



Ivane Javakhishvili Tbilisi State University (TSU)

Strategic Development Plan

(2018-2024)

Introduction

The TSU Strategic Development Plan is a tool that can help guide the University towards achieving its goals, in line with its mission, vision and values. The initial version of the Strategic Development Plan was developed in autumn 2016 under the guidance of the Rector, with the participation of academic and administrative staff, students, alumni and other stakeholders. It was approved by the Academic Council on December 19, 2016. The enactment of new authorization standards prompted for the renewal of the University's Strategic Development Plan in order to bring it into line with the authorization requirements.

The renewed Strategic Development Plan has been based on the Unified Education and Science Strategy of Georgia for 2017-2021; Social-Economic Development Strategy "Georgia 2020;" Georgia-EU Association Agreement; key recommendations of the European Higher Education Area; experience of leading European and North American universities.

A number of recent large-scale research projects on TSU's efficiency and needs assessment were also used in the process of development and renewal of the Strategic Development Plan. Among them were: Final Report for Performance Assessment of Tbilisi State University (implemented by Kelly Novak Opportunities, 2008); the 2008 Report on Institutional Utilization of Technology (implemented by AACRAO Consulting); the 2009 Research Report on Organizational Efficiency (implemented by New York SUNY Delhi University President Candace Vancko); the 2013 Research Report on Administrative Reforms at Tbilisi State University (implemented by Professor Anne Lonsdale); the 2015 Audit Report on LEPL Ivane Javakhishvili Tbilisi State University for 2012-2013 (implemented by the State Audit Office of Georgia); the 2016 Report on Assurance of Acceptable Quality of Education at Higher Education Institutions (implemented by the State Audit Office of Georgia); the 2017 research conducted by PricewaterhouseCoopers Central Asia and Caucasus B.V. Georgia branch.



The Strategic Development Plan was also based on the analysis of results achieved through the implementation of the 2011-2017 strategy. Moreover, a working group was set up under the leadership of the Rector that united the representatives of academic and scientific, as well as administrative and auxiliary staff, students. The strategy was finalized after consultations with alumni, potential employers, representatives of non-governmental organizations and government agencies.

The present document reviews the key strategic challenges faced by TSU and represents a framework for action that will make it possible to overcome these challenges and achieve the strategic goals through giving due consideration to the existing possibilities.

I. Methodology of Strategic Planning

A working group is set up by the Rector's individual administrative legal act. The group is led by the Rector and it is tasked to develop the University strategy. The group unites the representatives of academic and scientific, as well as administrative and auxiliary staff, students. Regular consultations are held with the representatives of faculties, research units, academic and representative councils in the process of developing the strategy.

In the process of developing the Strategic Development Plan, TSU gives due consideration to internal and external assessments of institutional efficiency, results of quality assurance, key national and international documents on the university performance and policy making, as well as experience of the world's leading universities in order to take international context into account.

Key strategic directions are identified at the initial stage of developing the Strategic Development Plan, which should be in line with the university goals set out in its statute. SWOT analysis is conducted at the next stage in line with the key strategic directions.

The working group has a constant communication with all stakeholders to outline key strategic goals and tasks, relevant activities and key indicators/criteria for their implementation. The action plan and the timeframes for the implementation of relevant activities are defined by the persons and



structures responsible for the implementation of the University's strategic development plan, considering the existing human and material, as well as financial resources.

The University's Strategic Development Plan is approved by the Academic Council, following public discussions and consultations with all stakeholders.

II. Monitoring of Implementation of Strategic Development and Action Plans

The University is obliged to monitor the implementation of strategic development and action plans. For this to happen, the Rector issues an individual administrative legal act on setting up a monitoring group that will be led by the Rector and composed of the head of the University's Quality Assurance Service, members of the Academic and Representative Councils, representatives of faculties, research units, students.

Once a year, the TSU Administration shall submit a report to the monitoring group on the implementation of strategic development and relevant action plans, according to the key fulfillment indicators. The monitoring group shall submit the results of assessing the report and relevant recommendations to the Academic and Representative Councils, which will react to them if needed.

Amendments can be made to the strategic development and action plans in case of well-founded requirements by the working group and/or monitoring group.

