Akaki Tsereteli State University
Strategic Development Plan
2016-2022

Structure

- Rector's Speech
- Mission
- Vision
- Principles and Values
- Current Situation and Challenges
    - a. History
    - b. Environment Analysis
    - c. **SWOT** Analysis
    - d. Challenge Analysis
- Strategic Goals and Directions
- Specific Directions
    - a. Aim of Direction
    - b. Outcome of Direction
    - c. Programs/Initiatives/Activities
- Activities for 2016-2022

Mission

Based on the traditions of the Fazisi and Gelati Academies and principles of the "Magna Charta of the Universities", Akaki Tsereteli State University – one of the oldest Caucasian multi-profile higher academic institutions, which ensures the unity and high quality of educational, research and business processes – aims at preparing professionals and leaders who will contribute to the development of their country and the world by creating, accumulating and spreading knowledge.

Vision

By 2022 Akaki Tsereteli State University is generally recognized multi-profile open academic space. With its innovative methods of teaching, globally important educational (academic and vocational) programs and projects, significant research activities and a wide variety of high quality services the university meets   the challenges of the region, contributes to the development of the civil society and holds one of the leading positions among the universities of south-east Europe.

Principles and Values

The following principles have been formulated in order to create the foundation for our value-based management and decision-making, to make it clear what we expect from ourselves and one another, and what we create for the society:

1. **Responsibility towards Society and State** – The system of high-quality authorities and quality culture at every level of management, in the activities of every member of ATSU and all the processes that take place in the university.

2. **Orientation to the University Community** – The ATSU strategy is based on the recruitment of highly motivated students and involvement of distinguished researchers in every program and area of activity. ATSU aims at ensuring the professional development and well-being of its staff, supports the distribution of responsibility to raise the degree of staff involvement in the process of achieving the university goals.

3. **Academic Freedom –** The academic staff, researchers and students of ATSU are entirely independent while forming and developing their scientific and academic profile, creating new knowledge and searching for opportunities to discuss it in public and spread it. Academic freedom ensures the rise from "modern university to independent thinking".

4. **Academic Culture** – The collegial atmosphere existing in the university is based on the principles of academic ethics, mutual respect, mutual interests, mutual support and fair relationships.

5. Openness and Respect for Diversity - Support for creating equal conditions for every member of the university (regardless of their nationality, belief, gender, physical abilities, etc.).

6. Aspiration for Perfection – Research creates the basis for various activities at ATSU, including those for developing programs and offering the society a wide variety of forms of spreading knowledge (formal and informal education, distant and electronic learning, life-long learning, etc.). By respecting traditions and aspiring to perfection the university ensures dynamic development of the society.

7. Unity – Open communication among the staff members, collegiality, team work, harmonious and dynamic relationships.

8. High Quality – Ensuring high quality in the areas of teaching, learning, scientific-academic research and the administrative activity of the university.

Current Situation and Challenges

a. History

The history of Akaki Tsereteli State University began 8 decades ago. Currently it is a higher education institution in Georgia distinguished by outstanding traditions and has made a considerable contribution to the cultural, intellectual and moral upbringing of the Georgian nation. The university has won general recognition as a result of training specialists, a high level of scientific potential and the links maintained with the scientific-educational institutions of the leading countries.

Kutaisi Akaki Tsereteli State University was established on the basis of Tbilisi State University. In July, 1930 the government abolished Tbilisi State University and formed 4 independent higher education institutions on its basis. One of them was State Pedagogical Institute, which functioned in Tbilisi until 1933. In 1933 the institute was moved to Kutaisi and it started functioning on February 13 of the same year. In 1933-1990 it was called Alexandre Tsulukidze State Pedagogical Institute.

In 1990 the institute was transformed into Kutaisi Akaki Tsereteli State University, which was a logical result of the successful educational activities the university had carried out throughout almost 6 decades of its existence.

Under №39 resolution of the Georgian government signed on February 23, 2006 the legal entities – Kutaisi Akaki Tsereteli State University and Kutaisi Niko Muskhelishvili State Technical University were reorganized through amalgamation. The educational institution was granted the status of university and was called Akaki Tsereteli State University.

