Sulkhan-saba orbelian university's strategic plan

2023 - 2029

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Content

1. Rector's Foreword

Gaining knowledge and education does not mean accumulating information only. The university is a place where each and every man seeks something that will help them reach new heights and develop as a person. However, the question is: what is "something" each man seeks? Sabauni defines this by standing by each person and considering their individual needs, by cooperating with each individual and searching for "something each person seeks at the university" together with them, by exchanging the accumulated experience and opening up new opportunities. Consequently, Sabauni creates one big family in which people teach and assist each other, do research and seek new opportunities to achieve success. By doing so, they create an environment of personal growth in which generations, different cultures and traditions, different lifestyles and fields of interests converge and contribute to public development.

Profound historical and spiritual experience back Sabauni. This is thanks to the status of its founder and thousands of years of experience envisaging the wide network of universities of the international scale and their academic experience.

Sabauni strives to advance the country by implementing knowledge, professionalism and new scientific and research opportunities.

2. Planning Methodology and Involvement * of Parties Concerned

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The formulation of the Strategic Development and Action Plan was underway in 2022 by the involvement of the parties concerned. The working group was comprised of the heads of all structural units, academic personnel, students, employers and graduates. The process included ten stages.

At the first stage, the working group studied the organizational environment of the university. Afterwards, it detected political, economic, social, technological, ecological and legal factors which have both positive and negative effects on the activities by the organization.

At the second stage, the working group analysed the key economic characteristics of the labour market, main economic characteristics of the higher education business and other research results based on which the university's current conditions were assessed. The university's achievements, success, and failures were detected and the compatibility of its inner atmosphere and existing conditions with challenges its graduates have to cope with were determined. (Annex 1).

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* "The parties concerned" mean employers, partners and stakeholders.

At the third stage, the working group detected strong and weak points of the organization and discussed its potential opportunities and hazards. Responses were provided to the questions as follows: 1) in what directions are we competitive and what should we maintain? 2) where do we face failures and why? 3) what opportunities do we have to advance specific fields? 4) what kind of threats are posed to the existing situation?

At the fourth stage, the working group renewed the vision and mission of the organization and formulated the document on its main strategic challenges and opportunities.

At the fifth stage, the working group determined the guide of strategic objectives, the tasks to be fulfilled to achieve these objectives and organizational units responsible for them.

At the sixth stage, the working process commenced in organisational units. All employees of the organization got involved in the strategy formulation process. Each body presented the plan for fulfilling tasks in accordance with the guide.

At the seventh stage, the working group organizer collated the presented strategies with each other, formulated the strategic development plan project with all parties, which was approved in accordance with the university procedures.

At the eighth stage, organizational units determined the list of activities according to the strategic plan. The so-called passport data of activities in which the activities, the corresponding deadlines to carry out these activities, responsible persons, the required resources in relation to the activities based on which the entire budget of activities was determined and was distributed according to the corresponding years and quarters with the deadlines to be followed were formulated.

At the ninth stage, the working group organizer collated the list of activities with all parties and formulated a three-year action draft plan, which was approved in accordance with the university procedures.

At the final stage, the quality management department formulated the measurable indicators and target points of the action plan based on the strategic development monitoring mechanisms and those for fulfilling the action plan.

2.1. PESTEL Analysis (detecting political, economic, social, technological, environmental, ecological and legal factors).

A. Organizational Environment
A.1 General Environment PESTEL Analysis
A.1.1 Political Environment
The European course provides an increasing opportunity of moving closer to the EU and integrating with the EU study programmes.

Increasing the opportunity of receiving grants and ensuring sustainable development.
Liberal markets and open frontiers.
Low corruption rate.
Unfavourable political environment and unstable political institutions.
Low financing of the higher education sector.
Low level of education in secondary schools.
Biased financing (discriminatory policy) with regard to higher educational institutions.
Unfavourable attitude of the state towards students from some foreign countries.
The conflicting region.
Bureaucratic barriers to getting visas by citizens of some foreign countries.
Frequent alteration of standards.
The government's unstable political course.
Presence of free educational programmes for national higher educational institutions.
Preventing citizens of some countries from crossing borders.
Cluster accreditation.
Artificial increase of demand for professional development.
Low motivation to study and high level of nepotism.
A.1.2 Economic Environment
The possibility to cover new markets and fields. Open economy and the opportunity to join the EU.
Cheap higher education in comparison with European and US higher education institutions.
Focusing on start-ups.
Changed world economic order.
The existing situation of urbanization.