III. SWOT Analysis

Strengths

- The University tradition and long history
- The University reputation and prestige
- Participation in the prestigious university rankings
- Strong academic schools



- A wide range of educational programs (including those fields that are studied only here)
- Educational programs granting dual academic degrees
- Intensive international contacts
- Rich library resources
- Lifelong learning opportunities

Weaknesses

- Insufficient finances
- Outdated infrastructure
- Lack of young staff involved in teaching and scientific research
- Bureaucratic processes
- Lack of a culture of quality

Development opportunities

- Attracting additional finances from national and international sources;
- Experience in international collaboration and perspectives of its development
- Potential of students, academic and scientific personnel
- Potential of the University alumni

Threats

- Existing model of funding higher education and science



IV. Structure of Strategic Development Plan

I. Strategic direction: scientific, research and innovative activities

Strategic goal 1: Development of scientific, research and innovative activities

Strategic goal 2: Integration of scientific research into educational process

Strategic goal 3: Internationalization of scientific, research and innovative activities

Strategic goal 4: Improvement of scientific, research and innovation infrastructure

II. Strategic direction: educational activities

Strategic goal 5: Modernization of educational programs

Strategic goal 6: Internationalization of education activities

Strategic goal 7: Promotion of lifelong learning

Strategic goal 8: Improvement of educational infrastructure

III. Strategic direction: student life

Strategic goal 9: Development of student life

IV. Institutional development

Strategic goal 10: Improvement of management system, development of human, material and financial resources

V. Key Strategic Directions

1) Strategic direction: scientific research and innovative activities

Current situation



Ivane Javakhishvili Tbilisi State University has been successfully participating in various systems of the world's top university rankings over the past years. Especially noteworthy are Times Higher Education, Shanghai Ranking – Academic Ranking of World Universities and U.S. News & World Report (Clarivate Analytics) – Best Global Universities Ranking.

TSU has been ranked among the top 5 percent of universities in the world, according to the Times Higher Education World University Rankings 2018. TSU is ranked at No. 1001+ among 1500 world's top universities and is still the only university from Georgia and the region on the list. According to Times Higher Education World University Rankings, the top 1 000 represents no more than 5 per cent of the 20 000 higher education institutions in the world.

TSU is ranked at No. 301+ in the list of the best universities in Europe. TSU is the only university in the region that is among 400 best universities in Europe, according to Times Higher Education World University Rankings data on top colleges in Europe. TSU received highest assessment in industry income and international outlook components.

Tbilisi State University is among world top 500 universities in Shanghai Academic Ranking of World Universities (ARWU). According to Academic Ranking of World Universities in Physics, TSU is ranked No. 151-200. TSU is the first university not only from Georgia, but also from the region, represented in Shanghai Academic Ranking of World Universities.

TSU has been ranked among the top 2 percent of universities in the world, according to the U.S. News & World Report 2018 Clarivate Analytics). TSU is ranked at No. 359.

TSU is successfully participating in the major experiment of the 21st century, called ATLAS experiment, taking place at the Large Hadron Collider at the European Organization for Nuclear Research (CERN, Switzerland). Moreover, the University is also involved in the JEDI and COMET experiments planned at the Jülich Research Center and J-PARC (Japan Proton Accelerator Research Complex).



As far as the international collaboration is concerned, 11-year-old bilateral scientific relations with the Jülich Research Center are also worth noting. Not only mobility exchanges are carried out as part of this collaboration, but a modern laboratory in experimental physics SMART|EDM Lab and a SMART AtmoSim Lab specialized in atmospheric analysis were also opened over the past two years.

In terms of improving the quality of scientific research, it is important to note a new minimum standard for doctoral degree, which envisages publishing academic papers in international journals and conference materials that have been granted an ISSN code and have an international editorial board (or a scientific committee), that are disseminated internationally and are open for international collaboration. Moreover, at least one publication should be printed in an international journal (or conference materials) that are indexed by Scopus, Web of Science, ERIH PLUS databases.

Research promotion and productivity is confirmed by TSU's academic journals indexed by Scopus or ERIH PLUS. In particular, two journals released by Ilia Vekua Institute of Applied Mathematics ("Bulletin of TICMI" and "Lecture Notes of TICMI"), as well as a journal "Memoirs on Differential Equations and Mathematical Physics" released by Andrea Razmadze Mathematical Institute are indexed by Scopus, and a journal "Sjani" (<http://www.sjani.ge/>) released by Shota Rustaveli Institute of Georgian Literature and a journal "Ekonomisti" (<http://ekonomisti.tsu.ge/?leng=eng&cat=nomer>) released by Paata Gugushvili Institute of Economics are indexed by ERIH PLUS. As for a journal "Transactions of A. Razmadze Mathematical Institute" released by Andrea Razmadze Mathematical Institute, it is placed in Elsevier's ScienceDirect database.

As a result of reforms carried out in Georgia's science, technology and innovations (STI) sector in 2010-2011, 16 research institutes were merged with Ivane Javakhishvili Tbilisi State University. Since the reform had a formal nature, the research institutes lacked an opportunity to develop, while TSU had no opportunity to use their rich material and human resources. In order to eradicate a distance between these institutions, amendments were made to the Law on Higher Education in 2015 aiming to deepen integration between research and learning and to increase research potential. Despite positive changes, this latter still faces certain challenges mainly in connection with improvement of research quality and development of innovative culture that, in turn, is caused by lack of funding.