Kutaisi Niko Muskhelishvili Polytechnic Institute was granted the official status on September 23, 1973 and was opened on September 1, 1974. In 1977 the institute was named after Academician Niko Muskhelishvili. On September 21, 1992 it was granted the status of university and was called Kutaisi Niko Muskhelishvili State Technical University.

Under № 353 resolution of the Georgian government signed on November 16, 2010 the legal entity – Sukhumi State University of Subtropical Agriculture joined Akaki Tsereteli State University. In 1952, in order to serve the subtropical agriculture of West Georgia, an agricultural institute was opened in its historical, geographical and economic centre – Kutaisi. In 1959 it was relocated to the subtropical zone (Abkhazia, Sukhumi) and was called Georgian Institute of Subtropical Agriculture. In the 1990s as a result of the Abkhazian conflict the institute was moved to Kutaisi again. Under the supervision of Professor V. Pruidze and with the support of the city's authorities, Akaki Tsereteli State University and commercial institutions the educational process was restored at the institute.

b. Environment (Involved Parties) Analysis

The university conducts its activities in close collaboration with the major involved parties. Throughout many years ATSU has maintained partnership with Georgian and foreign universities, scientific societies and research institutes. The university effectively collaborates with various organizations, institutions and associations, NGOs, alumni, media, government structures and local self-governments. In the process of maintaining the aforementioned links the university has adopted the strategy of mutually beneficial partnership and cooperation.

A special attention is paid to the cooperation with representatives of the business sector, enterprises and organizations of the city and region in order to involve them in the process of developing educational programs, to organize educational practice, to employ students and graduates, and to implement scientific-research and other significant projects. There is a centre of lifelong learning at the university, which helps the community as well as organizations of the region to prepare and train highly qualified staff. Besides, there are regular meetings with employers to study their needs and the demand for highly qualified specialists at the market.

In order to recruit the best school leavers of the region the university cooperates with schools and other educational institutions.

The university takes measures to maintain links with various student organizations, sports, cultural, pre-school institutions and other interested parties.

Proceeding from the factors mentioned above today Akaki Tsereteli State University ,which is well aware of its social and economic responsibility towards the city and region, successfully fulfills its mission and represents the educational, scientific-research and cultural-intellectual centre in the region.

c. SWOT Analysis

Strengths

Akaki Tsereteli State University is the only higher education state institution in the region with a long –lasting academic tradition and a wide variety of accredited educational programs. Its strengths are as follows:

- High reputation and positive image;

- Highly qualified academic, administrative and scientific staff;

- A wide variety of programs at every level of education;

- A large number of funded programs;

- A large number of students having the state grant;

- Favourable geographical location, well-developed infrastructure and a stable financial base;

- Active cooperation with the donor organizations and international partners;

- In order to stimulate the scientific research the university provides the system of funding scientific-research programs (university grants).

<u>Weaknesses</u>

The following weaknesses can be identified proceeding from the aims of the analysis:

- Although the material-technical base has been considerably updated in recent years, there is still a lack of rooms and laboratories equipped with modern facilities;

- Student services need to be improved;

- There is a low rate of the use of electronic technologies and modern methods of teaching;

- There is a fairly high rate of middle age among the members of the staff and the lack of English-speaking staff members;

- The university still has programs with low demand for them and the number of foreign-language programs is low;

- The percentage of graduate employment is not high enough.

<u>Opportunities</u>

In order to maintain the strengths and eliminate the weaknesses of the university it is advisable to activate and apply the following opportunities:

- Studying the business environment existing in the Imereti Region and to start negotiation with its representatives in order to encourage student employment;

- Developing new academic and vocational programs (including foreign-language programs);

- Classifying the existing programs according to demand and the rate of graduate employment; starting to take measures in order to modernize, modify or stop offering unsuccessful programs;

- Enhancing internalization and international cooperation;

- Receiving international accreditation for the entire university, its major educational units or academic programs;

- Gradually increasing the number of foreign students;

- Taking more active steps to diversify the budget revenues;

- Enhancing cooperation with international donor organizations;

- Developing joint educational programs together with partner universities (in Georgia and abroad);

- Promoting the services, distant education and informal education provided by ATSU and contributing to the increase in demand;

- Activating local self-government for the development of the university;

- Encouraging the alumni's integration into the development of the university;

- The existence of the demand for the new segments of the market (corporate service, consulting, marketing research, etc.);

- Applying the historical and cultural heritage and geopolitical location of West Georgia.

