



Strategy of Sulkhan Saba Orbeliani University
2020 - 2026

*Approved by the Academic Council on September 24, 2019 №08-19
by a Protocol decision*

*Date of Update: 04-20 Minutes of the Academic Council on 16 April 2020
Protocol decision*

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1. FOREWORD BY THE RECTOR

Gaining knowledge and education does not mean simply gathering information. The university is a place where each person seeks something more that will take them to new human heights. What is more, Sabauni provides this individually for each person by finding the path to success in their professional and personal life. By supporting each individual, working together, sharing experiences and offering opportunities each person is offered the opportunity for success. Consequently, Sabauni creates one big family where people teach, help, research and look for opportunities to succeed. This explains the environment of personal formation, where generations, different cultures and traditions, different lifestyles and areas of interest meet and contribute to the development of society.

The great historical and spiritual experience strengthens Sabauni's back. This is due to the status of its founder and with thousands of years of experience, which means a large network of universities internationally and their academic experience are shared.

Sabauni strives to develop the country by establishing knowledge, professionalism, new scientific and research opportunities.

2. STRATEGIC PLANNING PROCESS AND METHODOLOGY

The strategic plan of Sulkhan-Saba Orbeliani University (hereinafter referred to as "Sabauni") defines the priorities of the University and its structural units. The university administration was actively involved in the development of the 2020-2026 strategic plan. According to the 1 99/N Regulation of Georgia on Authorization Fees and Educational Institutions of October 1, 2010, universities must submit their strategic plan to the Ministry of Education and Science of Georgia. The planning process for the development of the University Strategic Plan was led by the Rector of the University. Representatives of the University's structural units, academic staff and students participated in the process. The development of the strategic plan was led by an experienced consultant (facilitator). The university started working on the strategic plan of development in 2018. During the year, several meetings were held with members of the university administration at various locations, where the mission of the university was discussed separately, goals were set, the internal SWOT and external environment (PESTEL) were evaluated, the university structure was updated, responsible persons were identified and instructed to develop action plans based on the goals of the University.

The meetings were directly divided into three parts; In the first part the facilitator / consultant provided the participants with theoretical material, explained the components of the strategic document, defined the terms and so on; The second part of the meeting was dedicated to group work, where specific topics were discussed, opinions were expressed and short presentations were prepared, which were then discussed in the third part of the meetings. The consolidated version was finalized by the consultant and sent to the participants for review.

Work on the university strategy continued in 2019 as well. As several new employees have been added to the management of the university administration, they have also been actively involved in the development of the strategic plan. Several professors and students also joined the working group. The meetings were continued according to the above mentioned method. In total, thirty-five stakeholders took part in setting strategic

priorities. The active involvement of the staff of the University leads to the commitment to the strategic plan and, consequently, to its effective implementation.

The evaluation was carried out in four stages.

1. Situation assessment (internal and external)
2. Overview of the mission vision and core values;
3. Identifying priority areas, defining goals and objectives and performance indicators;
4. Development of purpose evaluation cards,
5. Develop a monitoring plan.

1. Situation assessment (internal environment and external environment)

The first step in the strategic planning process was to conduct internal and external situational assessments of the University through focus group discussions. Several informational meetings were held to identify important issues related to the University and its development prospects. Through internal and external analysis, we have identified the strengths and weaknesses of the University and other external (political, economic, legal, etc.) factors that hinder or contribute to the development of the University.

Internal environment includes identifying the strengths and weaknesses, capabilities and threats of the organization (SWOT analysis). It includes the activities of human and material resources, stakeholders, university policy and services, governing bodies. The internal evaluation revealed the strengths and weaknesses of the organization, which are presented in Chapter 5.

The PESTEL analysis method was used to assess the external environment. Political, economic, social, environmental and legal factors that influence the mission and goals of the organization were analyzed. This includes assessing the university's external environment and the threats that may affect it. This also includes the analysis of the University's competitiveness and cooperation with partners. The assessment revealed the capabilities of the organization and the threats it faces, which are discussed in more detail in Chapter Five.

Involvement of stakeholders

In the process of analysis, significant stakeholders were identified for the suburb. Their detailed list is given in Chapter 5, Situational Analysis.

2. Overview of mission, vision and core values

During the group work, the mission, vision and core values of the community were discussed. The specially created team was divided into five working groups; Each of them developed their own version of the vision and mission. By combining these versions, a single text was created. The groups compared the new mission and vision to the old mission and vision to see how much the university's approach to this has changed. As a result, the renewed mission and vision of the University was formed. Using the same methodology, the core values of the organization were identified.

3. Identify priority areas, goals and objectives and key indicators of effectiveness

Through SWOT and PESTEL analysis, the team identified the causes and possible outcomes of specific problems. The negative circumstances identified by the so-called "problem tree" were presented as a challenge and an opportunity for the university, hence the goals and their respective tasks.

Strategies and effectiveness indicators were identified in defining each goal and objective. These indicators are given in this document, and the strategies are given in the accompanying assessment cards.

4. action plan

Based on the strategy, the persons responsible for achieving each goal have developed an action plan corresponding to the strategy, which details the performance indicators, the structural units and officials responsible for achieving the strategic goals, the estimated costs, the current situation and future activities. The first working version of the strategic plan was published on the website for public information. Feedback from students and professors was analyzed and, where possible, reflected in the document.