Cooperation of the University and research institutes with the private, public and non-governmental sectors is not developed sufficiently. As a result, it becomes impossible to use TSU's scientific resources in a number of fields, to define priority research topics and to ensure technology transfer and research commercialization that is so essential for the development of an institution.

Despite improved academic activities, it is still necessary to share and introduce key priorities typical for the international science and technology space, research culture, ethical norms and approaches that is directly linked to deepening the process of internationalization. It can be achieved through the involvement in international projects and programs.

It is important to update scientific devices and software existing at the University's research units, as well as to introduce internationally recognized norms and approaches of maintaining, operating and using.

Strategic Goal I: Development of Scientific, Research and Innovative Activities	
Strategic tasks	Indicators
Task I.1. To support academic values and culture – to increase the efficiency of the commission for academic freedom and academic ethics; to eradicate plagiarism and share international experience in combating it.	To develop academic culture policy documents on the basis of international experience; To introduce plagiarism detection software; Number of events to prevent plagiarism and raise awareness; Number of identified cases of plagiarism;
Task I.2. To develop and introduce common university minimum academic standard.	Existence of common university minimum academic standard; Results of introduction of common university minimum academic standard (number of publications, grants, etc.)
Task I.3. To raise the quality of scientific research – to promote publishing highly ranked	Number of academic papers published in highly ranked scientific journals (according to



<p>academic papers in the leading international scientific journals.</p>	<p>international bibliometric databases (SCOPUS, WoS));</p> <p>To arrange trainings/consultations for young scientists and interested persons on using bibliometric databases (that also involves publishing of articles).</p>
<p>Task I.4. To promote scientific, research and innovative activities of academic and scientific personnel especially in the directions, which are directly linked to the country's national and strategic goals and economic development, as well as in the directions, where the University has a rich tradition and development potential; to promote applied and technological research with commercialization potential (for example, budgetary co-financing for obtaining such projects).</p>	<p>Number of events promoting applied and technological research with commercialization potential;</p> <p>Amount of budgetary co-financing for applied and technological research with commercialization potential;</p> <p>STI financing from the state, international and private sources;</p> <p>STI financing from research commercialization;</p>
<p>Task I.5. To ensure administrative and financial support of academic and scientific personnel in preparing those scientific periodicals that meet the requirements of international electronic databases.</p>	<p>Number of periodicals added to international electronic databases.</p>
<p>Task I.6. To develop postdoctoral system</p>	<p>Number of postdocs;</p> <p>Putting a mechanism of financing postdocs in operation;</p> <p>Amount of money spent on financing postdocs;</p> <p>Amount of grants received by postdocs;</p> <p>Number of postdocs involved in scientific research projects;</p> <p>Number of academic papers released by postdocs;</p> <p>Number of postdocs involved in the educational</p>



	process.
Task I.7. To commercialize an academic product and to develop the ways of copyright protection, including with respect to the University's publishing and translating activities.	Number of commercialized academic products; Number of patents
Task I.8. To promote start-ups with the purpose of generating additional incomes	Number of so called spin-off companies (taking into account the restrictions imposed by Georgian legislation); Number of start-ups; Material benefits received from spin-off companies and start-ups;
Task I.9. To develop partnership between the Universities and industries; to implement special measures and encourage relevant initiatives with the purpose of strengthening the interaction between research, education and innovation (knowledge triangle) and promoting the commercialization of science.	Number of cooperation agreements signed between the University and businesses; Number of projects implemented through cooperation between the University and businesses; Student involvement in the projects developed through the cooperation between the University and businesses; Material benefits received by the University from the projects developed through the cooperation between the University and businesses.
Task I.10. To improve the mechanisms of budgetary funding of research activities and to increase funds allocated for research activities on a regular basis.	To create the system of encouraging academic and scientific personnel; Amount of student research grants.



<p>Task I.11. To modernize a payroll system for academic and scientific personnel and to link it to research results and quality.</p>	<p>New rule of the University's payroll policy (separating salaries from teaching and research activities);</p> <p>A motivation package created to encourage research and innovative activities;</p> <p>Amount of money spent on financial encouragement of research activities;</p> <p>Number of academic and scientific staff members promoted for scientific research;</p>
<p>Task I.12. To popularize science</p>	<p>Number of events aimed to popularize science within the broad public;</p> <p>Number of events organized within the Week/Festival of Science and Innovations;</p> <p>Number of events held within the framework of TSU Junior to popularize science;</p> <p>Number of participants of events aimed to popularize science.</p>

<p>Strategic Goal II: Integration of Scientific Research into Learning Process</p>	
<p>Strategic tasks</p>	<p>Indicators</p>
<p>Task II.1. Integration of research units into educational process.</p>	<p>Number of scientific staff members involved in the implementation of three-level educational programs;</p> <p>Number of scientific staff members supervising/co-supervising BA and MA students;</p> <p>Number of scientific staff members supervising/co-supervising PhD students;</p> <p>Number of scientific staff members</p>