Threats

- unacceptability of planned contingent;

- deepening financial crisis and the deterioration of the social environment;

- to reduce the flow of foreign students;

- to move House of Georgian Parliament from Kutaisi;

- frequent legislative changes;

- demographic problems;

- reduction of demand on implementing programs by University;

- creation of new university in Kutaisi or Imereti region;

- the establishment of state professional colleges;

- strengthening international competition on the basis of electronic and distance learning development;

- the growing popularity of rival universities;

- Procedural barriers for foreign students.

D. Analysis of challenges

Together with enhancement of the processes of globalization, higher education institutions face new objectives. Among them the most important are: to train professional staff that will be able to work effectively in the global market in changed conditions. Globalization in education makes new possibilities for educational institutions, notably the diversification of requirement, financial increase of income on the basis of foreign students in payable departments; to increase educational programs and send their students to study abroad in partner institutions; to improve the level of teaching and quality of researches within the involvement of students and teachers in international exchange process and etc.

International relations between universities will promote joint projects, exchange programs for students and teachers, implementation of social programs for foreign students. Internationalization of higher education can be considered as a permanent integration of international component in the spheres of teaching, research and public activities.

Modern information technologies and development of distance learning have made national boundaries completely transparent for educational services. This led us to the establishment of a global educational market, where a variety of higher education institutions offer their products and services to all students, regardless of their citizenship and national origin.

Now, it is the moment of historical development of higher education system in the world. It is time when institutions' national identity becomes more and more in conflict with the modern challenges. This fundamental conflict is manifested in such issues and problems, such as recognition of universities' diplomas, specialists and their evaluation, development of international forms of quality assessment and international accreditation. This means that Akaki Tsereteli State University, as well as other institutions of higher education in Georgia, works in international competition despite the willingness and preparedness. It fights for students not only with other higher institutions in the country but also with foreign institutions or intermediaries, which offer local market with their educational programs. As far as the situation will be stable in the country for the foreign investors, local education market will be more interesting to foreign educational institutions. Thus, it is necessary that university be ready to be part of this competitive world.

Modern conditions of educational activities are characterized by significant changes in the environment in which the most important are demographic factors, financial crisis, frequent legislative changes, strengthening international competition by electronic and distance learning. The special role in the mentioned condition is given to forming effective mechanism for improving the quality of teaching/learning process and establishing new, modern forms, and necessity of coping new market segments, such as corporate services, consulting, market research and more.

Strategic objectives and directions

On the analysis of university's strengths and weaknesses, existed problems and challenges, strategic development directions for the years 2016-2022 were formed. They are:

- Creation of necessary, open and modern material and virtual environment with appropriate infrastructure and technological tools, information system and variety up to date resources for academic process;

- Establishment of modern and innovative methods and forms of teaching-learning and researching with the help of modern, flexible and effective system of quality assurance; providing integration of research's results in educational process; quality assurance of academic processes considering challenges facing to region, country and international society;

- Development of modern, diverse and efficient services for students, other members of university and generally for public;

- Development of cooperation mechanisms in the international level; to take important role in joint programs and implementation of projects;

- Effective, flexible and transparent management system formation on the bases of principles and values of university and appropriate to strategic plan.

Strategic Direction N1

Aim: Creation of necessary, open and modern material and virtual environment with appropriate infrastructure and technological tools, information system and variety up to date resources for academic process;

Outcomes:

- **Organized technical infrastructure of university (70% equipped auditoriums with modern technologies);**
  1.1. Implementation of E-courses.
  1.2. Improvement of infrastructure in electronic control system of university for involvement all its units;
  1.3. Equipment of classrooms with appropriate techniques of modern teaching methods.
- **Students Information System is developed(SIS);**
  Creation of Student Services Center and equipped with modern equipment; (Needs identification; strategy of system development; technical tasks; establishment of system; its piloting and evaluation);
- **Process management information system is established;**
  3.1. Creation of electronic timetables and electronic forms of academic staff;
  3.2. Creation of E-Dean.

