

Free Academy of Tbilisi

Strategic Development Plan





2018 - 2024



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About the document

The strategic development plan is consistent with the mission of Free Academy of Tbilisi and is based on the goals of the higher educational institution. The developed seven-year and three-year action plans of strategic development represent the process of adequate assessment of current processes and effective formation of future perspectives. The strategic development and action plans of the higher education institution help to optimize the educational processes of the higher education institution and cover all aspects of its functioning. The purpose of the strategic development plan is to develop an educational institution that focuses on ensuring high quality of education, establishing continuous learning and teaching and promoting the personal, professional and harmonious development of the individual, training highly qualified, competitive staff that matches the fundamental values and modern requirements of the labor market.

Mission, vision, values

Mission

The mission of "Free Academy of Tbilisi " is to promote learning and teaching, continuous education, personal, professional and harmonious development of the individual. The Academy is focused on preparing socially responsible highly qualified personnel in accordance with fundamental values and modern requirements for the labor market in the ever-changing digital age.

Vsion

A real and effective vision of the institutional development and future challenges of the higher education institution is important for the strategic planning process. The vision of the higher education institution describes what it contributes to the development of society and what it wants to achieve and can achieve in the future. A successful

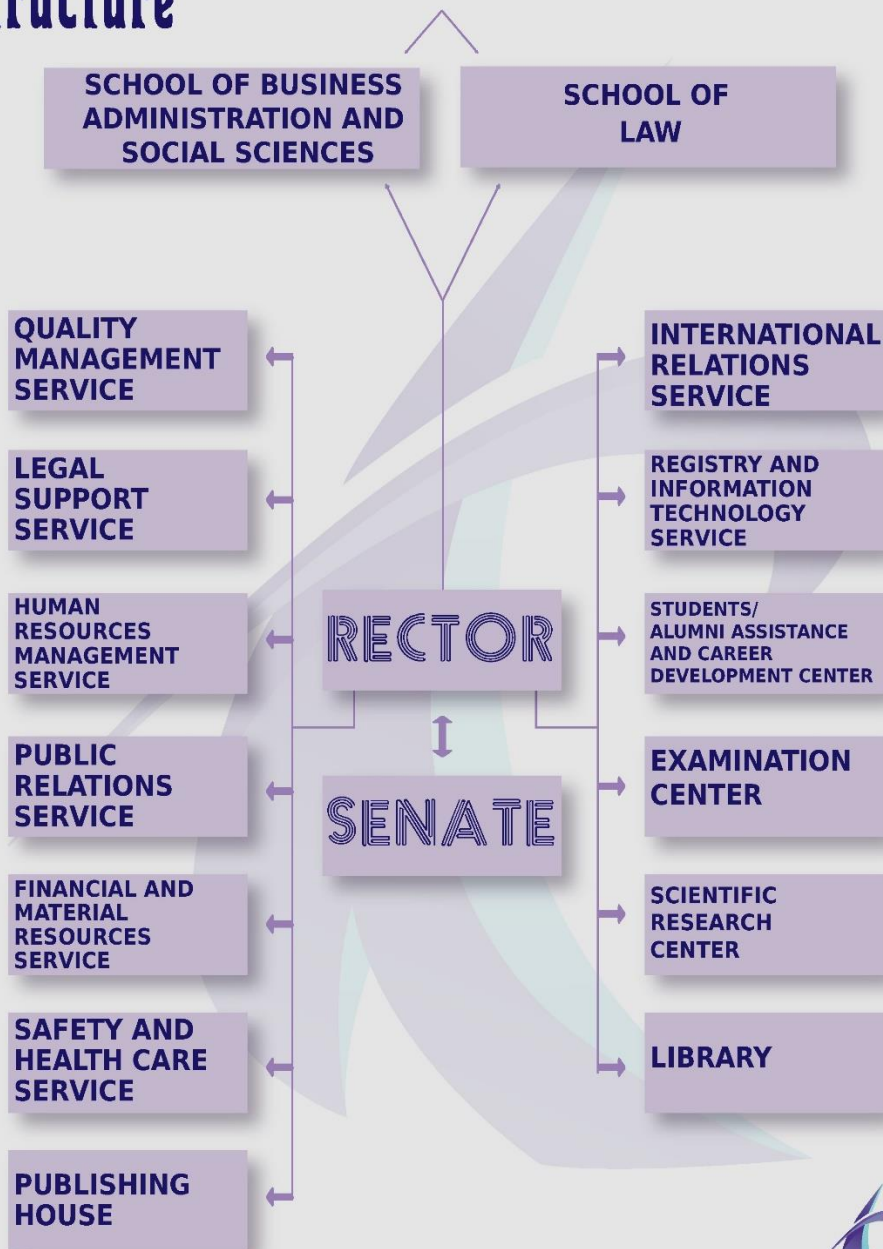
strategic development plan in the long term must be based on institutional values and promote the principle of lifelong learning. A future vision based on institutional values creates a primacy of academic freedom, which ensures educational progress, promotes the attraction of highly qualified staff and the process of engaging in an innovative environment. Adhering to the principles of equal access and impartiality, the Academy is focused on one of the most important functions of education - the process of socialization. The main vision of the higher education institution is the development of a policy of continuous improvement of the quality of education and the wide use of modern management methods, taking into account the best national and international experience.