	<p>supervising/co-supervising/coordinating three-level educational programs;</p> <p>Number of joint scientific research projects implemented by academic and scientific staff.</p>
<p>Task II.2. To increase quality of PhD educational programs</p>	<p>Number of PhD programs granting dual and joint academic degrees;</p> <p>Number of so called cotutelle agreements;</p> <p>Number of foreign co-supervisors of PhD students;</p> <p>Number of dual and joint academic degrees awarded to PhD graduates;</p> <p>Number of PhD students participating in exchange programs;</p> <p>Number of PhD grant holders;</p> <p>Number of PhD students involved in research projects;</p> <p>Number of PhD alumni;</p> <p>Number of employed PhD alumni;</p> <p>PhD student satisfaction survey results;</p> <p>PhD alumni satisfaction survey results.</p>
<p>Task II.3. To promote the establishment of doctoral schools.</p>	<p>Amount of funds raised for establishing a doctoral school;</p> <p>Presence of the university regulations on functioning of a doctoral school;</p> <p>Number of PhD programs united in a doctoral school;</p> <p>Number of students of a doctoral school;</p> <p>Doctoral school students' satisfaction figures.</p>



<p>Task II.4. To strengthen research component in BA and MA educational programs.</p>	<p>Number of student conferences;</p> <p>Number of BA students participating in student conferences;</p> <p>Number of MA students participating in student conferences;</p> <p>Number of BA students involved in research projects;</p> <p>Number of MA students involved in research projects;</p> <p>Number of funded student research projects;</p> <p>Amount of funds spent on student research projects;</p> <p>Number of scientific articles released by BA students (if any);</p> <p>Number of scientific articles released by Ma students (if any).</p>
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<p>Strategic Goal III: Internationalization of Scientific, Research and Innovative Activities</p>	
<p>Strategic tasks</p>	<p>Indicators</p>
<p>Task III.1. To internationalize research</p>	<p>Number of grants implemented in partnership with foreign higher educational institutions and research centers;</p> <p>Joint academic publications implemented in partnership with foreign higher educational institutions and research centers.</p>



<p>Task III.2. To deepen international collaboration in the direction of science, research and innovations</p>	<p>Memorandums and agreements of cooperation signed with the world’s leading universities and research centers in the fields of science, research and innovations;</p> <p>Number of scientific staff members involved in exchange programs;</p> <p>Number of international events conducted in Georgia and abroad in partnership with the world’s leading universities and research centers, whose programs/theses/conference materials (full articles) have been provided to the TSU libraries in bilingual or foreign-language electronic or print form;</p> <p>Number of Georgian and foreign participants of international academic events (conferences, seminars, workshops, etc.) held in Georgia.</p>
<p>Task III.3. To promote the activities of foreign-based Centers for Georgian Studies.</p>	<p>Number of joint educational and scientific-research projects in the field of Georgian studies;</p> <p>Number of joint educational and scientific-research events;</p> <p>Number of participants of joint educational and scientific-research exchange programs.</p>

<p>Strategic Goal IV: Improvement of Science, Research and Innovation Infrastructure</p>	
<p>Strategic tasks</p>	<p>Indicators</p>
<p>Task IV.1. To create scientific, research and innovation labs and to rehabilitate the existing ones.</p>	<p>Rehabilitated scientific-research areas;</p> <p>Newly created scientific-research areas.</p>
<p>Task IV.2. To equip science, research and</p>	<p>Purchased modern technical equipment;</p>



innovation labs with modern technology.	Amount of money spent on purchasing modern technical equipment.
Task IV.3. To renew and develop the infrastructure of field bases belonging to the University (including those belonging to its research units).	Number of renewed/rehabilitated/developed field bases; Amount of money spent on renewing/rehabilitating/developing field bases.
Task IV.4. To allocate a working space for PhD students per faculty and provide it with necessary equipment (desks, chairs, computers, laptops, tables for teamwork, etc.).	Necessary spaces specifically allocated and equipped for PhD students.
Task IV.5. To equip the University and faculty libraries with additional computers.	Number of additional computers at the University and faculty libraries
Task IV.6. To enrich the library collections with modern Georgian and foreign scientific literature, scientific periodicals, international electronic databases.	Number of acquired Georgian and foreign-language scientific literature; Number of acquired modern scientific periodicals; Access to international scientific electronic databases; Use of international scientific electronic databases; Money spent on purchasing scientific literature, periodicals, international electronic databases.
Task IV.7. To implement special measures on restoration of unique publications stored in the University library collections.	Number of restored publications; Money spent on restoration of publications; External sources of financing the restoration of publications.