4. Learning management system is established- (LMS);

   4.1. Identification of needs; System development strategy; Technical tasks; establishment of system; piloting of the system; evaluation of system;

   4.2. Creation of electronic programs, syllabuses, lectures courses;

   4.3. To increase level of taking exams by computers;

   4.4. Introduction of video lectures;

5. Modernized material space.

   5.1. To equip classrooms, halls, library;

   5.2. To create recreational areas, food institutions;

   5.3. Rehabilitation of existed Club (address: Youth Avenue, N98, Kutaisi.)

6. Digital collections are developed.

   6.1. To create Electronic journals and libraries;

   6.2. To purchase Electronic encyclopedias;

7. Developed sport and cultural spaces.

   7.1. To equip sports fields;

   7.2. To rehabilitate and equip sports halls;

   7.3. To implement cultural activities (theater, folk ensemble, formation of stage ensemble);

Strategic Direction N2

Aim: Establishment of modern and innovative methods and forms of teaching-learning and researching with the help of modern, flexible and effective system of quality assurance; providing integration of research's results in educational process; quality assurance of academic processes considering challenges facing to region, country and international society.

Outcomes:

- **Quality Assurance System is improved**
  - Identification of main problems in Quality Assurance System;
  - Defining of internal policies and mechanisms of quality assurance, determining the specific recommendations, planning and implementation of activities;
  - Effective mechanisms of developing and improving of education programs (academic / professional) have begun to function;
  - To form effective mechanism of learning outcomes control.

- **Production of the University's mission and vision, studies of strategic plan with a variety of profiles, including interdisciplinary**
  - Determining Priority directions;
  - Supporting studies integration in Regional industry development;
  - Supporting Scientific studies integration in learning process;
  - Improving financing system of Internal grant project;
  - Staff training in project proposal preparation and its presentation.
- **Modern teaching methods are introduced**
  - Teachers and staff training and forming mechanisms of professional development;
  - Academic/invited staff training (teaching and research methods, adequate evaluation systems, etc.);
  - Retraining of teachers.
- **Start-up of Joint educational programs**
  - To develop partnership cooperation;
  - To form and develop joint educational programs;
  - To pilot and evaluate joint educational programs;
  - To modify joint educational programs and assure mechanisms for sustainability.
- **Start-up of new foreign language education programs**
  - 5.1. To form and develop foreign language education programs;
  - 5.2. To pilot and evaluate foreign language education programs;
  - 5.3. To modify and assure foreign language education programs sustainability.

6. Adopted International Accreditation
  - 6.1. To study relevant standards and indicators of international accreditation;
  - 6.2. To form adequate educational programs with the standards of International accreditation;
  - 6.3. To form adequate human and material resources;
  - 6.4. To present educational programs to the International Accreditation.

7. Start-up of E-learning system
  - Start-up of E-learning system;
  - Creation and constant update of electronic study resources;
  - Electronic resources integration in learning process.

8. Distance learning courses and programs are established
  - 8.1. To form syllabuses of distance certification courses;
  - 8.2. To approve, pilot and evaluate distance certification courses;
  - 8.3. To modify and ensure the sustainability of distance certification courses;
  - 8.4. To form, approve, pilot and develop distance certification courses within legislation and insurance its sustainability

<u>Strategic Direction N3</u>

Aim: Development of modern, diverse and efficient services for students, other members of university and generally for public;

Outcomes:

- Mechanisms of information services are developed
  - Identification of needs;
  - Formation of service development strategy;
  - Piloting decisions;
  - Monitoring;
  - Modifying services.
- Mechanisms of students services are developed
  - Identification of needs;
  - Formation of service development strategy;
  - Piloting decisions;
  - Monitoring;
  - Modifying services.
- Mechanisms of career development services are developed
  - Identification of needs;
  - Formation of service development strategy;
  - Piloting decisions;
  - Monitoring;
  - Modifying services.
- Continuing education center is developed
  - Identification of needs;
  - Formation of service development strategy;
  - Piloting decisions;
  - Monitoring;
  - Modifying services.
- Expanded access to information resources
  - Identification of needs;
  - Formation of service development strategy;
  - Piloting decisions;
  - Monitoring;
  - Modifying services.
- Alumni Society is developed
  - Identification of needs;
  - Formation of service development strategy;
  - Piloting decisions;