The strategic plan focuses on the following:

- Purposeful efforts to establish a pronounced identity;
- Improving student services, promoting their personal and professional development;
- Changing the status of the university and diversifying its academic disciplines;
- Improve the institutional capacity of the University by investing in human resources and capital development.

Strategic Development Plan approved by the 08-19 protocol of the Academic Council of September 24, 2019
Intended for period 2020-2026.

3. HISTORY AND IMPORTANT STAGES

Sulkhan-Saba Orbeliani University was established in 2002 at the initiative of the Apostolic Administration of the Latin Catholics of the Caucasus as the Sulkhan-Saba Orbeliani Institute of Philosophy, Theology, History and Culture. Initially, the university had only one faculty, theology, where Christian theology was taught. International symposia, conferences and seminars were held on behalf of the institute, philosophical, theological and scientific books and textbooks in various fields were published.

Since 2009, the Institute has been operating as a teaching university. The University has established undergraduate programs in Tourism and International Relations, as well as undergraduate and graduate programs in theology, law and business administration. There are several research institutes and centers on the basis of the faculties, which organize the research activities of the university. As a result, several hundred studies have been conducted, and dozens of books, textbooks, and scientific journals have been published.

The University collaborates with European and American universities, has exchange programs for students and professors, is a member of several international university associations, and enjoys exclusive scholarship and institutional international support.

4. SABAUNI TODAY

Currently, Sabauni is one of the leading universities in Georgia, although it does not count many years of its existence. The facility has been operating for almost 20 years. Currently, Sabauni studies about one thousand local and international students in Georgian and English language educational programs.

Sabauni consists of educational, research and auxiliary structural units. There are currently three faculties and 7 research centers and institutes at the University. By the end of 2020, the construction of the Sabuna dormitory will be completed, which will significantly increase the university's potential for both international and local students and professors.

5. SITUATIONAL ANALYSIS

ANALYSIS OF SECTORAL DIRECTIONS (PESTEL)

POLITICAL

<u>Positive</u>	<u>Negative</u>
<ul style="list-style-type: none"> Maintain a pro-Western foreign policy course 	<ul style="list-style-type: none"> Unpredictable changes in higher education policy Geopolitical instability Corruption - Giving unfair privileges to other players is detrimental to fair competition Government Migration Policy (in the context of potential international students) Vague tax policy Number of universities and subsidized programs / so-called "free faculties" Low level of primary and secondary education of students, which affects the quality of the higher education program Rule of Law Problems and Challenges of Transitional Democracy

ECONOMIC

Positive	Negative

<ul style="list-style-type: none"> • Small tax burden • Economic integration in the world market 	<ul style="list-style-type: none"> • Small economic growth • Exchange rate volatility • Inflation risk • Low income of the population • Unequal distribution of income • High level of unemployment • Low opening rate of research and innovation enterprises • Complicated terms of getting a loan • Decrease in foreign direct investment
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SOCIAL

Positive	Negative
<ul style="list-style-type: none"> • Interest in formal education • Access to education 	<ul style="list-style-type: none"> • Low birth rate • New students' attitudes towards learning and careers / neglect of the importance of education • Cultural barriers such as homophobia, racism, difficulty in integrating into Georgian society, etc. • Influence of parents on students' choices • Outflow of talented people from the country • Increase in crime • Low level of knowledge of foreign languages

TECHNOLOGICAL

Positive	Negative
<ul style="list-style-type: none"> • Access to new technologies • Technological changes • Development of an electronic platform 	<ul style="list-style-type: none"> • Development of artificial intelligence • Technology Existence Cycle / Term / • Level of knowledge of using electronic resources

ECOLOGICAL

Positive	Negative
<ul style="list-style-type: none"> • Renewable energy support 	<ul style="list-style-type: none"> • Natural Disasters

LEGAL

Positive	Negative
<ul style="list-style-type: none"> • Accreditation and authorization rules 	<ul style="list-style-type: none"> • Frequent changes in education laws

<ul style="list-style-type: none"> • Labor regulations for the effective implementation of human resource strategies • Procedure for appealing decisions on accreditation and authorization 	<ul style="list-style-type: none"> • Regulating the bureaucratic, educational process of the Law on Personal Data Protection
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ANALYSIS OF THE STRENGTHS AND WEAKNESSES OF THE SABAUNI

Positive	Negative
<ul style="list-style-type: none"> • Making timely and effective decisions • Student-centered environment Creating an environment conducive to self-development • A clearly defined mission • Involve academic staff and students in developing missions and directions • Realistic goals • International authority of the Catholic Church • Readiness for change and development • Good reputation • Exclusive programs • International exchange programs • Support ideas and initiatives • Rich library and research base • Work space for students and academic staff interested in research Exclusive subjects and disciplines • Availability of internship programs at the university and partner organizations • Close relationships with alumni • Easy to connect with lecturers • Development-oriented and practicing lecturers • Professional, motivated, creative and motivated team • English language courses for employees • Well-equipped and modern infrastructure • Financial stability 	<ul style="list-style-type: none"> • Incomplete understanding of the mission • Small interest of target groups in participating in mission creation • The brand is less well known. Stakeholders have almost no information about it • Lack of marketing strategy • Status of teaching university • Conflict image of Sulkhan-Saba Orbeliani University • Students are not considered users Less awareness of Sabaun as a brand • Lack of marketing strategy for years • Teaching University Status • Poor student attendance at auditing classes • Website operation and information administration • Undiversified financial resources • Insufficient knowledge of English by employees

STRATEGIC CHALLENGES

SCIENTIFIC-RESEARCH PRODUCT

A) Most of the research activities across the country and its results do not meet the European standard of research, it is problematic to plan the research, as well as the methodology of its implementation and the reputation of the research.

