








## Strategic Development Plan

2025 - 2031



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## About the document

The Strategic Development Plan is consistent with the mission of the “New National Educational University” and is based on the goals of the higher educational institution. The developed seven-year strategic development plan and three-year action plan represent a process of adequate assessment of current processes and effective formation of future prospects. Strategic development and action plans help optimize the educational processes of the university and cover all aspects of its functioning. The goal of the Strategic Development Plan is to develop an educational institution that focuses on ensuring high quality education, establishing lifelong learning and teaching, and promoting the personal, professional and harmonious development of the individual, training highly qualified, competitive personnel in line with fundamental values and modern requirements of the labor market.

### **University Mission, Vision, Values**

#### **Mission**

The mission of the “New National Educational University” defines priorities that ensure the best learning, teaching and research environment to meet professional requirements.

The mission of the university focuses on providing lifelong education by integrating it with the European space.

The university is oriented towards preparing generations with multicultural and democratic values in the ever-changing digital world and creating an educational hub that serves the well-being and sustainable development of society.

By establishing cultural values and social responsibilities, the university contributes to the development of society.

The university popularizes the Georgian language in accordance with national, regional and local challenges.

#### **Vision**

The vision of the “New National University of Education” is to establish its own unique place in the local and international educational space, based on the development of interdisciplinary learning, teaching and research. The university is constantly identifying new fields for the effective functioning of lifelong education to ensure sustainable development.

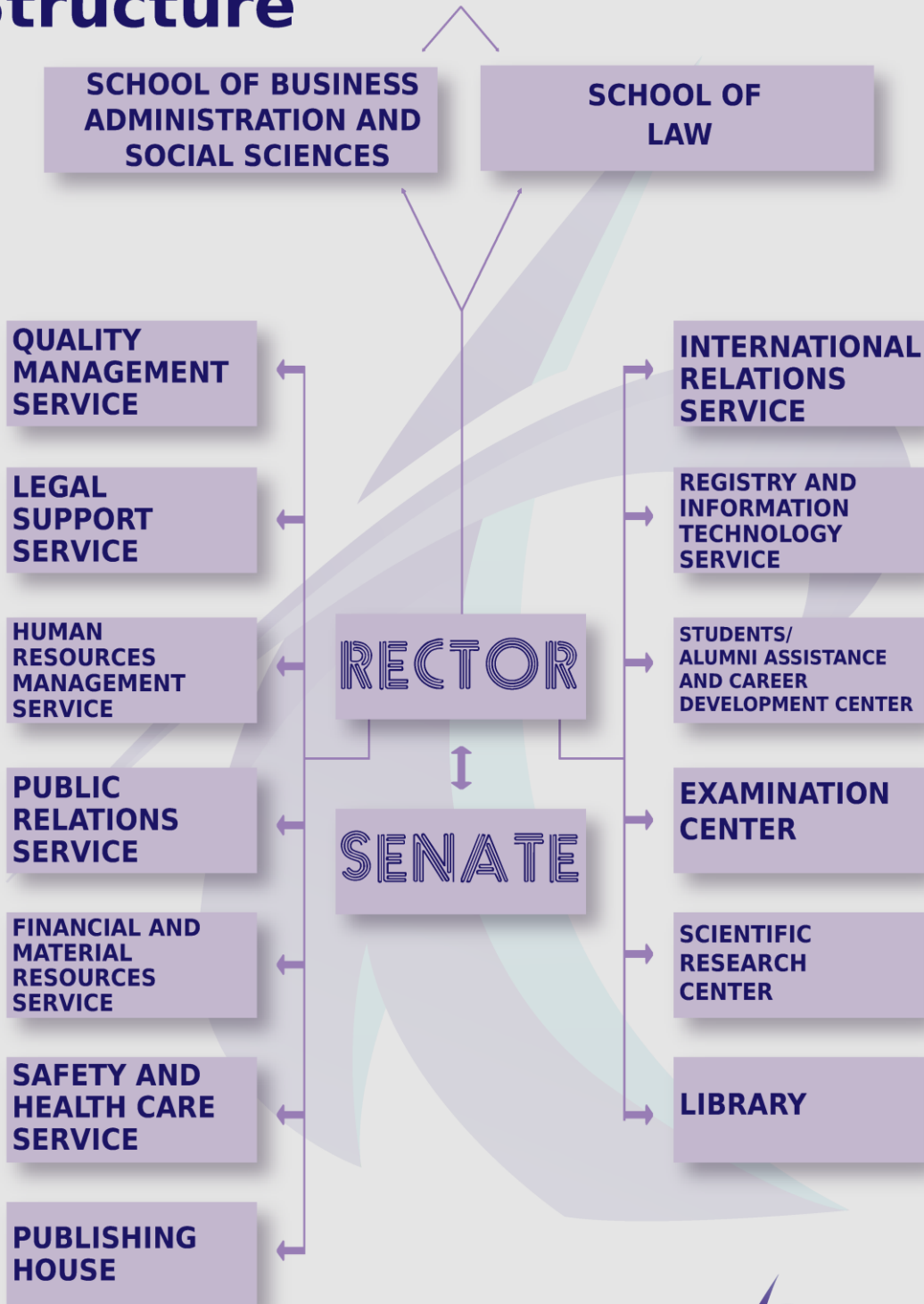
The vision of the university is to collaborate with stakeholders, conceptualize new approaches, establish ethical principles and develop tolerance.

