based on environmental responsibility and sustainable development principles;
- Development of mechanisms for assessing the university's social impact.

#### Expected Outcomes

- Strengthened and systematically developed social support programmes;
- Active and visible engagement of the university in societal processes;
- Increased public trust and recognition;
- Enhanced social responsibility and active citizenship among students;
- Integration of environmental and sustainable development principles into university activities;
- Increased social impact of the university at local and international levels.

## Evaluation Indicators (KPI)

### Public Engagement Indicators:

- Number and scope of implemented social and community projects;
- Level of student and staff participation in volunteer activities;
- Number of joint initiatives implemented with community partners;

### Sustainable Development Indicators:

- Improvement in energy efficiency indicators;
- Indicators related to waste management and efficient use of resources;
- Number of “green” initiatives and environmental projects;

### Social Impact Indicators:

- Quantitative and qualitative indicators of media coverage of the university’s activities;
- Number and effectiveness of social partnerships;

## CROSS-CUTTING STRATEGIC PRIORITIES

### IV. Development of Digital Capabilities and Ensuring Sustainable Infrastructure

#### Goal

The university aims to integrate modern technologies into educational programmes and accessible services/platforms, enhance digital skills, improve public services, and strengthen information security. This goal also contributes to the development of an inclusive economy and ensures increased efficiency in educational and research activities.

It encompasses the enhancement of teaching and learning processes through digital technologies, the development of hybrid and distance learning opportunities, the automation of administrative processes, and the implementation of data-driven decision-making systems.

### **Strategic Initiatives**

- Digital transformation of educational programmes;
- Development of digital infrastructure and platforms;
- Establishment of modern learning spaces;
- Modernisation of research infrastructure;
- Implementation of green campus initiatives;

### **Expected Outcomes**

- Developed digital infrastructure;
- Modernised teaching and research spaces;
- Improved administrative processes;
- Environmentally sustainable campus;

### **Evaluation Indicators (KPI)**

#### **Digital Readiness Indicators:**

- Usage rates of digital services;
- Proportion of online learning components within programmes;
- IT infrastructure upgrade indicators;

#### **Infrastructure Development Indicators:**

- Number and quality of upgraded learning spaces;
- Laboratory equipment modernisation indicators;
- Assessment of campus infrastructure conditions;

### Efficiency Indicators:

- Level of automation of administrative processes;
- User satisfaction levels;

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## V. Deepening Internationalisation, Enhancing Global Positioning and Increasing Institutional Attractiveness

### Goal

The university aims to become an internationally recognised and attractive educational institution that actively participates in global academic processes and delivers education aligned with international standards. This includes expanding its international partnership network, developing joint educational programmes, and increasing student and staff mobility.

The university places particular emphasis on participation in international research projects, the development of foreign-language programmes, and fostering a multicultural educational environment. It also aims to strengthen its international brand to attract highly qualified international students and academic staff. Furthermore, the university seeks to improve its position in international ranking systems and to obtain international accreditations.

### Strategic Initiatives

- Development of international academic partnerships;
- Strengthening student and staff mobility;
- Development of joint educational programmes;
- Increasing international visibility;
- Strengthening university branding and marketing;

### Expected Outcomes

- Expanded network of international partnerships;

- Increased international mobility indicators;
- Developed joint programmes;
- Enhanced international reputation;

## **Evaluation Indicators (KPI)**

### **International Cooperation Indicators**

- Geographic diversity of international students;
- Number of international partner institutions;
- Number of joint educational programmes;
- Participation rate in international projects;

### **Mobility Indicators**

- Number of students participating in exchange programmes;
- Proportion of international academic staff;
- Growth dynamics of international student numbers;

### **International Recognition Indicators:**

- Changes in positions within international rankings;
- Number of international accreditations;
- Indicators of increased international visibility;

## METHODOLOGY FOR STRATEGIC PLANNING

The Strategic Development Plan of East European University for 2026–2032 was developed in accordance with a systematic strategic planning methodology, based on the active engagement of stakeholders, including the university’s academic and administrative staff, students, alumni, and partners.

### **Phase I – Preparatory Activities:**

For the purpose of developing the strategy, a working group was established, which conducted a systematic analysis of the university’s current situation. The group reviewed institutional research carried out by the university, national education and science policies, trends within the local higher education system, as well as international experience and best practices.

In parallel, the working group held meetings with faculty deans, programme leaders, representatives of the student self-government, and other stakeholders in order to assess needs, existing capacities, and the expectations of international partners.

### **Phase II – Development of Strategic Documents:**

Based on the analysis of the results from the first phase, a draft of the seven-year strategy for 2026–2032 and a draft of the three-year action plan for 2026–2028 were developed, reflecting the university’s vision, goals, and priorities.

### **Phase III – Consultation and Finalisation:**

The draft documents prepared by the working group were discussed with the university’s stakeholders, including students, academic staff, administrative personnel, and employers. Based on the feedback received, the document was refined into its final version.

It was unanimously agreed that the implementation of the strategy should be periodically reviewed and, where necessary, adapted in response to emerging challenges and achieved progress, ensuring that outcomes remain transparent and beneficial for all stakeholders.