There is no practice of active cooperation between the business sector and educational, research institutions, which prevents businesses from making long-term investments in research activities.

B) There is a lack of qualified academic / scientific staff in the labor markets, as indicated by the low citation index. Highly qualified scientific research is a long-term process. To ensure a long-term, competitive advantage, the University must focus on developing young, qualified researchers.

C) The integration of the research component into educational programs, which gives the university a competitive advantage, is not observed in most higher education institutions.

D) Expanding joint scientific activities with the participation of international partners will increase the competitiveness of the University.

EDUCATIONAL PROGRAMS

A) Demand for individual educational programs is steadily increasing among foreign citizens. In addition, the interest of citizens of India, Nigeria, Azerbaijan and Armenia is high. In fact, it is a continuous and growing segment of the education sector, for which the offering of positioning and differentiated educational products presents an unprecedented perspective in the long-term development of a higher education institution.

B) The Georgian educational market is saturated and every university has a special niche in the market. At this point the market is almost unchanged, which means that the university has to be able to deal with customers in the short term, which is undoubtedly a difficult task.

INTERNATIONALIZATION

A) Most Georgian higher education institutions are focused on the mobility of academic staff and students due to the institutional standard of internationalization. Other areas of internationalization, namely: joint programs, projects and studies, due to lack of human and material resources, are relatively less implemented.

B) The participation of Georgian higher education institutions in EU projects increases the chances of universities to attract funding for both academic mobility and joint teaching and research.

UNIVERSITY MANAGEMENT

ს) A management system cannot be effective if it relies solely on the operation of a single component of the system, despite the high degree of coordination and the functional system of communication. However, the efficiency of the management system creates a synergy mechanism. Accordingly, the system must be greater than the sum of its individual components. Due to the peculiarities of the educational field, Synergy should ensure the quality of teamwork, which is reflected in the implementation of management functions. The effectiveness of

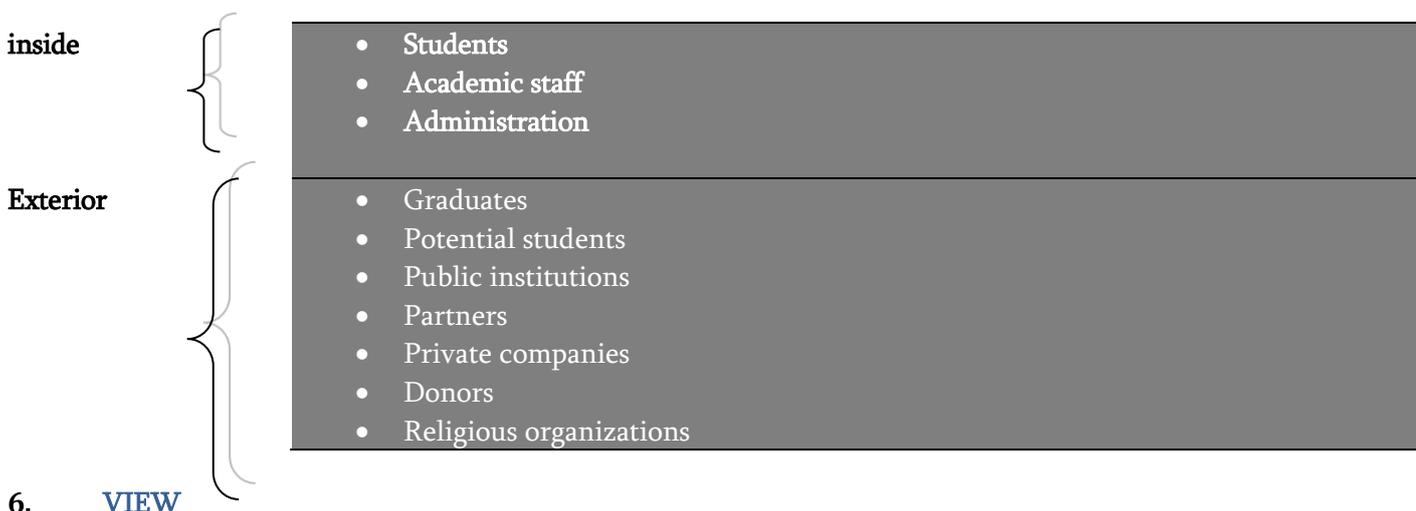
teamwork is not only a high level of coordination between the components of the system, but also, above all, the realization that all stakeholders are involved in the decision-making process.

ბ) Demand-oriented high-quality educational product ensures the efficient functioning of the system. The process and quality of educational product development is ensured by the continuous improvement and perfection of product characteristics, which are evaluated in accordance with pre-defined standards. The main goal of the University is to implement a guideline based on the European Quality Assurance System, which deals with the assessment of the European Higher Education Area.