2) Strategic direction: educational activities

Current situation:



Over the past years, Georgia's educational system has undergone root changes both at structural and content levels. A number of steps have been taken towards integration into the European Higher Education Area (EHEA) and European Research Area (ERA), development of education quality and internationalization of Georgian higher education system. Ivane Javakhishvili Tbilisi State University was the first to join these processes. It introduced a three-level higher education system, European Credit Transfer and Accumulation System (ECTS), internal quality assurance system. The University successfully passed through the 2011-2012 authorization and accreditation processes. It developed about 240 academic educational programs with 22 foreign-language and 7 dual degree programs. TSU is actively involved in EU's ERASMUS+ mobility programs; it has improved its material technical base; it is available to the students with special educational needs and disabilities. Moreover, the library and scientific collections have been renewed. All campus buildings are equipped with computer resource centers; moreover, the exams center and lifelong learning center are functioning successfully.

Deepening of international relations is one of the key aspects of the University's educational activities. A lot of bilateral agreements have been signed under which the University implements student, academic and administrative staff exchange programs. From 2007, new opportunities – Erasmus Mundus program and later Erasmus+ - were added to bilateral agreements and Tempus projects. These programs have significantly increased the number of both Georgian and foreign students, academic and administrative staff involved in exchange programs.

In view of internationalization, special attention is paid to joint programs as a sustainable mechanism for continuous development and internationalization of higher education quality. It should be noted that presently TSU offers 22 foreign language programs (at all three levels of education) with seven programs granting dual degree diplomas. In February 2018, two Georgian PhD students were awarded Doctor of Philology academic degrees from both Ivane Javakhishvili Tbilisi State University and the University of Bologna, within the framework of the international PhD program European Literature.

BA degree programs in STEM fields jointly implemented by TSU and San Diego State University play an important role in the development of education quality. Modern standard research labs were opened and renewed in frames of these programs.



Although these measures are being implemented to the benefit of students, academic and scientific personnel, it is not enough. Additional resources are needed to further improve the material technical base, to internationalize higher education, to attract foreign students and establish TSU as an educational center of international significance.

Although since 2013 the state spending for higher education has doubled (that involves state grants and MA grants for students, social grants for students, state scholarships, funding for the priority BA directions as well as for the development of infrastructure at higher educational institutions), it still remains the system oriented to the number of students that creates a serious threat to the quality of teaching, learning and research.

Strategic Goal V: Modernization of Educational Programs	
Strategic tasks	Indicators
Task V.1. To ensure accreditation of educational programs by the National Center for Educational Quality Enhancement	Number of accredited educational programs
Task V.2. To ensure accreditation of separate educational programs by recognized foreign accreditation agencies	Number of educational programs accredited by recognized foreign accreditation agencies
Task V.3. To bring educational programs closer to the public, science and labor market requirements	Number of employed students and graduates Graduate Degree Grade Point Average (GPA)
Task V.4. To further develop foreign-language and bilingual, joint and dual degree programs	Number of joint and dual degree programs Number of accredited foreign-language and bilingual programs
Task V.5. To modernize teaching and learning methods in line with modern requirements	Number of events aimed at professional development of academic and visiting personnel, tutors



	<p>Number of academic and visiting personnel, tutors participating in professional development events</p> <p>Student satisfaction with learning and teaching methods</p>
<p>Task V.6. To improve e-learning and to promote the introduction of mixed methods of learning</p>	<p>Number of e-learning courses (Moodle platform)</p> <p>E-learning courses usage parameters</p> <p>Number of mixed method learning courses</p> <p>Number of foreign lecturers involved in mixed method learning courses</p>
<p>Task V.7. To ensure the engagement of persons with special educational needs and disabilities in the educational process</p>	<p>Number of persons with special educational needs and disabilities engaged in the educational process</p> <p>Availability of adapted learning resources for persons with special educational needs and disabilities</p> <p>Individual curricula developed for persons with special educational needs and disabilities</p> <p>Satisfaction of persons with special educational needs and disabilities with educational process</p>
<p>Task V.8. To develop vocational programs in separate directions</p>	<p>Identified priority directions for the development of vocational programs</p> <p>Gaining the right for implementing vocational programs</p> <p>Number of accredited vocational programs</p> <p>Number of students receiving vocational education</p> <p>Technical equipment purchased in frames of vocational programs</p> <p>Interviews with students receiving vocational</p>



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Strategic Goal VI: Internationalization of Educational Activities	
Strategic tasks	Indicators
Task VI.1. To internationalize quality assurance processes	<p>Number of educational programs accredited by recognized foreign accreditation agencies</p> <p>Joint educational programs implemented in partnership with leading foreign higher educational institutions</p> <p>Number of Georgian students enrolled in joint international programs</p> <p>Number of foreign students enrolled in joint international programs</p> <p>Number of diplomas awarded by joint international programs</p> <p>Number of dual and joint degree educational programs</p>
Task VI.2. To improve the quality of foreign language teaching	<p>Number of measures aimed at improving foreign language teaching</p> <p>Number of foreign-language learning courses/modules/programs</p> <p>Number of learning courses delivered by foreign lecturers in their respective foreign language/languages</p> <p>Number of students studying on foreign-language learning courses/modules/programs</p>