- Monitoring;
- Modifying services.
- **Multi-university cards of verity services is implemented**
  - Identification of needs;
  - Formation of service development strategy;
  - Piloting decisions;
  - Monitoring;
  - Modifying services.

Strategic Direction N4

Aim: Development of cooperation mechanisms in the international level; to take important role in joint programs and implementation of projects;

Outcomes:
- **Internationalization strategy of education is formed and start-upped**
  - To determine priority areas in transnational education;
  - Internationalization of educational programs;
  - To share/ disseminate relevant international experience of challenges of modern education.

2. To operate development mechanism of foreign language competence

    2.1. To question students and academic staff for the needs identification;

    2.2. Increasing awareness related to the possible involvement in international projects (in order to increase motivation of students and academic staff);

    2.3. Increase teaching foreign languages component in teaching programs;

    2.4. Support academic and administrative staff in order to develop foreign language competence;

    2.5. To strengthen cooperation with International Language Schools.

3. the mechanism of cooperation with partner institutions is formed and start-upped

    3.1. Expansion of cooperation with partner universities;

    3.2. Cooperation in order to establish contacts with the new institutions;

    3.3. Expansion of cooperation with the diplomatic missions, governmental and non-governmental organizations.

4. International Summer Schools are start-upped

    4.1. Introduction-study of proven international summer school principles

    4.2. Creation of Sectoral working groups and appropriate eucational programs for summer school;

    4.3. To advertise Summer schools and disseminate information on the international level

5. Increased mobility (carried out attraction and the involvement of foreign students, academic staff and researchers; morover, professional development of University's students and staff training)

5.1. Increased mobility of the University's staff and students with the help of Tempus, Erasmus, Mevlana projects;

5.2. Increased mobility of the University's staff and students with Partner universities;

5.3. Simultenuously with the increase of Foreign language training programs, attraction of foreign students, academics staff and researchers and to make for the suitable working environment.

6. Joint research projects are carried out

6.1. To expand cooperation with partner institutions (universities, training and research centers, associations);

6.2. Organization and planning of Joint scientific conferences;

6.3. Expansion and renovation of existed scientific laboratories, start-up of new research laboratories;

6.4. To support Young Scientists clubs.

7. Fund raising mechanism is developed and start-upped

7.1. To search International Fundraising and to get in touch with them;

7.2. coordinated cooperation with them considering the priorities of the University.

Strategic Direction N5

Aim: Effective, flexible and transparent management system formation on the bases of principles and values of university and appropriate to strategic plan.

Outcomes:

1. Effective mechanism adapting to the changing environment is introduced

1.1. Formation of University's governing structures (assemblies, the rector's cabinet, departments, faculties) effective mechanism adapting the requirements of changing the environment;

1.2. Appropriate ongoing monitoring and adaptation process (if necessary);

1.3. Appropriate amendments in to Chart of the University;

2. Communication mechanism with the inetrested (involved) party is operated

2.1. Formation environmentally orinted policy and start-up of actions;

2.2. Formation of strategy of stakeholders' active actions and start-up of concrete steps;

3. Professional development mechanism of the management group has been designed

3.1. Needs assessment;

3.2. Development and planning the basic requirements for the training-program;

3.3. Planning participation in international projects

- "University Friends Club" is designed whose main aim will be to promote the University, to support initiatives, to promote awareness of the university about environmental conditions and the current processes, and so on;