## **Values**

University values ensure the integrity of the system, which creates the values of a single educational space. Value is a set of goals and means, where values are subject to change or reassessment. The following core values are of paramount importance for ensuring the sustainability of a higher education institution:

- Academic freedom;
- Integration;
- Openness;
- Public access;
- Impartiality;
- Equality;
- Honesty;
- Fairness;
- Creativity;
- Socialization;
- Inclusivity;
- Leadership;
- Professionalism;
- Social cohesion.

# Structure



## SWOT Analysis

The SWOT analysis of the strategic plan ensures the achievement of the university's goals. It is a participatory process and involves university staff, students, employers and other stakeholders. The assessment of the current situation in the institution identifies the university's strengths and weaknesses, the institution's development opportunities and the expected threats that must be overcome by the university to achieve its strategic goals.

Strengths describe the university's internal resources and positive situational factual circumstances, which in turn help the university achieve its goals. Weaknesses combine factual circumstances that need to be improved, the non-assessment of which may have a negative impact on the university's activities. Opportunities are favorable resources that the institution can use to its advantage. Threats are a set of unfavorable factors that will face challenges for the institution.

**S****Strengths**

The university creates a primacy of academic freedom, which ensures educational progress. The group working on the strategic plan notes that the goodwill of the institution's management team is the main strength of the institution. The university's strengths for the sustainable development of the educational process and ensuring a student-centered environment are:

- Labor market-oriented educational programs;
- Primacy of academic freedom;
- Highly qualified personnel;
- Sustainability of corporate culture;
- Protection of personal data;
- Ensuring labor safety;
- Contribution to the development of society;
- Updated electronic records management system for the use of modern technologies in university management;
- University student database;
- University official website;
- Support for students' socio-economic status and initiatives;
- Promotion of student life;
- Individual approach to students;
- Multicultural environment;
- Promotion of student/graduate employment;
- State-of-the-art university infrastructure/modern material and technical base;
- Continuously updated diverse library fund on printed and electronic media;
- Access to international scientific databases;
- Annual international scientific conference of the university;
- Annual refereed scientific journal of the university;
- Memorandums of understanding and agreements with strategic partners;
- Promoting lifelong learning;
- Ensuring academic integrity.

**W****Weaknesses**

- International joint programs;
- Involvement in international projects;
- Research projects.

**O****Opportunities**

During the implementation period of the Strategic Plan, the main priority of the University remains to use existing and develop cutting-edge teaching approaches and methods that ensure the development of practical skills of research-based knowledge, which will allow the student to obtain theoretical and practical knowledge.

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

- Rationalization of internationalization policy;
- Continuous engagement in the international scientific space;
- Implementation of research projects;
- Planning and development of new joint educational programs.

**T****Threats**

In the conditions of increasing competition, threats and risks must be taken into account. Based on the analysis of the opportunities of strategic challenges, unfavorable factors were identified, the provision of which will contribute to the effective implementation of certain activities and the achievement of relevant goals. Therefore, the scarcity of resources is important, since even the largest universities/institutions in the world face the problem of scarcity of resources and increasing costs. Accordingly, the following threats appear for educational institutions:

- Economic and social situation of the country;
- Scarcity of students' income;
- Reduction of potential students;
- Growing competition between universities;
- Scarcity of employers in the labor market;
- Force majeure (turbulent) circumstances.



