

Long-Term (Six-Year) Action (Strategic) Plan for Development of LEPL Ivane Javakhishvili Tbilisi State University (2011-2017)

The University – Worthy Member of the World Scientific Educational Area

1. The University Mission and Values

The mission of LEPL Ivane Javakhishvili Tbilisi State University (hereinafter – the University) is to promote the establishment of national values and the development of society; to ensure generation and dissemination of knowledge; development of scientific research; protection of academic freedom; taking care of students and university staff; as well as to provide honorary membership of the free global university society.

The University's vision is to proudly bear the name of the first national university of Georgia, to maintain along with historical leadership the leading place in the Georgian higher educational area, to join the world leading universities, as well as to promote the national and common prosperity.

The University's values are based on the ethical ideals of freedom and independence defined by the Great Charter of European Universities (Magna Charta Universitatum); critical, creative and progressive reasoning; open, dynamic and transparent relations.

2. The Role of the University

Based on national educational traditions, the University has laid the foundation for the establishment of the European-style high school. Since the day of its foundation, our University has undertaken a special national mission; it enjoys special trust and respect and is perceived not only as education and research academic center but also as a symbol of spiritual development of the nation in general.

The University fully realizes the importance of its mission. Respectively, it sets a strategic goal to cover all the spheres of the society, to develop objective, research-based recommendations for managing significant social processes. In addition, the University carefully considers the increasing requirements for mutual understanding in a global world, international competencies and joint liability and is oriented to international perspectives and commitments.

Giving due consideration to public expectations and requirements, the University closely cooperates with the society, promotes the popularization of the fundamental and applied sciences, and makes active consultative contribution to the processes ongoing in the educational system.

Through education and research, the University promotes the recognition of national and democratic values, the intellectual, social-economic or cultural development of the society.

The University ensures the fulfillment of two vitally important tasks for the country: forming a professional and raising a citizen. The workforce prepared by the University should be the specialist equipped with high level competencies who will make a special contribution to a specific field. In addition, he/she will be the supporter of those social-cultural values, which will ensure his/her full socialization and positive utilization of knowledge received at the University.

The University aims to ensure the innovations, quality and result oriented education and research processes.

The main emphases in education and research processes are put on the following: fundamentals of education and science, traditionalism, synthesis of the research and educational procedures, the development of high-quality, available, modern classic and, at the same time, universal, innovative and transforming higher education system based on modern labor market requirements, the integration of the university into the regional as well as international scientific-educational area.

The University facilitates the formation of intellectual, social, and moral initiatives in students, supports their initiatives.

As the unity of employees and students, the University must undertake the protection of autonomy, academic freedom, and corporate ethics.

One of the main indicators of the University's quality is research development. Therefore, the University pays great attention to the establishment of free environment for future scientists as well as to the diversity of scientific fields. A special emphasis is put on the fields which will maintain the University's academic diversity. Simultaneously, the University focuses on scientific communication so that to enable the entire society to make use of new knowledge.

The University tries to establish close ties with business society, plans initiatives which will promote the commercialization of research results.

Taking the increasing demand for education into consideration, the University assumes the responsibility for enabling the majority of the population to earn academic degree of high standards. The University must create a flexible educational system tailored to social needs which will be open for the students of Georgian and foreign higher education institutions.

As the central and the most important institution of the country's educational system, the University is actively involved in the reform processes ongoing in the educational system, and effectively participates in studying/solving the problems persisting in the school education system.

The University's educational programs should promote the educational mobility and choice, as well as the continuity of education and research.

3. Competition and Cooperation

The University collaborates with other universities and supports the establishment of the uniform university strategy. Significant parameters of the University's competitiveness are the qualitative and quantitative indicators of research environment, spheres of collaboration and national and international research projects.

One of the key indicators of the University's competitiveness is its leading place in Georgia by number of university entrants.

The university students intensively participate in exchange programs. The aim of the University is to attract new staff from Georgia and foreign countries. For this purpose, it needs to intensify its international activities and collaboration with foreign partners.

Long-Term (Six-Year) Action (Strategic) Plan

Traditionally, the cornerstone of the University is education and research. The University's objective is to prepare qualified workforce; it is ready to assist students in continuing their studies or/and starting the work. The University's key points are education, research, development of the potential, research-based advice.