	<p>Increased number of students with international foreign language certificates</p> <p>Number of latest textbooks, academic papers and scientific periodicals released in foreign languages</p>
<p>Task VI.3. To deepen collaboration with foreign universities</p>	<p>Agreements on cooperation with leading foreign universities</p> <p>Number of educational projects implemented through cooperation with leading foreign universities (including within the framework of Tempus, Erasmus Mundus and Erasmus+)</p> <p>Number of international seasonal schools</p> <p>Number of Georgian and foreign lecturers involved in international seasonal schools</p> <p>Number of Georgian and foreign students participating in international seasonal schools</p> <p>Amount of funds raised for organizing international seasonal schools</p> <p>Number of students, academic and administrative staff participating in exchange programs</p> <p>Number of students, academic and administrative staff attracted from foreign universities</p> <p>Number of foreign students enrolled without passing the unified national exams/unified master exams</p> <p>Number of international events held at TSU</p> <p>Financial support to international events held at TSU</p>



Strategic Goal VII: Promoting Lifelong Learning	
Strategic tasks	Indicators
Task VII.1. To establish the University Lifelong Learning Association of Georgia in partnership with other higher educational institutions	Existence of the University Lifelong Learning Association of Georgia
Task VII.2. To develop institutional capacities of the university lifelong learning for further popularization of the University, strengthening its role and importance.	<p>Number of lifelong learning trainings/courses/events</p> <p>Number of participants of lifelong learning trainings/courses/events</p> <p>A representative of vulnerable groups; number of persons with special educational needs and disabilities</p> <p>Number of funded projects on lifelong learning</p> <p>Incomes from projects on lifelong learning</p> <p>Incomes received from lifelong learning trainings/courses/programs/events</p>
Task VII.3. To organize relevant trainings/courses/programs/events aimed at professional and personal development of the University staff and students	<p>Number of students participating in relevant trainings/courses/programs/events aimed at professional and personal development of the University staff and students</p> <p>Number of staff members (academic, scientific, visiting lecturers, tutors) participating in relevant trainings/courses/programs/events aimed at professional and personal development of the University staff and students</p>
Task VII.4. To attract in-demand staff to further develop lifelong learning	<p>Number of external staff members attracted to conduct lifelong learning trainings/courses/events</p> <p>Number of students of Lifelong Learning Center after attracting external staff</p>



<p>Task VII.5. To cooperate with public schools to help school children familiarize themselves with the university; to increase their motivation; to arouse their interest towards science and attract the best entrants.</p>	<p>Number of events organized by TSU Junior</p> <p>Number of school children participating in the events organized by TSU Junior</p>
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<p>Strategic Goal VIII: Improvement of Education Infrastructure</p>	
<p>Strategic tasks</p>	<p>Indicators</p>
<p>Task VIII.1. To rehabilitate learning environment (auditoriums, learning labs), to improve infrastructure</p>	<p>Total rehabilitated/renovated learning areas</p> <p>Expenses defrayed on rehabilitation/renovation of learning areas</p>
<p>Task VIII.2. To equip auditoriums, rooms, learning labs, libraries with the purpose of using information technologies in the learning process (computers, software, etc.)</p>	<p>Purchased modern technical equipment</p> <p>Amount of funds spent on purchasing modern technical equipment</p>
<p>Task VIII.3. To improve infrastructure for students' extracurricular activities</p>	<p>Improved infrastructure designed for cultural and sport events</p> <p>Funds spent on infrastructure improvement</p>
<p>Task VIII.4. Adaptation of infrastructure and learning process to the needs of students with special educational needs and disabilities</p>	<p>Areas adapted to the needs of students with special educational needs and disabilities</p> <p>Learning processes tailored to the needs of students with special educational needs: for example, individual assistant; interim or examination tasks tailored to the requirements of students with special educational needs</p> <p>Amount of funds spent on adaptation of the learning area to the needs of students with special</p>



	educational needs and disabilities, purchase of auxiliary learning technologies
Task VIII.5. To unite all electronic systems of learning process management (to unite the systems of learning process management available at the University - sms.tsu.ge/lms.tsu.ge/moodle) and bring them into line with the rules regulating the learning process	Existence of the unified electronic system of learning process management Student satisfaction with the unified electronic system of learning process management
Task VIII.6. To provide students and personnel with continuous and improved Internet services	Internet service parameters A study on student satisfaction with Internet service provision
Task VIII.7. To enrich library collections with latest Georgian and foreign-language textbooks (including in line with syllabuses)	Number of purchased Georgian and foreign-language textbooks Amount of funds spent on the purchase of Georgian and foreign-language textbooks
Task VIII.8. To integrate open educational resources into the learning process	Amount of open educational resources integrated into the learning process
Task VIII.9. To gradually adapt all TSU buildings to the requirements of students with special educational needs and disabilities	Total area adapted to the requirements of students with special educational needs and disabilities Amount of funds spent on adaptation of buildings to the requirements of students with special educational needs and disabilities