THE DIGITAL AGE

In an era of increasing technological development, the university must quickly follow the principles of resource management and global technological trends in order to actively use electronic teaching and management systems.

INTERNAL AND EXTERNAL STAKEHOLDERS OF SABAUNI



- By providing the best education we are changing the world.
- By developing free thinking we transform society.
- We learn, create and disseminate knowledge.

7. MISSION

The University's mission is to provide teaching, learning and research in the humanities and social sciences at the local and international levels, based on the principles of human dignity and freedom, to bring cultures and generations closer together and to develop society.

8. BASIC VALUES OF SABAUNI

Focus group meetings were held at focus group meetings involving students, alumni, employers, professors, administration, and other stakeholders.

Freedom

"Christ set us free for freedom. Then stand still and do not be enslaved" (Gal. 5: 1).

We believe that freedom is the basis of human dignity, the creative source, the means of self-realization and the measure of humanity. That is why it is important for the university to grasp and ensure both personal and academic freedom. Free people create a free society.

Responsibility

Responsibility is the extension of freedom and the determinant of humanity. It is the foundation of civil society. The University realizes its responsibility to its students, professors and the public.

Creativity

A creative approach is the basis for discovering new opportunities, personal, professional and institutional development. Creativity leads to the establishment of innovative approaches in the teaching-learning-research process and the internationalization of these processes.

Quality

Quality is the main determinant of successful university activities. Quality contributes to the competitiveness of educational programs and graduates, a high reputation for research, and international recognition of the University.

Christianity

Christianity is a call to human love. It is the person whose main value is education, whose education is the main purpose of the university. Based on Christian values, Sabaun creates a space for personal development, mutual understanding and tolerance between people.

9. STRATEGIC GOALS, OBJECTIVES AND ACTIVITIES

AREA 1: WELL-DEFINED IDENTITY AND IMPACT ON SOCIETY

In the conditions of increasing competition in the Georgian educational market, it is important for the university to have a clearly expressed identity, which will be attractive to all persons interested in education.

In line with market demands, the University will develop strategies and objectives to achieve a competitive advantage; Takes into account marketing trends, student needs, market segmentation and develops new services.

The University, as an educational and research institution, has a special social responsibility, which, first of all, derives from its public and universal purpose. The University contributes to the development of public awareness, the strengthening of civil society, the dialogue of cultures and generations, and the formation of a responsible citizen.

Goal 1: Identify and strengthen the identity of the Sabauni brand

Task 1.1: Develop a brand identity and strategy for Sabauni with the involvement of all stakeholders.

Task 1.2: Promoting the University's mission, vision and values in the university community and developing a common organizational culture.

Task 1.3: Develop a marketing strategy based on the needs and requirements of the target audience; Loyal stakeholders increase in number.

Task 1.4: Promoting and promoting continuing education.

Activities	
<u>1.1. Task activity</u>	<u>1.2. Task activity</u>
<ol style="list-style-type: none"> 1. Rebranding of Sabauni and creating a brand book; 2. Update the concept of website and social media; 3. Create a new Sabaun website 4. Production of official University attributes, representative documents and other marketing materials in accordance with the brand book; 5. Conducting informational meetings regarding Sabauni brand news. 	<ol style="list-style-type: none"> 1. Conduct research and analyze the results of those interested in the history, mission and values of the University; 2. Organizing various information events for those interested in popularizing the history, mission and vision of the University; 3. Preparation and use of information materials, presentation, video clip on the history of the municipality and its values during various events;
<u>1.3. Task activity</u>	<u>1.4 Task activity</u>

<ol style="list-style-type: none"> 1. Conduct marketing research and divide it into market segments; 2. Develop a marketing strategy and a plan for its implementation based on the results of marketing research; 3. Introduction of marketing strategy; 4. Monitor and evaluate the effectiveness of the implemented strategy. 	<ol style="list-style-type: none"> 1. Disseminate information about high school and its programs to high school students; Organizing trainings for graduates and other interested persons; 2. Relevant professional orientation meetings for school students / 3. Providing trainings / master classes; Preparation and conduct of certificate courses; 4. Organizing and conducting social events.
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Key Performance Indicators:

1.1.	1.2.
<ul style="list-style-type: none"> • Updated logo and brandbook; • New website; • Statistics related to Sabuna pages on social media; • Marketing material created in accordance with the brandbook; • Number of information meetings and attendees. 	<ul style="list-style-type: none"> • Quantitative and qualitative indicators of research among those interested in the history, mission and values of the University; • Number of staff and students participating in the Sabuna events to promote the history, mission and vision of the University; • Video and presentation on the history and values of the community; • Information on the history and mission of the municipality, including: brochure, booklet, flyer.
1.3.	1.4.
<ul style="list-style-type: none"> • Marketing research results; • Marketing strategy; • Marketing Action Plan; • Marketing strategy implementation reports; • Results of monitoring the implementation of marketing strategy; • Increase in the number of students. 	<ul style="list-style-type: none"> • Number of events and participants involved in events about the University and its programs in schools across Georgia; • Number of professional orientations, meetings /trainings, master classes and students involved in the school for students; • Number of certificate courses and participants involved; • Number of social activities; • Number of beneficiaries of social activities.