Main activities are:

- Research;
- Orientation to capacity building;
- Consultation and knowledge transfer;
- Modern education standards and knowledge dissemination;

Inner support:

- Professional and consistent management;
- Effective support and services;
- Modern equipment and infrastructure;
- Modern quality assurance

Priorities:

- Research environment;
- Learning environment;
- Internationalization;
- Development of competencies;
- Profile.

1. Research

The University is the leading research institution of Georgia. Its research potential covers a lot of scientific fields. The key goal of the University is to develop both subject-oriented and

interdisciplinary research. The University carries out diverse activities, from basic, applied and strategic research to the research-based consultations or knowledge transfer.

The University aims to raise the research productivity and quality, to increase the number of articles published in highest ranking (peer-reviewed) journals, national and international grants, patents and in general, to attract more funds through the research.

Aims and Objectives:

- To support the research environment;
- To enhance the international recognition of the research;
- To support the presence of research groups in all scientific fields;
- To create an original and innovative research framework;
- To enhance research with the consideration of the developed research mobility and changes;
- To increase the number of articles published in recognized journals;

2. Orientation to Capacity Building

In order to involve the youth in the scientific activities, the University pays special attention to doctoral programs and post-doctoral research activities.

Aims and Objectives:

- To bring doctoral programs into compliance with international standards;
- To offer the most successful students the environment where they will feel free and achieve their goals;
- To increase the number of scholars;
- To offer continuous research educational programs;
- To strengthen the University's international strategic alliances;
- To create a financial framework oriented to the development of the research environment;
- To ensure supervision and consulting provided by the University's best scholars at master's, doctoral and post-doctoral stages;
- To offer long-term research programs that will ensure the scholars' links with the University.

3. Consulting and Knowledge Transfer

The University is fully oriented to generating and distributing knowledge. It generates valuable knowledge useful for different sectors of the society, especially for the state bodies and business sector. In this respect, the University provides research-based consultations.

Aims and Objectives:

- To establish consultation services based on independent research in order to ensure decision making based on the best practice;
- Customer-oriented, research-based consultation;
- To work with business community and promote the development of new businesses;
- To use research base for consultation;

- To strengthen innovative and interdisciplinary research;
- To enhance the transfer of technologies and research innovations between business community and the University;

4. Modern Education Standards and Knowledge Dissemination

The University is a distinguished educational institution. Its educational programs meet the requirements of the national quality standards. The University aims at bringing these standards into compliance with international standards. The University closely cooperates with other Georgian universities, pre-university as well as vocational training centers and tries to create joint educational systems with them.

The University's objective is to be the leader in transferring knowledge to the society with the university graduates and students being the most important actors in this process. The University has a museum and educational centers; it regularly organizes debates and other events.

Aims and Objectives:

- To offer high quality academic programs in various fields;
- To develop new academic programs in line with the requirements of the future;
- To enhance the purpose, relevance and quality of continuing education;
- To attract the best students from Georgia and foreign countries;
- To ensure that educational programs meet national and international accreditation standards;
- To establish criteria which will enable the limitation of bachelor's degree programs and diversification of master's degree programs;
- To participate actively in studying and solving the problems in the school system;
- To create a wide range of continuing education programs for graduates and to ensure links with them through the alumni network;
- To establish a flexible system of credits, which will enable students to form a new combination of subjects;
- To ensure that the University's museum and media outlets serve the communication with different sectors of the society through the research-based knowledge.

5. Professional and Consistent Management

The precondition for the university's effective functioning is professional and consistent management. Increased resources will promote further research, research-based advice and program development in line with the requirements of the future. In these processes, management plays the key role.

Aims and Objectives:

- To establish effective and productive administrative management, which will promote the achievement of the University's goals and tasks;

- Academic and administrative personnel should develop precise instructions to ensure the effective cooperation of different groups in the process of carrying out the university's activities;
- Management must be open, transparent and motivated;
- Management should take care of perfection and distribution of competences between different management bodies and individuals;
- Functions of the central and decentralized management bodies must be clearly determined.

6. Effective Support and Service

The society expects high quality service from the University. This service is provided to the students as well as to the academic and administrative personnel and partners.

Aims and Objectives:

- Consumer-oriented technical and administrative services;
- Transparent, flexible and interdisciplinary approach to the issue;
- To assess and reconsider/analyze ongoing and future administrative activities;
- To create new systems in various sectors: academic program administration, financial, information technology, budget and personnel management systems;
- Service and administration should be adapted to different types of requirements, such as location, academic field and other characteristics;
- Objectives of main services should be defined; service should become more effective giving due consideration to administrative and technical spheres.