## Strategic goals

### Goal N1

**Strengthening the quality assurance system**

### Goal N2

**Optimization, development and implementation of educational programs**

### Goal N3

**Planning, attracting and ensuring ongoing support for student contingents**

### Goal N4

**Implementing internationalization policies and supporting research**

### Goal N5

**Improving material and information resources**

## Goal N1

### **Strengthening the quality assurance system**

Ensuring the quality of education is one of the stated priorities of the Strategic Development Plan, which defines the main directions and characteristics of the university's activities. An important priority was the development and implementation of a quality control system, which in turn implies the strengthening of quality assurance functions in the institution. Namely:

- Learning - improving the quality of teaching and learning - maintaining the desired quality standard of teaching;
- Continuous evaluation of the activities of academic staff and use of the evaluation results in further activities of the educational process;
- Continuous monitoring of students' academic performance and taking into account the results of monitoring to improve the educational process;
- Adequate response to the shortcomings identified, taking into account the results of monitoring and evaluation.

**Task1.1.** Improving the quality of institutional development;

**Task1.2.** Ensuring the effectiveness of internal quality assurance mechanisms;

**Task1.3.** Adherence to the principles of ethics and integrity.

## Goal N2

### **Optimization, development and implementation of educational programs**

The goal of the university 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. The university continuously optimizes, develops and develops educational programs.

The addition and improvement of educational programs has been identified as a priority direction for the university.

**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, attracting and ensuring ongoing support for student contingents**

The University 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, cultural events, social responsibilities, environmental activities, etc. The University offers all students an equal chance to use the opportunities offered and be competitive in the employment market. The strategic development plan includes increasing opportunities for students to reveal their cultural, creative, or sports potential and achieve success in the international arena. The main contribution that the University makes to the development of society is a well-prepared, highly qualified, competitive student, equipped with the knowledge/skills necessary for the modern educational sphere and ready to establish his or her place in a competitive environment. At the same time, the university community is focused on promoting the personal development of students and ensuring their competitiveness in the labor market.

**Task 3.1.** Strengthening student engagement in the educational process;

**Task 3.2.** Continuously expanding student support activities;

**Task 3.3.** Promoting student activities, both cognitive and intellectual.

## Goal N4

### **Implementing internationalization policies and supporting research**

Internationalization is a key factor in achieving the university's strategic goals. The university is focused on promoting international mobility of students and staff, developing/implementing joint programs/projects, engaging in international research, etc.

The educational hub aims to strengthen its own research function, ensure the creation of conditions conducive to research, and improve the quality of research activities. To achieve this goal, the university cooperates with economic agents and carries out research activities focused on the development of various fields.

The results of the university's research are integrated into the educational activities of the institution.

**Task 4.1.** Strengthening international cooperation mechanisms;

**Task 4.2.** Improving the quality of scientific activities of academic staff and supporting the research component;

**Task 4.3.** Active involvement of students in scientific and research activities.

## Goal N5

### **Improving material and information resources**

The material, information and financial resources of the University ensure the sustainable, stable, effective and efficient functioning of the institution and the achievement of the goals set by the strategic development plan.

The University has the latest material and technical resources, which are used to achieve the goals set by the mission of the institution and fully comply with the requirements set by the educational program.

To conduct the educational process, the University actively uses information resources, as well as the book fund in the library of the institution, which is subject to constant replenishment/renewal. The financial condition of the University ensures the implementation of the activities set out in the strategic development and action plan.

**Task 5.1.** Expansion of the material and technical base;

**Task 5.2.** Renewal/development of library resources;

**Task 5.3.** Renewal/development of information technologies.

## Benchmarks

1. More than 95% of the university's administrative staff are satisfied and positively assess the university's activities;
2. More than 95% of the university's academic and invited staff are satisfied and positively assess the university's activities;
3. More than 90% of the university's students are satisfied and positively assess the educational process;
4. Addition of Georgian-language and English-language educational programs based on labor market requirements - at least 7 (seven) programs;
5. Recruitment of international students - at least 50 (fifty) students;
6. Implementation of research projects - at least 3 (three) projects;
7. Participation in the Erasmus + project with international partner organizations - at least 1 (one) project;
8. Employment of university graduates with a profile of more than 50%;
9. Increase support mechanisms for socially vulnerable students by more than 75%;
10. Expand the material and technical base to at least 95%;
11. Digitize the book fund by more than 50%.