### **Monitoring of the Strategic Development Plan Implementation:**

The monitoring of strategy implementation is based on the university’s strategic planning policies and procedures. Monitoring serves as a key instrument that enables the university and its main structural units to periodically assess progress, measure achieved results, and evaluate the extent to which activities align with the strategic objectives.

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**ANNEXES:**

- SWOT Analysis - [Annex N°1](#)
- Key Milestones of the Strategic Plan - [Annex N°2](#)
- Three-Year Action Plan - [Annex N°3](#)

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This document has been prepared by the Strategic Planning Group and approved by the University's Representative Council.

## SWOT ANALYSIS

### S – Strengths

- International accreditation of educational programmes;
- High-demand Georgian- and English-language programmes developed and delivered in close collaboration with international partners.
- Possession of ultra-modern university infrastructure and material-technical base (including clinical skills laboratories);
- Ownership of a university clinical base (“Open Heart – University Hospital”) and its full integration into the educational process;
- Highly qualified academic staff with a high level of loyalty;
- High level of student satisfaction;
- Advanced level of digitalisation of internal university management and administrative services;
- High level of staff satisfaction;
- Full membership in European and international educational networks;
- Implementation of inclusive and student-centred approaches within the learning environment;
- Full membership in prestigious international associations (EUA, EUA-CDE, Advance HE, ASPHER);
- High graduate employment rate (over 75%);
- Strong financial and advisory support mechanisms for socially vulnerable students (including internally displaced persons).

### W – Weaknesses

- Limited number of international academic staff in English-taught programmes;
- Low proportion of high-achieving school graduates at the undergraduate level;
- Need to further develop the potential of early-career researchers and enhance their integration into international research;
- Low rate of inbound international exchange students under the Erasmus+ programme.

- The university is not represented in global international university rankings;
- Low level of commercialisation of research and innovation outcomes;
- Need to further develop institutional mechanisms to raise student awareness of social responsibility and support volunteer initiatives;
- Increasing demand for electronic resources in the context of a growing student population.

#### **O – Opportunities**

- Growing trends in the international education market and increasing flows of international students;
- Rising demand for lifelong learning and certification programmes in global and local markets;
- Increasing demand for highly qualified, specialised English-speaking professionals in the labour market;
- Growing availability of funding for research from national and international donor organisations;
- Global trend of support from international funds for environmental responsibility and sustainable development initiatives;
- Advancements in hybrid/distance learning technologies and digital tools in higher education;
- Readiness of foreign educational institutions to establish joint (binational) and exchange academic partnerships;
- Increasing demand for international accreditation, exchange programmes, and dual-degree programmes;
- Growing interest from the private sector in supporting university innovation and funding applied research.

#### **T – Threats**

- Intense global competition in higher education, particularly in attracting international students and achieving international recognition;
- Global increase in cyberattacks and information security risks alongside large-scale digitalisation;
- Ongoing tightening of external regulatory frameworks related to personal data protection;
- Rapid and unpredictable changes in global labour market demands and professional trends;
- Impact of legislative changes in the field of education.

## KEY STRATEGIC MILESTONES

The university has defined key performance indicators for assessing the implementation of the Strategic Development Plan, reflecting the level of effectiveness in learning and teaching, research, and creative activities. These indicators ensure a systematic evaluation of institutional progress and support data-driven decision-making in the process of achieving strategic objectives.

The evaluation of the Strategic Plan implementation is carried out in stages:

- **Mid-term evaluation** – in 2028;
- **Final evaluation** – in 2032.

The evaluation process includes a comparative analysis of planned and achieved results, enabling an objective assessment of progress, the implementation of necessary adjustments where required, and the enhancement of the strategy's overall effectiveness.

All key indicators reflect the actual data at the end of the respective reporting period and are based on reliable, verifiable, and transparent sources of information.

N	Key Milestone	Baseline Value	Target Value
		2026 y.	2032 y.
1.	Number of students	2059	4000
2.	Number of international students	1047	1350
3.	Ratio of available places announced in the Unified National/ Magistrate Y Ua genrolled students	58%	75%
4.	Average GPA of students	2.08	2.5
5.	Number of students with suspended status	1496	≤1300
6.	Graduate employment rate	83%	≥85%

7.	Average age of academic, research, and invited staff	49	46
8.	Ratio of academic, research, and invited staff to the number of students	1/7	1/6
9.	Proportion of affiliated academic staff to total academic staff	1/2	2/3
10.	Number of academic staff holding a doctoral degree	70%	≥75%
11.	Overall student satisfaction with educational programmes	4.2	4.5
12.	Overall student satisfaction rate	4.2	4.5
13.	Overall graduate satisfaction rate	1/4	1/3
14.	Overall academic staff satisfaction rate	4.5	4.5
15.	Overall administrative and support staff satisfaction rate	4.1	4.5
16.	Overall employer satisfaction rate	4.0	4.4
17.	Ratio of published articles to the number of affiliated academic staff	1/1	4/3
18.	Proportion of total budget allocated to research and creative activities relative to the university's budget	5/100	9/100
19.	Proportion of externally funded research and creative activities relative to the university's budget	3/100	5/100