AREA 2: STUDENTS' PERSONAL AND CAREER DEVELOPMENT

The University supports and is actively involved in the constant intellectual growth and personal development of students. Promoting students' career prospects increases by promoting the application of theoretical knowledge in practice. They have the opportunity to engage in international and extracurricular activities that help them gain a great deal of experience through academic and career development. Such activities, in turn, contribute to the development of students as free, dignified and responsible citizens / individuals, as well as the process of

rapprochement of generations and cultures and the creation of a student community with a strong identity in Sabauni.

Goal 2: Improve communication and services, diversify and promote students' professional and personal development.

Task 2.1: Strengthen / improve communication mechanisms between students and university staff and promote socialization.

Task 2.2: Activate and diversify Sabauni student life through extracurricular activities.

Task 2.3: Support students through a variety of career support services and non-formal education methods and approaches.

Task 2.4: Maintain and strengthen close ties with Sabauni alumni.

Task activities

2.1 Task activities	2.2 Task activities
<ol style="list-style-type: none"> 1. Development and implementation of general educational projects; 2. Involvement in joint entertainment activities; 3. Create recreational spaces and workplaces on campus and campus. 	<ol style="list-style-type: none"> 1. Active support of the Volunteer Club and increase awareness of their activities; 2. Update the concept of the grant competition project and its implementation; 3. Creating an event organizing club and carrying out various activities within it;
2.3 Task activities	2.4 Task activities
<ol style="list-style-type: none"> 1. Research on student needs, challenges and satisfaction; 2. Creating a career development guideline (guide); 3. Development of regular career consultations and orientation meetings; 4. Development and implementation of a career growth and development course module for graduate students; 5. Organizing employment promotion activities; 6. Organizing the annual HR forum; 7. Conducting a hackathon to identify students' abilities; 8. Database production and development. 	<ol style="list-style-type: none"> 1. Establishment and development of Sabaun Alumni Club; 2. Number of activities carried out within the club; 3. Implementation of projects within the club; 4. Posting information about the University Alumni Club and activities on the website and social media.

<u>Key performance indicators</u>	
2.1.	2.2.
<ul style="list-style-type: none"> • Number of jointly developed and implemented educational projects and participants involved in them; • Number of general entertainment events and participants involved; • Common recreational workspaces at the University. 	<ul style="list-style-type: none"> • Number of participants involved in the volunteer club and the activities carried out by them; • Number of projects received and implemented within the framework of the grant competition; • Number of activities carried out within the event organizing club and the number of students involved.
2.3.	2.4.
<ul style="list-style-type: none"> • Number of surveys conducted to find out students' needs, challenges and satisfaction and the number of students participating in them; • Number of users of the made, online and offline career development guideline; • Number of regular career consultations, orientation meetings and the number of students involved; • Number of applicants for the career growth and development course module; • Number of events participating in employment corners; • Number of employers and students participating in the annual HR Forum and Hackathon. • Number of databases. 	<ol style="list-style-type: none"> 1. Number of people wishing to become members of the Sabaun Alumni Club and those attending the official reception; 2. Number of activities offered and implemented by the University for the club; 3. Number of projects initiated and implemented by the club; 4. Creating a group on social media, the number of graduates and members posted on it.

AREA 3: ACADEMIC ACTIVITIES

Sabauni offers various educational programs in the social and humanities to Georgian and international students at all three levels of higher education, as well as facilitates the study of contemporary and topical issues and the development of solutions to them through problem-oriented and result-oriented research activities. The University contributes to the development of the community by balancing fundamental and applied research.

Goal 3: Achieve academic excellence by expanding and enhancing the educational programs of Sabauni.

Task 3.1: Create a variety of undergraduate and graduate programs in the social sciences and humanities in line with labor market requirements.

Task 3.2: Create doctoral programs and transform the training from university to university

Task 3.3: Continuous improvement of the quality of Sabauni educational programs and promotion of internationalization

Activities	
3.1. <u>Task activity</u>	3.2. <u>Task activity</u>
<ol style="list-style-type: none"> 1. Reaccreditation of current undergraduate and graduate programs; 2. Accreditation of the bachelor's program in psychology; 3. Accreditation of the Bachelor of Political Science program; 4. Accreditation of the undergraduate program in Sociology; 5. Accreditation of the Master Program in Public Administration; 6. Accreditation of English-language business master's program; 7. Accreditation of English-language master's program in tourism (dual degree); 8. Accreditation of the Master of Education Administration program; 9. Accreditation of Georgian language training educational program. 	<ol style="list-style-type: none"> 1. Establishment of the University Dissertation Council; 2. Reauthorization of the University; 3. Accreditation of Doctoral Program in Theology; 4. Accreditation of Doctoral Program in Law
3.3. <u>Task activity</u>	
<ol style="list-style-type: none"> 1. Increasing the number of English language courses in educational programs; 2. Organizing international projects in Georgia; 3. International mobility of academic staff, involvement in research and academic development-oriented activities; 4. Periodic survey, evaluation and monitoring of results of educational programs, academic staff and students in accordance with internal quality mechanisms; 5. Periodic labor market research and reflection of results in educational programs; 6. Attracting and involving foreign professors in the implementation of educational programs; 7. Periodic use of peer evaluation and quality external mechanisms to improve program quality 	