4.1. Formation of the club's regulations; defining the club's membership criteria;

4.2. Formation and start-up of the club;

4.3. Defining intensity of meeting and forming the schedule;

5. Relevant amendments mechanism of management structure's strategic objectives is start-upped

5.1. To active current monitoring of the aims of the strategic plan;

5.2. Forming criteria for determining the efficiency of the administration works and ongoing monitoring.

Time-related activities over the 2016-2022

Aim 1.	2016	2017	2018	2019	2020	2021	2022
Creation of necessary, open and modern material and virtual environment with appropriate infrastructure and technological tools, information system and variety up to date resources for academic process;							
1.Organized technical infrastructure of university (70% equipped auditoriums with modern technologies);							
1.1. Implementation of E-courses.	x	x	x	x	x	x	x
1.2. Improvement of infrastructure in electronic control system of university for involvement all its units;	x	x	x	x	x	x	x
1.3. Equipment of classrooms with appropriate techniques of modern teaching methods.	x	x	x	x	x	x	x
2. Student Information System is developed(SIS);							
Creation of Student Services Center and equipped	x	x	x				

with modern equipment; (Needs identification; strategy of system development; technical tasks; establishment of system; its piloting and evaluation);							
3.Process management information system is established;							
3.1. Creation of electronic timetables and electronic forms of academic staff;	x	x					
3.2. Creation of E-Dean.	x	x					
4. Learning management system is established (LMS);							
4.1. Identification of needs; System development strategy; Technical tasks; establishment of system; piloting of the system; evaluation of system;	x						
4.2. Creation of electronic programs, syllabuses, lectures courses;	x	x	x				
4.3. To increase level of taking exams by computers;	x	x	x	x	x	x	x
4.4. Introduction of video lectures	x	x	x	x	x	x	x
5. Modernized material space.							
5.1. To equip classrooms, halls, library;	x	x	x	x	x	x	x
5.2. To create recreational areas, food institutions;	x	x	x	x	x	x	x
• **Developed Digital collections**							
6.1. To create Electronic journals and libraries;	x	x	x				
6.2. To purchase Electronic encyclopedias;	x	x	x				
7. Developed sport and cultural spaces.							
7.1. To equip sports fields;	x	x					
7.2. To rehabilitate and equip sports halls;	x	x					
7.3.To implement cultural activities (theater, folk ensemble, formation of stage ensemble);	x	x	x	x	x	x	x
Aim 2							
Establishment of modern and innovative methods and forms of teaching-learning and researching with the help of modern, flexible and effective system of							

quality assurance; providing integration of research's results in educational process; quality assurance of academic processes considering challenges facing to region, country and international society.							
1.Quality Assurance System is improved							
1.1.Identification of main problems in Quality Assurance System;	x	x	x	x	x	x	x
1.2.Defining of internal policies and mechanisms of quality assurance, determining the specific recommendations, planning and implementation of activities;	x	x	x	x	x	x	x
1.3.Effective mechanisms of developing and improving of education programs (academic / professional) have begun to function;	x	x	x	x	x	x	x
1.4.To form effective mechanism of learning outcomes control.	x	x	x	x	x	x	x
2.Production of the University's mission and vision, studies of strategic plan with a variety of profiles, including interdisciplinary							
2.1.Determining Priority directions;	x	x	x	x	x	x	x
2.2.Supporting studies integration in Regional industry development;	x	x	x	x	x	x	x
2.3.Supporting Scientific studies integration in learning process;	x	x	x	x	x	x	x
2.4. Improving financing system of Internal grant project;	x	x	x	x	x	x	x
• Staff training in project proposal preparation and its presentation.	x	x	x	x	x	x	x
3.Modern teaching methods are introduced							
3.1.Teachers and staff training and forming mechanisms of professional development;	x						
3.2. Academic/invited staff training (teaching and research methods, adequate evaluation systems, etc.);	x	x	x	x	x	x	x
3.4. Retraining of teachers.	x	x	x	x	x	x	x
4.Start-up of Joint educational programs							
4.1.To develop partnership cooperation;	x	x	x	x	x	x	x
4.2. To form and develop joint educational programs;	x	x	x	x	x	x	x
4.3. To pilot and evaluate joint educational programs;	x	x	x	x	x	x	x
4.4. To modify joint educational programs and	x	x	x	x	x	x	x