Disproportionate labour market.
Increased emigration.
Low income.
Pandemic and economic crises.
Unstable microeconomic indicators (supposed inflation, fluctuating currencies, low economic growth, and high unemployment) and high interest rates on student loans.
Employment issues graduates face on the labour market.
Small market and unhealthy competition on the labour market.
Low purchasing ability.
A.1.3 Social Environment
Demographic changes and reduced birth rate.
High demand for diplomas rather than knowledge.
Low availability of education due to inflexible study programmes.
Ethnic, cultural, and religious barriers.
Low social inclusion.
High living expenses for students from different regions.
A low sense of social responsibility of providing students with necessary care and assistance.
Crisis of values.
The worsened epidemiological situation, deteriorated health condition, and the post-pandemic stress.
High trust deficiency with regard to Georgia's higher education institutions.
Low quality general education.
High emigration (brain drain).
The hybrid teaching format (as a hazard and an opportunity).

A.1.4 Technological Factors
Rapid technological development, accent on innovations and simplified access to new technologies.
A high digitalization level and the opportunity to have access to global scientific databases.
Opportunities to use anti-plagiarism systems.
The country's low technological development. A low ability to create innovations.
A lack of creating business oriented scientific products by higher educational institutions.
A problem of establishing communication with business by higher educational institutions.
A problem of financing research products by business.
A problem of providing the internet and other technological infrastructure countrywide.
A low quality protection of personal information.
Distance learning challenges.
Inability to apply study applications.
A lack of academic personnel in IT field.
A.1.5 Environment and Ecology
Focusing on sustainable development.
Green management.
A risk of spreading diseases and epidemics.
A problem of building an eco-friendly country.
Health safety standards.
Non-diversified energy system.
A.1.6 Legal Environment
Simplification of regulations related to foreign students.
Increased opportunities of informal and professional development and problems in regulating them.

Changes in the Labour Code.
Frequent changes in the legislation.
Difficulties in complying with regulations related to intellectual property.
Excessive regulation.

2.2 SWOT Analysis

Strong Points

- Academic freedom.
- Friendly environment.
- Low bureaucracy.
- Founder.
- Location.
- Flexible administration.
- Decentralized budget.
- Highly experienced academic and invited personnel.
- The study process, the environment and services adjusted to individual needs (swift services, high quality feedback and communication).
- The advantage of having access to different exchange programmes other than Erasmus Exchange Programme and the possibility to provide funding for students.
- Various scholarships.
- Publishing research papers of students at Sabauni and other higher education institutions.
- Exclusive research in law and theology.
- Educational theology programmes and their relation to international projects and grants.
- Exclusive and different study courses and modules.
- The advantage of library resources.
- Openness to criticism, changes, and development.
- Young and promising personnel focused on changes.

Weak points

- Scarce financial resources.
- Unfavourable corporate culture.
- Low recognizability/image/reputation.
- Students with low academic performance and motivation.
- Scarcity of close connections with employers.
- Inflexible marketing strategy.

- Professional and personal development policy for employees.
- Career development opportunities for students and employees.
- Insufficient communication with graduates.
- Nonautomated business processes.
- Scarce joint projects.
- A low citation index.
- Uneventful student life.
- A low market share.
- Frequent replacement of employees.

Opportunities

- Attracting foreign students.
- Finding additional financial resources.
- Using entrepreneurial opportunities.
- Lots of opportunities to develop branded differentiated products.
- The opportunity for students to live in dormitories.
- Commercialization of library and publishing resources.
- The opportunity to develop new programmes.
- The development of the Orbeliani academy.
- Strengthening cooperation with the parties concerned.
- Clinical centres and clinical services.
- Generating and spreading new knowledge.

Threats

- Political Instability.
- Pandemics.
- Corruption and nepotism.
- Unhealthy competition.
- Regular changes to the legislation.
- Ego-scepticism and lack of interest in Western values.
- The migration policy, international positioning of the state, and priorities.
- Migration of the young generation.
- Low pace of economic growth.
- The conflicting region.
- Unhealthy competition.
- A lack of the highly qualified personnel.
- Brain drain.
- Free educational programmes.

3. History and Milestones

Sulkhan-Saba Orbeliani University was founded at the initiative of the Apostolic Administration of Latin Rite Catholics in 2002 as the Sulkhan-Saba Orbeliani Institute of Philosophy, Theology, History and Culture. Initially, at the institute, there was the faculty of theology only. International symposiums, conferences and workshops were held on behalf of the institute, and philosophical, theological and other scientific books or textbooks were published.