Key performance indicators:

3.1	3.2
<ul style="list-style-type: none"> • Accredited Undergraduate Program in International Relations (7 years); • Bachelor of Tourism Accredited Program (7 years); • Accredited Master of Business 	<ul style="list-style-type: none"> • Staffed Dissertation Board; • University status; • Doctoral Program in Accredited Theology (4 years); • Doctoral Program in Accredited Law (4 years)

<ul style="list-style-type: none"> Administration Master's Program (7 years); • Accredited Psychology Bachelor Program (4 years); • Accredited Master of Public Administration (4 years); • English Language Master's Program in Accredited Business (4 years) • English Language Master's Program in Accredited Tourism (Dual Degree) (4 years); • Master's Program in Accredited Education Administration (4 years); • Accredited Georgian language training educational program (4 years) 	
<ul style="list-style-type: none"> • 3.3. 	
<ul style="list-style-type: none"> • English language courses in educational programs; • Number of implemented international projects (including trainings, seminars, workshops, etc.) and participants; • Number of academic staff participating in international mobility; • Results of periodic surveys and analyzes of educational programs, academic staff and students; • The results of periodic labor market research and the changes reflected in the programs based on them; • Number of foreign professors involved in the implementation of the program and the training courses taught by them; • The number of peer evaluations of the programs and the changes made based on them. 	

Goal 4: Develop and promote scientific and research activities at the local and international levels with a high research reputation

Aufgabe 4.1: Steigerung der wissenschaftlichen Produktivität und des Ansehens der Forschung des akademischen Personals

Aufgabe 4.2: Institutionalisierung wissenschaftlicher Forschungsaktivitäten

Aufgabe 4.3: Kommerzialisierung wissenschaftlicher Forschungsaktivitäten

Aufgabe 4.4: Internationalisierung wissenschaftlicher Forschungsaktivitäten

Activities	
4.1. <u>Task activity</u>	4.2. <u>Task activity</u>
<ol style="list-style-type: none"> 1. Evaluation and monitoring of scientific-research activities of the academic staff; 2. Activation of the Coordinating Council for Academic Research and Development Promotion; 3. Encouraging the scientific-research activities of the academic staff; 4. Facilitate the publication of scientific papers by academic staff; 5. Promoting the involvement of academic staff in personal and professional development activities; 6. Raising academic awareness about staff; 7. Attracting and involving students and young researchers in the research of the academic staff of the University; 8. Participate in local grant research competitions 	<ol style="list-style-type: none"> 1. Creation of scientific-research units; 2. Optimization of existing scientific-research units; 3. Provision of events and publications by scientific-research units; 4. Evaluation and monitoring of the activities of scientific-research units; 5. Encouraging the activities of scientific-research units
4.3 <u>Task activity</u>	4.4. <u>Task activity</u>
<ol style="list-style-type: none"> 1. Scientific publishing market research and analysis of results; 2. Defining publishing priorities and research directions; 3. Popularization of university publications; 4. Commercialization of published books and papers 	<ol style="list-style-type: none"> 1. Participation in international grant research competitions; 2. Planning and conducting joint international surveys; 3. Facilitate and encourage the publication of papers by international academic staff; 4. Publication of an international periodical; 5. Promoting and encouraging the publication of papers in English and other foreign languages; 6. Establishment and development of permanent international conferences; 7. Participation of academic staff in international research conferences and events; 8. Organizing and conducting international research conferences and events; 9. Involvement of masters and doctoral students in international research activities; 10. Facilitate the acquisition of international research scholarships for academic staff and doctoral students

Key performance indicators:

4.1	4.2
<ul style="list-style-type: none"> • Results, conclusions and reports of the Academic Research and Development Manager on the 	<ul style="list-style-type: none"> • Michel Muskheli Institute; • Number of existing research centers and institutes; • Conclusions of the evaluation of the activities of

<p>evaluation of the academic staff 's research activities;</p> <ul style="list-style-type: none"> • Minutes and decisions of the Coordination Council meeting; • Forms of incentives used for the successful performance of academic staff research activities; • Scientific papers of the academic staff funded and published by Sabauni; • Sabaun Periodical Research Publications; • Number of personal and professional development activities and academic staff involved; • Registered reports of academic staff on various research portals and research sites (e.g. academia.edu; researchgate.org; ssrn.com; Elsevier.com) • Posting academic staff papers and journal publications in international libraries and research databases (e.g., Erich +; heinonline.org; ebSCO; openscience.ge) • Academic Staff Citation Index (Google scholar; Scopus) • Number of students and young researchers involved in research conducted by the academic staff of the University, the share of their work in the published research; • Number of research grants awarded to Sabaun and its staff by Shota Rustaveli Science Foundation and other local donor organizations. 	<p>scientific research units and reports of the Academic Research and Development Manager;</p> <ul style="list-style-type: none"> • Number of events organized by scientific-research units and their participants; • Number of papers published by scientific-research units and their inclusion in the study syllabi; • Forms of incentives used for successful work performed by a research unit
<p>4.3</p>	<p>4.4</p>
<ul style="list-style-type: none"> • The results of the research publishing market research and the publishing priorities defined according to it; • Research and publishing areas and topics defined by the Academic Council with the participation of the Coordinating Council; • University publications published on the Internet and descriptive information about them; • Advertising university publications on social networks and related statistics; • Bookstore opened at the University; • Online bookstore attached to the university website; • Number of publications sold and revenue received; • Number of editions released and sold in mass 	<ul style="list-style-type: none"> • International scientific research grants obtained by academic staff and Sabaun; • Number of projects implemented in cooperation with foreign universities and international research organizations and awareness of the results; • Number of papers published by academic staff in international and authoritative journals; • English-language journal Post-Soviet Studies; • Number of foreign language literature published by the University and academic awareness; • Annual International Conference "Catholic Heritage in Georgia"; • Annual International Conference "Post-Soviet Studies" • Annual International Conference "Justice and