assure mechanisms for sustainability.							
5.Start-up of new foreign language education programs							
5.1. To form and develop foreign language education programs;	x	x	x	x	x	x	x
5.2. To pilot and evaluate foreign language education programs;	x	x	x	x	x	x	x
5.3. To modify and assure foreign language education programs sustainability.	x	x	x	x	x	x	x
6. Adopted International Accreditation							
6.1. To study relevant standards and indicators of international accreditation;	x	x	x				
6.2. To form adequate educational programs with the standards of International accreditation;		x	x				
6.3. To form adequate human and material resources;		x	x	x	x	x	x
6.4. To present educational programs to the International Accreditation.				x	x	x	
7.Start-up of E-learning system							
7.1. Start-up of E-learning system;	x	x					
7.2.Creation and constant update of electronic study resources;	x	x					
7.3. Electronic resources integration in learning process.	x	x					
8. Distance learning courses and programs are established							
8.1. To form syllabuses of distance certification courses;			x	x	x	x	x
8.2. To approve, pilot and evaluate distance certification courses;			x	x	x	x	x
8.3. To modify and ensure the sustainability of distance certification courses;			x	x	x	x	x
8.4. To form, approve, pilot and develop distance certification courses within legislation and insurance its sustainability			x	x	x	x	x
# Aim 3							
Development of modern, diverse and efficient services for students, other members of university and generally for public;							
1.Mechanisms of information services are developed							

1.1.Identification of needs;	x	x	x	x	x	x	x
1.2.Formation of service development strategy;	x	x	x	x	x	x	x
1.3.Piloting decisions;	x	x	x	x	x	x	x
1.4.Monitoring;	x	x	x	x	x	x	x
1.5.Modifying services.	x	x	x	x	x	x	x
2.Mechanisms of students services are developed							
2.1.Identification of needs;	x	x	x	x	x	x	x
2.2.Formation of service development strategy;	x	x	x	x	x	x	x
2.3.Piloting decisions;	x	x	x	x	x	x	x
2.4.Monitoring;	x	x	x	x	x	x	x
2.5.Modifying services.	x	x	x	x	x	x	x
3. Mechanisms of career development services are developed							
3.1.Identification of needs;	x	x	x	x	x	x	x
3.2.Formation of service development strategy;	x	x	x	x	x	x	x
3.3.Piloting decisions;	x	x	x	x	x	x	x
3.4.Monitoring;	x	x	x	x	x	x	x
3.5.Modifying services.	x	x	x	x	x	x	x
4.Continuing education center is developed							
4.1.Identification of needs;	x			x			x
4.2.Formation of service development strategy;	x			x			x
4.3.Piloting decisions;	x						
4.4.Monitoring;	x	x	x	x	x	x	x
4.5.Modifying services.	x	x	x	x	x	x	x
5. Expanded access to information resources							
5.1.Identification of needs;	x			x			x
5.2.Formation of service development strategy;	x			x			x
5.3.Piloting decisions;	x						
5.4.Monitoring;	x	x	x	x	x	x	x
5.5.Modifying services.	x	x	x	x	x	x	x
6.Alumni Society is developed	x						
6.1.Identification of needs;	x						
6.2.Formation of service development strategy;	x						
6.3.Piloting decisions;	x						
6.4.Monitoring;	x	x	x	x	x	x	x
6.5.Modifying services.	x	x	x	x	x	x	x
7.Multi-university cards of verity services is implemented			x	x	x	x	x

