

Free Academy of Tbilisi



Strategic Planning Methodology



In order to effectively manage the strategic process of the Free Academy of Tbilisi LLC (hereinafter the "Academy"), it was decided to develop an effective strategic planning methodology, which should be used to implement the strategic development and action plans.

The strategic planning methodology takes into account the resources of the academy and the context of organizational management. Accordingly, the main focus of the methodology declared by the higher education institution was the maximum involvement, which is shared by the academy community and clearly outlines the most important stages of the activities to be carried out:



I Stage – Development and sharing of mission, vision and values

The mission of the Academy determines the identity of the institution, its special place in the higher education space of Georgia, preparing of active members of the democratic society, promotion of students' personal development and ensuring competitiveness in the labor market.

In the process of developing the mission, the society of the higher education institution should form a large-scale vision of the educational sphere and develop the mission of the academy by generating ideas. The process of developing the mission will be carried out with the active involvement of the administration of the Academy, academic and invited staff, students, graduates, employers and other stakeholders, as a result of joint consultations and public discussions. Finally, the mission, vision and values of the higher education institution are determined.

It is essential to understand the long-term vision of the institutional development of mission, vision and values, to align them with the goals of higher education, and to synchronize with local and international requirements.

II Stage - Formation of strategic goals and objectives and development of an action plan

The formation of strategic goals and objectives stems from the mission and the determination of the priorities of educational activities. Goals and objectives must be achievable in time, and the results of implementation must be measurable. Strategic planning is a collaborative process involving academic personnel of the academy, students, employers, and other stakeholders. Developing strategic development and action plan includes taking into account institutional development, quality assurance, planning and implementation of educational programs, analysis of trends in the employment market, planning of student contingent and other challenges and opportunities. Taking into account the state policy of higher education development, the administration of the institution will develop a working version of the strategic goals of development, after which will provide them for public discussion and generation of ideas. Based on the received feedback, the final version of the strategic goals will be developed and the tasks will be formed. After the formation of the objectives, a new cycle of public discussions is carried out, after which the final strategic goals and objectives are formulated. The final version of the strategic plan is approved by the Senate of the Academy.

Identification of responsible persons and financial resources - For each strategic task, the appropriate activity, responsible structure - person/persons, performance criteria and financial/material support should be defined.

Identification of the structure, persons and financial resources responsible for strategic tasks ensures the effectiveness of the implementation of the goals provided by the action and strategic plan of the Academy and adequate risk management.

III Stage - Monitoring mechanisms and response to monitoring results

The Academy is obliged to monitor the implementation of strategic development and action plans. In order to effectively implement the strategic process, the Academy, with the direct participation of the Quality Management Service, has developed monitoring mechanisms for the implementation of the Strategic and Action Plan. Monitoring mechanisms are tailored to the specifics of the activities outlined in the Strategic and Action Plan and therefore include the timing of monitoring, monitoring methods, the parties' commitment to information and the possible forms of response to monitoring results.

The monitoring group prepares the relevant report according to the main indicators and develops recommendations in accordance with the results of the strategic development and action plan evaluation. Changes in the strategic development plan and action plans will be made in case of a reasoned request of the monitoring group.

The administration of the academy, with the direct participation of the Quality Management Service, develops the mechanisms for the implementation of the strategic and action plan and synchronizes them with the internal regulations and procedures of the institution.



Monitoring mechanisms are:

- **Formation of a monitoring group:** The Academy is obliged to monitor the implementation of strategic development and the action plans. For this purpose, the order of the Rector (who heads the monitoring group) defines the members of the monitoring group, including the director, the head of the quality management service, the school dean, the external invitee (who may be a member of another HEI, NGO, professional association and other organization);
- **Data collection** - At the data collection stage, the assessor (monitoring person/persons) collects the documents/information given in the field of performance indicator for specific task/ activity.
- **Analysis of the collected data** - At the stage of data analysis (collected in the first stage) the information is analyzed in relation to the performance indicator;
- **Development of recommendations** - transfer to the group working on mission, strategic development and action plans for response. The group determines the level of performance of activities in accordance with the developed form (form N1);
- **Responding to received results** - The ultimate goal is to achieve the goals set in the plan. When problems arise, it is necessary to make changes to the plan tasks, activities, deadlines, resources, or in the field of the structure/person in charge. Exactly in which field the change will be required depends on the causes of the problem;
- **Final stage** - submission of the final document to the Senate for approval.

Action plan performance evaluation form

form N1

tasks	activities	Completed	mostly completed	Partially completed	not completed	result description