Values

The values of the higher education institution ensure the integrity of the system, which creates the values of a unified educational space. Value is a combination of goals and means, where values are subject to change or reevaluation. The following core values are essential to ensure the sustainability of a higher education institution:

- academic freedom;
- Equality;
- justice;
- Impartiality;
- Honesty;
- creativity;
- Socialization;
- Establishment and encouragement of ethical principles.

Structure



Free Academy of Tbilisi



SWOT analysis

A SWOT analysis of the strategic plan ensures that the institution's goals are achieved. It is a participatory process and involves academy staff, students, employers and other stakeholders. Based on the final analysis of the questionnaires, the strengths and weaknesses of the academy, the opportunities for the development of the institution and the expected threats that must be overcome by the academy to achieve the strategic goals set before the institution were identified. As a result of the surveys, an assessment of the strengths and weaknesses of the academy was carried out, potential opportunities and threats of the academy were determined.

Strengths describe the institution's internal resources and positive situational realities that in turn help the academy achieve its goals. Weaknesses include negative factual circumstances, the underestimation of which can bring negative results to the Academy's activities. Capabilities are favorable resources that an organization can use to its advantage. Threats are the set of unfavorable factors that will challenge the institution.

S**Strengths**

The academy creates a primacy of academic freedom that ensures educational progress. The parties involved in the survey emphasize that the goodwill of the management team of the institution is the main strength of the institution. For the sustainable development of the educational process and providing a student-oriented environment, the strengths of the academy are:

- educational programs focused on the labor market;
- primacy of academic freedom;
- highly qualified personnel;
- sustainability of corporate culture;
- updated system of electronic case management in order to use modern technologies in the management of the Academy;
- updated student base of the academy;
- Updated official website of the Academy;
- Support of students' socio-economic status and initiatives;
- promotion of student life;
- individual approach to students;
- promotion of student/graduate employment;
- The latest infrastructure/modern material and technical base of the Academy;
- constantly updated diverse fund available on print and electronic media of the library;
- access to international scientific bases;
- Annual International Scientific Conference of the Academy;
- Academy's annual refereed scientific journal "Akademplab";
- the latest memorandums and agreements with strategic partners;
- promoting lifelong learning;
- Ensuring academic integrity.

W**Weaknesses**

- international joint programs;
- Involvement in international projects.

O**Opportunities**

During the period of the strategic plan, the priority of the academy remains to use the existing and develop the latest teaching approaches and methods that ensure the development of practical skills of research-based knowledge, which will allow the student to acquire theoretical and practical knowledge.

In this direction, continuous development and improvement of a smooth and continuously functioning system of quality development and monitoring should be implemented:

- rationalization of internationalization policy;
- continuous involvement in the international scientific space;
- Encouraging intellectual activities;
- Systematicity of employers' involvement;
- bringing students and graduates closer to potential employers;
- planning of research projects;
- planning and development of new educational programs;
- Rational budget management.

T

Threats

Threats and risks must be considered in the conditions of increasing competition. Based on the analysis of the possibilities of strategic challenges, unfavorable factors were identified, the provision of which will contribute to the effective implementation of the specified activities and the achievement of the corresponding goals. Hence resource scarcity is important, as even the world's largest universities/institutions face the problem of resource scarcity and rising costs. Accordingly, the following are threats to educational institutions:

- economic and social situation of the country;
- scarcity of students' incomes;
- reduction of potential students;
- increasing competition among universities;
- lack of employers in the labor market;
- Force majeure (turbulent) circumstances.



strategic goals

Goal N1

Development and implementation of quality assurance system

Goal N2

Optimization, development and implementation of educational programmes

Goal N3

Planning of the contingent of students, their attraction and provision of continuous support

Goal N4

Implementation of internationalization policy and research support

Goal N5

Improvement of material and informational resources

Goal N1

Development and implementation of quality assurance system

Ensuring the quality of education is one of the declared priorities of the strategic development plan, which determines the main directions and characteristics of the academy's activities. The development and implementation of the quality control system was defined as an important priority, which in turn implies the strengthening of the quality assurance functions in the institution. In particular:

- Learning - creating and implementing the quality of teaching/learning - maintaining the desired quality standard of teaching;
- Evaluation of academic staff's activities and use of evaluation results in further activities of the educational process;
- Monitoring the academic performance of students and considering the monitoring results to improve the learning process;
- Taking into account the results of the monitoring assessment, adequate response to the detected deficiencies.