7.1.Identification of needs;			x	x	x	x	x
7.2.Formation of service development strategy;			x	x	x	x	x
7.3.Piloting decisions;			x	x	x	x	x
7.4.Monitoring;			x	x	x	x	x
7.5.Modifying services.			x	x	x	x	x
Aim 4.							
Development of cooperation mechanisms in the international level; to take important role in joint programs and implementation of projects;							
1.Internationalization strategy of education is formed and start-upped							
To determine priority areas in transnational education;	x	x	x	x	x	x	x
Internationalization of Educational programs;	x	x	x	x	x	x	x
To share/ disseminate relevant international experience of challenges of modern education.	x	x	x	x	x	x	x
2. To operate development mechanism of foreign language competence							
2.1. To question students and academic staff for the needs identification;	x	x	x	x	x	x	x
2.2. Increasing awareness related to the possible involvement in international projects (in order to increase motivation of students and academic staff);	x	x	x	x	x	x	x
2.3. Increase teaching foreign languages component in teaching programs;	x	x	x	x	x	x	x
2.4. Support academic and administrative staff in order to develop foreign language competence;	x	x	x	x	x	x	x
2.5. To strengthen cooperation with International Language Schools.		x	x	x	x	x	x
3. the mechanism of cooperation with partner institutions is formed and start-upped							
3.1. Expansion of cooperation with partner universities;	x	x	x	x	x	x	x
3.2. Cooperation in order to establish contacts with the new institutions;	x	x	x	x	x	x	x
3.3. Expansion of cooperation with the diplomatic missions, governmental and non-governmental organizations.	x	x	x	x	x	x	x
4. International Summer Schools are start-upped							

4.1. Introduction-study of proven international summer school principles	x	x	x	x	x	x	x
4.2. Creation of Sectoral working groups and appropriate eucational programs for summer school;		x	x	x	x	x	x
4.3. To advertise Summer schools and disseminate information on the international level		x	x	x	x	x	x
5. Increased mobility (carried out attraction and the involvement of foreign students, academic staff and researchers; morover, professional development of University's students and staff training)							
5.1. Increased mobility of the University's staff and students with the help of Tempus, Erasmus, Mevlana projects;	x	x	x	x	x	x	x
5.2. Increased mobility of the University's staff and students with Partner universities;	x	x	x	x	x	x	x
5.3. Simultenuously with the increase of Foreign language training programs, attraction of foreign students, academics staff and researchers and to make for the suitable working environment.	x	x	x	x	x	x	x
6. Joint research projects are carried out							
6.1. To expand cooperation with partner institutions (universities, training and research centers, associations);	x	x	x	x	x	x	x
6.2. Organization and planning of Joint scientific conferences;	x	x	x	x	x	x	x
6.3. Expansion and renovation of existed scientific laboratories, start-up of new research laboratories;	x	x	x	x	x	x	x
6.4. To support Young Scientists clubs.	x	x	x	x	x	x	x
7. Fund raising mechanism is developed and start-upped							
7.1. To search International Fundraising and to get in touch with them;	x	x	x	x	x	x	x
7.2. Coordinated cooperation with them considering the priorities of the University.	x	x	x	x	x	x	x
# Aim 5							
Effective, flexible and transparent management							

system formation on the bases of principles and values of university and appropriate to strategic plan.							
1. Effective mechanisms adapting to the changing environment is introduced							
1.1.Formation of University's governing structures (assemblies, the rector's cabinet, departments, faculties) effective mechanism adapting the requirements of changing the environment;	x	x	x	x	x	x	x
1.2. Appropriate ongoing monitoring and adaptation process (if necessary);	x	x	x	x	x	x	x
1.3. Appropriate amendments in to Chart of the University;	x	x	x	x	x	x	x
2. Communication mechanism with the inetrested (involved) party is operated							
2.1. Formation environmentally orinted policy and start-up of actions;	x	x	x	x	x	x	x
2.2. Formation of strategy of stakeholders' active actions and start-up of concrete steps;	x	x	x	x	x	x	x
3. Professional development mechanism of the management group has been designed							
3.1. Needs assessment;	x						
3.2. Development and planning the basic requirements for the training-program;	x						
3.3. Planning participation in international projects	x	x	x	x	x	x	x
4."University Friends Club" is designed whose main aim will be to promote the University, to support initiatives, to promote awareness of the university about environmental conditions and the current processes, and so on							
4.1. Formation of the club's regulations		x					
4.2. Formation and start-up of the club		x					
4.3. Defining intensity of meeting and forming the schedule			x	x	x	x	x
5. Relevant amendments mechanism of management structure's strategic objectives is start-upped							
5.1. To active current monitoring of the aims of the strategic plan;	x	x	x	x	x	x	x
5.2. Forming criteria for determining the efficiency of the administration works and ongoing monitoring.	x	x	x	x	x	x	x

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