3) Strategic Direction: Student Life

Current situation



Ivane Javakhishvili Tbilisi State University constantly strives to ensure effective results in the process of improving student life. TSU students, whose rights and obligations are defined by TSU Statute, Code of Ethics and individual contracts, are actively involved in the process of university management; they are represented in the TSU Senate and Faculty Councils; they form student self-government and act within the framework of relevant regulations. They have equal access to student project funding. The Student Ombudsman's Office has been established to protect student rights and interests. An electronic system of learning process management and financial settlement, as well as the university library management system and examinations center have been introduced and are developing continuously. Students are also involved in the process of developing educational programs. They are involved in the activities of special sectoral committees and are systematically participating in student surveys. Students are assisted by student service centers, student career development center, computer resource centers, reading rooms and the Department of Culture and Sport. The latter is actively involved in organizing and financing extracurricular activities; it constantly tries to popularize sport and culture, to promote healthy lifestyle among students and young people, to attract student athletes and discover talented students, to ensure their participation in the world's and national Universiade on behalf of TSU. The University offers 11 sport sections, choreographic ensemble, student theatre, modern amateur dance studio, women's and men's vocal groups, etc.

A new campus designed to accommodate 320 students was built with the state funding; the campus, which was opened in December 2017, unites three four-storey residential buildings, as well as one administrative building, housing a library, resource room, conference room, café, medical center, laundry, computer room and other infrastructure that will provide students with a comfortable environment. The campus offers hotel-type rooms with two of them specifically designed for people with disabilities. The entire infrastructure has been adapted to the requirements of persons with special educational needs and disabilities.

Of course, this campus does not meet the requirements for student dormitory; therefore, it is planned to build another modern dormitory designed for 3000 students. Despite those services, which are equally available to all students, a lot of additional measures are still needed to improve student life.

Strategic Goal IX: Development of Student Life



Strategic tasks	Indicators
<p>Task IX.1 To clearly define student rights and obligations and to improve relevant documents</p>	<p>Modified university regulations</p> <p>Instructions on the activities of student ombudsman</p> <p>Student ombudsman's report</p> <p>Results of student surveys</p>
<p>Task IX.2. To increase student involvement in the process of improving educational programs and university services</p>	<p>Report by Quality Assurance Service on student involvement</p> <p>Results of student surveys</p>
<p>Task IX3. To improve student consultancy services and to strengthen employment opportunities</p>	<p>Number of conducted open days</p> <p>Number of students participating in open days</p> <p>Number of events aimed to raise tutors' qualification</p> <p>Number of tutors participating in the events aimed to raise their qualification</p> <p>One-stop principle introduced in student services</p>
<p>Task IX4. To strengthen opportunities for student internships and employment</p>	<p>Number of events carried out by the Career Development Center</p> <p>Number of Memorandums of Cooperation signed with potential employers</p> <p>Number of internships organized with the help of the Career Development Center</p> <p>Number of internships organized by the faculties</p> <p>Number of students who underwent internships</p> <p>Number of students who got hired after an internship</p> <p>Number of students who enjoyed the services</p>



	<p>provided by the Career Development Center</p> <p>Number of students who got hired with the help of the Career Development Center</p> <p>Number of organized employment forums</p> <p>Number of students participating in employment forums</p> <p>Results of student surveys</p>
<p>Task IX.5. To offer a wide range of extracurricular activities to students and to ensure equal access to them.</p>	<p>Number of sport and cultural events</p> <p>Amounts spent on funding sport and cultural events</p> <p>Number of students participating in sport and cultural events</p>
<p>Task IX.6. To offer scholarship programs along with state support mechanisms to students with high academic achievements and socially vulnerable students</p>	<p>Number of scholarship holders with high academic achievements and from socially vulnerable groups</p> <p>Amounts spent on scholarships for students with high academic achievements and from socially vulnerable groups</p>
<p>Task IX.7. To strengthen financial support for implementation of initiatives and projects developed by student unions or separate students through competition, with full observance of the principles of transparency, impartiality and fairness.</p>	<p>Number of financed projects</p> <p>Number of students participating in financed projects</p>
<p>Task IX.8. To provide dormitory accommodation to socially vulnerable students</p>	<p>Number of students provided with accommodation</p> <p>Number of beds in the dormitory</p> <p>Total area of constructed/rehabilitated dormitory</p>

4) Strategic Direction: Institutional Development



The Tbilisi State University is the only higher educational institution represented in the world's leading university rankings. The University's educational and research activities are directed towards quality development, professional and personal development of students, academic and administrative staff, sharing international experience with them, raising awareness about the university internationally. Despite these positive factors, it is essential to promote the university's institutional development more effectively, to ensure its financial sustainability, to modernize management processes and infrastructure so that the University becomes a leading educational and research center with European values and international significance.