Task 1.1. Improving the quality of institutional development;

Task 1.2. Ensuring the effectiveness of internal quality assurance mechanisms;

Task 1.3. Adherence to the principles of ethics and integrity.

Goal N2

Optimization, development and implementation of educational programmes

Based on the mission of the academy, its goal is to constantly strive for the perfection of the educational process, and therefore, the development of educational programs in a constantly changing environment is relevant. Tbilisi Free Academy continuously optimizes, develops and develops educational programmes.

Adding educational programmes was identified as a priority direction for the academy. Training qualified, competitive professionals means more employed people in the country.

Task 2.1. Improvement/modification of academic educational programs;

Task 2.2. Implementation of new educational programs;

Task 2.3. Ensuring accreditation of educational programs.

Goal N3

Planning of the contingent of students, their attraction and provision of continuous support

Free Academy of Tbilisi has a deep understanding of the role of education in student engagement and development. Activities planned and implemented to contribute to student development are generated by various actors: social activities planned by the institution, implemented cultural events, social responsibility, implementation of environmental activities and others. The Academy offers all students, depending on their abilities, an equal chance to use the opportunities offered and be competitive in the employment market. The Strategic Development Plan offers increasing opportunities for every student to reveal their cultural, creative, or athletic potential and succeed on the international stage. The main contribution that the institution makes to the development of society is the best prepared, highly qualified, competitive student who is equipped with the knowledge and skills necessary for the modern educational field and is ready to establish his place in the competitive environment. At the same time, the entire staff of the Academy, both academic and visiting professors, as well as administration, is focused on promoting the personal development of students of higher education and ensuring their competitiveness in the labor market, which provides quality education with a correspondingly high standard of teaching and offering and, ultimately, develops important values and values.

Task 3.1. Development of a flexible policy of student involvement and awareness in the educational space;

Task 3.2. Expansion of student support measures;

Task 3.3. Promotion of students' activities, both cognitively and intellectually.

Goal N4

Implementation of internationalization policy and research support

The Academy implements the research component within its competence in accordance with the request, the results of which will be integrated into the educational activities of the Academy.

In the implementation of the internationalization of the Free Academy of Tbilisi, an important role is played by the management, coordinated management and resolution of issues such as the creation of a strategic development plan for internationalization. The strategy, in turn, will be directed towards the institutionalization of internationalization. The single European area of higher education is also an external factor with a strong positive impact on the internationalization of higher education institutions. The aim of this process is to preserve the diversity of national systems while ensuring their compatibility in the sense of enabling mobility and exchanges between partner higher education institutions abroad.

Task 4.1. Sharing and implementation of international experience;

Task 4.2. Implementation of international cooperation mechanisms;

Task 4.3. A system of evaluation and analysis of scientific productivity of academic and guest personnel, support of the research component.

Goal N5

Improvement of material and informational resources

Free Academy of Tbilisi has the latest material resources, which are used to achieve the goals defined by the mission of the institution and fully comply with the requirements of the educational program. The material and financial resources of the higher education institution ensure the sustainable, stable and efficient functioning of the institution and the achievement of the goals defined by the strategic development plan.

To conduct the educational process, the Academy actively uses information resources, as well as the book fund in the institution's library, which is subject to constant replenishment and updating.

The financial situation of the Academy ensures the implementation of the activities outlined in the strategic development and action plans.

Task 5.1. Expansion of the material - technical base;

Task 5.2. Update/development of library resources;

Task 5.3. Update/development of information technologies.

Target marks

1. More than 85% of the Academy's administrative staff are satisfied and positively evaluate the Academy's activities;
2. More than 85% of the academic and guest staff of the Academy are satisfied and positively evaluate the activities of the Academy;
3. More than 80% of the students of the Academy are satisfied and positively evaluate the learning process;
4. More than 60% employment of academy alumni by field;
5. All educational programs operating in the academy are accredited;
6. Increasing the sustainability of corporate culture by more than 80%;
7. Increasing the mechanisms supporting socially vulnerable students by more than 75%;
8. Expansion of the material-technical base to at least 90%;
9. Digitization of book fund by more than 50%.