<p>sales, bookstore chains and revenue received.</p>	<p>Global Security";</p> <ul style="list-style-type: none"> • Number of international research activities and the academic staff of the participating municipality; • Number of international research events organized by the municipality and participants in them; • Number of masters and doctoral students involved in international research activities; • Number of international research scholarships obtained by academic staff and doctoral students
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AREA 4: HUMAN AND INSTITUTIONAL CAPACITY BUILDING

Human and institutional capacity development is a strategic priority of the University. Sustainable development of human and material resources is essential for the implementation of the strategic and operational goals of the University. To achieve this goal, the University implements an effective human resource management policy and the introduction of modern management approaches and systems.

Goal 5: Increase the efficiency of university management and infrastructure development.

An organizational evaluation of the University was conducted during the development of the current strategic plan. Based on a thorough analysis of the activities, the main directions were identified, the improvement of which is necessary for the implementation of the strategic plan of the University. This document provides mechanisms to ensure that identified weaknesses are addressed and developed.

Task 5.1: Develop management systems through organizational policy development.

Task 5.2: Improving academic and administrative processes by evaluating the performance of structural units.

Activities	
5.1. <u>Task activity</u>	5.2. <u>Task activity</u>

<ol style="list-style-type: none"> 1. Update and improve financial plan and accounting processes as well as policies. 2. Conduct annual internal and external financial audits. 3. Introduce and implement effective logistics and procurement mechanisms. 4. Development of university infrastructure. 5. Development of information technology infrastructure and management systems. 6. Development of library resources. 7. Develop management effectiveness mechanisms. 	<ol style="list-style-type: none"> 1. Development of standard forms for the assessment of structural units. 2. Provide information to the structural units on the implementation of the evaluation process. 3. Training of employees on how to prepare evaluation forms. 4. Based on the report submitted by the structural units, draw up an activity improvement plan and transfer it to the accountable persons. 5. Monitor the implementation of the annual performance improvement plan and review the annual results.
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Key performance indicators:

<p>5.1.</p>	<p>5.2.</p>
<ul style="list-style-type: none"> • Financial planning and accounting policies • Rules for introduction and evaluation of financial management and control system. • External financial audit findings. • Number of procurements made under the new mechanisms. • New University Campus • Modern wireless internet • Updated computer equipment • Updated software • Electronic catalog of the library • Updated book fund • Increased number of electronic resources • Conclusion on the evaluation of the results of university management efficiency. 	<ul style="list-style-type: none"> • Evaluation form • Improvement plans • Number of employees participating in the trainings • Minutes of the meeting regarding the implementation of the improvement plan • Results of monitoring the implementation of plans

Goal 6: Develop the human capital of the University by improving strategic human resource management strategic solutions and policies.

Sabauni realizes that human capital is the most important asset of the University. University staff, their efforts and professionalism contribute to the success of the University, so it is very important for us to create a work environment that is focused on the full realization of the potential of our staff and their professional or personal development.

New human resource management policies and procedures, new selection / hiring, remuneration and motivation systems will enable us to have motivated, satisfied staff in the first place and also to be desirable to other qualified candidates.

Task 6.1: Increase the labor productivity of employees by developing a human resource management structure and appropriate policies and procedures.

Task 6.2: Attract qualified staff by establishing a corporate identity, creating a healthy work environment and maintaining high motivation.

Task 6.3: Create a development and innovation-oriented work environment by providing professional and personal development programs.

Activities		
6.1. Task activity	6.2. Task activity	6.3. Task activity
<ol style="list-style-type: none"> 1. Conduct job analysis and update job descriptions. 2. Optimize the number of academic staff 3. Develop human resource management policies and procedures. 4. Creating an electronic program for human resource management. 5. Establish and implement a staff appraisal and motivation system. 6. Conduct employee motivation activities to increase employee engagement and satisfaction. 7. Conduct employee satisfaction survey and develop / implement an action plan. 	<ol style="list-style-type: none"> 1. Develop and implement a brand strategy for the employer as an employer 2. Create / implement a procedure for adapting new employees to the work environment. 3. Creating an effective staff selection / hiring process to ensure a positive candidate experience. 4. Creating an HR section on the official website; 5. Posting information about human resource management and university staff on the University website and social network to increase the awareness of the University as an employer and its staff. 6. Organize motivational events by management and employees to improve corporate identity; 	<ol style="list-style-type: none"> 1. Develop a staff training and professional development strategy, taking into account the strategic goals of the University. 2. Analysis, evaluation and planning of professional development needs within the University Professional Development Center 3. Support staff involvement in international mobility and research activities. 4. Improving the level of English language skills of the university staff. 5. Creating an annual training and professional development plan and catalog within the University Professional Development Center