Strategic Goal X: Development of Management System, Human, Material and Financial Resources	
Strategic tasks	Indicators
Task X.1. To ensure financial sustainability of the University	<ul style="list-style-type: none"> Alternative model of funding offered to government structures Incomes received from lifelong learning opportunities Incomes received from national and international projects Incomes received from national and international research grants Incomes received through cooperation with industries Incomes received from scientific research and innovative activities, through start-ups and spin-offs



<p>Task X.2. To raise additional funds from donor organizations, Georgian foundations, organizations and to set up a specific foundation in order to attract young staff for implementing purpose-oriented programs (postdoctoral studies, funding of research projects implemented with student participation, etc.).</p>	<p>Amount of funds raised from various donor organizations</p> <p>Existence of the foundation supporting the University's activities and the amount of funds raised by it</p>
<p>Task X.3. To make an inventory of movable and immovable property used by the University and to develop a long-term policy of its management</p>	<p>Results of inventory of the University's movable and immovable property</p>
<p>Task X.4. To increase the involvement of information and communication technology in the University's management process</p>	<p>Electronic system of inventory</p> <p>The University's updated websites in Georgian and English languages</p> <p>Increased website traffic</p> <p>TSU personnel's electronic portal</p> <p>Information about academic, scientific, administrative and auxiliary personnel placed on TSU personnel's electronic portal</p>
<p>Task X.5. To improve human resource management system</p>	<p>System of assessment of administrative, auxiliary, academic, scientific, visiting personnel, tutors</p> <p>Number of assessed staff members</p> <p>Results of personnel assessment</p> <p>Number of events aimed at personnel's professional development</p> <p>Number of staff members participating in the events aimed at their professional development</p> <p>Number of events aimed at improving the work of administrative, auxiliary and academic personnel</p>



	<p>with students with special educational needs</p> <p>Satisfaction of personnel participating in the events aimed at professional development</p> <p>Updated/modernized rules and criteria for selecting academic personnel through competition</p> <p>Mechanism of attracting personnel with learning, teaching and research experience at leading foreign higher educational institutions and research centers</p>
<p>Task X.6. To improve the University management practice</p>	<p>Separation of duties between the central and faculty administrations</p> <p>Result-oriented, rather than process-oriented, management system</p> <p>Action plans for the University's Strategic Development Plan and their key performance indicators (KPI)</p> <p>Results of student, academic and scientific personnel surveys</p>
<p>Task X.7. To improve the University's educational and scientific research activities</p>	<p>System of assessment of the University's educational and scientific research activities</p> <p>The University's educational and scientific performance indicators</p> <p>Action plan developed to improve the University's educational and scientific performance</p> <p>Results of monitoring the fulfillment of action plan developed to improve the University's educational and scientific performance</p>
<p>Task X.8. To develop internal and external communication policy</p>	<p>Number of users of the University's website, social networks</p> <p>Increased indicators of awareness about the University newspaper</p>



	<p>The University's promotional multimedia and print materials</p> <p>Indicators of TSU's participation in national and international exhibitions and fairs</p> <p>Results of media monitoring about the University</p> <p>Events encouraging the university sport teams</p> <p>Sporting achievements of the University teams</p>
<p>Task X.9. To improve communication with TSU graduates</p>	<p>Results of study on advancement, professional development and employment of graduates (tracer study)</p> <p>Number of events aimed at employment of graduates</p> <p>Indicators of involvement of foreign-based graduates in the University life</p> <p>Number of members of Georgian University Society</p> <p>Annual report on Georgian University Society's performance</p> <p>Number of events conducted by Georgian University Society</p> <p>Amount of funds attracted by Georgian University Society for TSU development</p>
<p>Task X.10. To raise awareness about TSU internationally</p>	<p>Number of events aimed to popularize TSU's educational and research activities internationally</p> <p>Print materials prepared to popularize TSU's educational and research activities internationally</p> <p>Materials published about the University in foreign media and social networks</p>
<p>Task X.11. To modernize and internationalize the quality assurance system; to introduce a</p>	<p>Gaining authorization for 2017-2024</p> <p>Institutional self-evaluation report (annual)</p>



culture of quality	<p>Number of structural units and persons involved in quality assurance process</p> <p>Number of external stakeholders involved in quality assurance process</p> <p>Number of foreign specialists involved in quality assurance process</p> <p>Institutional assessment in frames of the European University Association's institutional assessment program</p> <p>Introduced EFQM (the European Foundation for Quality Management) model</p>
Task X.12. To improve positions in international rankings	<p>Indicators of participation in international rankings</p> <p>TSU's place in international rankings</p>