7. Modern Equipment and Infrastructure

Innovative infrastructure is one of the priorities of modern research university. The University should ensure the improvement of modern laboratory, technical equipment, database and search systems in line with international standards.

The University has its internet network and operates using different technological systems. Libraries are available at all faculties and departments of the University. The central library occupies quite a large area.

Aims and Objectives:

- To build modern infrastructure that will promote the University's effective functioning;
- To create adequate environment for the implementation of the University's main activities;
- To create effective technological systems;
- To prepare the investment plan for the University's research, education and information needs;
- To prepare the university library development plan;
- To prepare the information technology development plan;
- To prepare the continuing education development plan.

8. Modern Quality Assurance

Quality assurance is an essential part of the University's functioning. Traditionally, the University has always taken measures for ensuring the quality of academic and research activities. For this purpose, the University regularly evaluates the compliance of academic personnel, dissertations and publications with the required standards.

External expertise of educational programs creates external mechanisms for quality assurance. The University systematically conducts internal quality assessment of the learning process. The authorization and accreditation processes are the key quality assurance criteria.

The University closely cooperates in quality assurance issues with LEPL National Center for Educational Quality Enhancement, foreign and other Georgian universities.

Aims and Objectives:

- To make the quality assurance number one priority for the management;
- To ensure the compliance of the University's activities and services with quality standards;
- To develop effective internal quality assurance systems;
- To provide successful external assessment, authorization and accreditation;
- To improve quality assurance standards and systems;
- To ensure the compliance of the University's educational and research activities with the national quality standards;
- To define the key points of relations with foreign universities.

9. Research Environment

The University has an adequate research environment. This environment should further develop and strengthen. The research environment will promote the establishment of a uniform strategy. Some fields need specific research environment and the University administration takes all necessary measures to provide such environment.

Aims and Objectives:

- To strengthen the international research activities of the University;
- To integrate the citizens who work in the world leading universities and research centers into the University; to attract foreign scholars;
- To prepare a long-term strategic research plan;
- To create a new, flexible organizational structure.

10. Learning Environment

The University's learning environment is fully in line with the requirements of the Bologna Process. Students have an opportunity to choose the best combination of subjects and enjoy mobility.

Aims and Objectives:

- To create modern learning environment which will attract the best students;

- To make student years the best for the youngsters;
- To create modern learning environment;
- To build a campus;
- To develop student self-governance;
- To establish close ties between the University and its partners;
- To improve the learning environment assessment and monitoring system.

11. Internationalization

The University's international links envisage cooperation within the educational and research programs of all stages. The University has concluded agreements with foreign educational institutions and research centers.

Aims and Objectives:

- To be established as an open, leading, and international university;
- To apply internationalization to all fields of University's activities;
- To enhance student and personnel exchange programs;
- To join international networks and forums;
- To review the number of international agreements;
- To ensure consolidation of foreign and local students and to promote their communication;
- To enhance administrative support for internationalization;
- To enhance the mobility of foreign scholars;
- To create different types of the English language curricula and to increase the number of summer schools.

12. Development of Competencies

The quality of the University's activities depends on the work performed by its staff. Thus, the staff should have the opportunities for personal and professional development, as well as independence in planning their own work. Accordingly, the University should support its staff in further development and international mobility.

The University needs to ensure continuing education for its staff.

Aims and Objectives:

- To have the best staff;
- To have the strategy for developing staff competencies;
- To ensure staff diversity;
- To promote the staff motivation, productivity and innovation;
- To create continuing education programs, which will foster further development of staff competences;
- To develop innovative staff recruitment procedures.

13. Profile

The University is a universal, academic educational-research center. It is open to the public. The University, its staff and students are in constant search for the new ways of understanding science, for using the knowledge gained at the University to good account.

Independence, academic performance, universality, inner strength, national and common values create the profile that determines the University's specificity and identity.

Aims and Objectives:

- To increase the University's transparency, reputation and authority giving due consideration to the uniform profile;
- To create international profile based on the University mission, vision and values;
- To orient the management to the University profile;
- To create programs of new design;
- To analyze the University's media profile and to develop a communication strategy;
- To elaborate the communication strategies.