Key performance indicators

6.1	6.2	6.3
<ul style="list-style-type: none"> • Results of job analysis • Updated job descriptions and specifications. 	<ul style="list-style-type: none"> • Existence of an employer brand strategy • Existence of an employer brand action plan 	<ul style="list-style-type: none"> • Professional development procedure • Results of training need analysis

<ul style="list-style-type: none"> • Number of staff • Existence of human resource management policies and procedures. • Existence of electronic human resource management program • Existence of personnel evaluation system • Evaluation results • Measures implemented based on evaluation results • Existence of motivational system • Number of motivational activities • Number of staff participating in motivational activities • Staff Satisfaction Survey Results • An action plan based on the results of the staff satisfaction survey 	<ul style="list-style-type: none"> • Existence of a procedure for adapting new employees • Survey results of staff involved in the adaptation process • Procedure for selection / hiring of renewed employees • Information on human resource management policies and staff on the new university website • Videos about important and successful staff of the University. • The amount of information posted about university staff. • Statistics on staff information on the social network and website. 	<ul style="list-style-type: none"> • Catalog of training and professional development • Number of trainings and professional development activities • Number of staff involved in international mobility. • Assess mobility by staff involved in mobility and plan of activities to be implemented at the university. • Number of staff participating in professional development activities • English staff English language proficiency test results
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10. Expand capital and create new infrastructure spaces

The University pays great attention to the development of new infrastructure projects. To do this, a few years ago Sabuni bought a plot of land in the central part of the city, near the main campus of the university, where construction of a student dormitory began. Part of the students of Sabauni are from different regions of Georgia, also the university has international students, dormitory will create the best conditions for their learning and development, as it means not only providing accommodation, but also creating an intercultural environment in the dormitory where students will be able to social, cultural, They were engaged in sports and academic activities.

The construction of the dormitory will be completed by the fall of 2020, and the arrangement of additional recreational and sports space is planned for next year.

See below for an illustration of a dormitory building:





1. University Administrative Building
2. Dormitory
3. Conference hall
4. Sports space
5. Parking
6. Protection point

11. IMPLEMENTATION, MONITORING AND EVALUATION

A comprehensive monitoring and evaluation system has been developed and implemented to support the University's strategic management and decision-making process. After the preparation of the strategic plan, all training and administrative departments developed their annual action plan in accordance with this strategic plan.

The Quality Assurance Service will be responsible for monitoring the implementation of the strategic plan. However, the plan itself will be implemented by the relevant departments and responsible persons in accordance with the structure.

After the implementation of the action plan, each department reviews the progress of strategic actions and its progress in achieving strategic goals and objectives. Responsible departments, according to the action plan, submit their findings to the quality assurance service at the end of each quarter. The University Administration and the Quality Assurance Service ensure that the activities are within the agreed strategic goals and objectives. Internal and external changes in the environment will be discussed and changes needed to be implemented to implement the strategy, reduce the risks, and use the changing environment opportunities for university development.

A meeting for the evaluation of the strategic plan will be held in January of the following year to determine the success of the implementation of the action plan for the year and whether the indicators of the indicator have been achieved. The format of the meeting will be the Academic Council, where the Quality Assurance Service presents an annual report based on a quarterly report.

If any changes need to be made to the strategic plan, this will be discussed at the strategic plan evaluation meeting and recommendations will be sent to the administration to improve the strategic plan.

12. THE COST OF A STRATEGIC PLAN

The financial resources required to implement the 2020-2026 strategy are detailed in the document in accordance with each objective and are also provided for in the University budget.

A total of GEL 7,101,462.04 is needed to implement the strategy.

Distribution of financial resources according to strategic goals:

<i>Goals and Tasks</i>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026</u>	<i>ჯამი</i>
<i><u>Goal 1</u></i>	66,370.00	73,170.00	80,270.00	83,670.00	84,370.00	89,870.00	89,370.00	568,590.00
<i><u>Goal 2</u></i>	12,300.00	21,900.00	26,700.00	29,700.00	31,700.00	33,700.00	35,700.00	191,700.00
<i><u>Goal 3</u></i>	119,996.04	93,102.00	85,108.00	72,996.00	70,440.00	74,440.00	84,440.00	600,522.04
<i><u>Goal 4</u></i>	33,500.00	36,500.00	46,000.00	50,800.00	53,000.00	56,000.00	58,000.00	333,800.00
<i><u>Goal 5</u></i>	3,874,362.00	1,167,738.00	50,550.00	50,550.00	50,550.00	50,550.00	50,550.00	5,294,850.00
<i><u>Goal 6</u></i>	10,000.00	25,000.00	15,000.00	15,000.00	17,000.00	15,000.00	15,000.00	112,000.00
<i><u>Sum:</u></i>	4,116,528.04	1,417,410.00	303,628.00	302,716.00	307,060.00	319,560.00	333,060.00	7,101,462.04