Since 2009, the institute has functioned as a teaching university; bachelor's programmes of tourism, theology, law, business administration, international relations, psychology, political science, sociology, and master's programs of theology, law, business administration, public administration, and human resource management were created later.

In 2021, Sabauni obtained the status of the university and added three doctoral programmes of law, public administration, and theology. Several research institutes operate which organize the university's research activities. Consequently, several hundreds of research have so far been completed and dozens of books, textbooks, and scientific journals published.

The university cooperates with European and American universities, has exchange programmes for both students and professors, is a member of a few international university associations and enjoys exclusive international support in relation to scholarships, as well as international institutional support.

4.   Sabauni Today

Today, Sabauni is one of the leading universities in Georgia despite it not having existing for a long time yet. The institution has been functioning for almost 20 years. Currently, more than a thousand Georgian and foreign language students are attending Sabauni's Georgian and English-language educational programmes.

Sabauni is comprised of educational, research and ancillary organizational units. At present, four faculties, eight research centres and institutes are operating at the university.

In 2022, Sabauni's dormitory was built, which is expected to considerably enhance the university's potential for both international and local students and professors.

5. Strategic Challenges

5.1 University's Low Popularity

The university has been carrying out scientific and research activities for years, but its popularity is still low. Today, Georgia's educational market is not growing. Migration of young generation to foreign countries is high. Moreover, its growth dynamics is lower than average economic development rate. Customers' preferences are versatile and differentiated, whereas the quality of competition for providing the corresponding services is rather high. Against the background of the mentioned challenges, determining the university's public role and market segment that will differentiate it from the country's other higher educational institutions is essential. The strategic development plan must be focused on entering still unfamiliar and growing segment and both realizing innovative plans and renewing differentiated educational products as well as regularly improving their quality. Gaining and increasing popularity is a long-term and continuous process. A lot depends on a high quality feedback. Therefore, the strategic development plan must envisage a significant improvement of communication with the public.

5.2 Labour Market and Employment Opportunities

Today, the countrywide demand for the qualified workforce is not high, and few jobs are created in this field annually. The country is not creating technological products on the world market, a proof of which is both the country's current position in the global competitiveness index as well as the sectoral development of economy. Against the backdrop of the mentioned challenges, the university's strategic development plan must be focused on educational products which will ensure the development of different skills, competences, knowledge and liberal values for the parties concerned for them to be able to settle in the international community and make public contribution, as well as develop international and intercultural opportunities and initiatives on both the local and global levels. The university must respond to the growing demand for information technology and medicine sectors and enable its customers to provide a quality education. The university's scientific personnel must manage to develop and offer quality educational programmes as well as create applicable research products together with students that contributes to the development of business of various companies and a rising demand for the qualified workforce. A challenge is also an opportunity which if taken will advance cooperation with potential employees to a new level.

5.3. Unused potential of Internationalization

A large number of exchange programmes for both academic personnel and students that are constantly increasing constitute a strong point of the university. It is also noteworthy that the university enjoys strong organizational support and institutional cooperation with its international partners. However, internalization of teaching and research components constitutes a challenge. Therefore, the strategic development plan must be focused on development of joint teaching and research components and attracting more international grants.

Foreign citizens are stably rising the demand for different educational programmes, e.g., information technologies and medicine including citizens of Azerbaijan, Armenia and Nigeria showing high interest. In fact, this is an unknown and growing segment in Georgia's educational realm focusing on which and on differentiated products create unimaginable prospects of developing higher educational institutions in the long run.

5.4. University Management and Corporate Culture

Creating a quality educational product constitutes a tremendous challenge. The management system will never be effective if it depends only on proper functioning of each system component separately even if a high quality coordination is ensured between them and the communication system operates in an orderly manner. Additionally, the management system effectiveness is ensured by a synergy mechanism. The system should be more than a combination of its individual components. In view of the characteristics of the field of education, the quality of teamwork must ensure synergy creation that must be reflected in the process of carrying out management functions. Effectiveness of teamwork is conditioned by a high quality of system components as well as perceiving that all the parties concerned are involved in decision making.

Creating a high-quality educational product is dependent on the functioning of the effective quality system. Ensuring quality means an unending cycle of improving product qualities and characteristics. Improvement must be measured according to predetermined standards, and the entire process of creating the educational product must be in line with predetermined standard qualities. A guideline on which the European Quality Assurance system rests constitutes the university's main benchmark in assessing the European higher educational realm.

5.5. Unused Possibilities of Digital Era

In the era of growing digitalization and technological development, the university must manage to adapt its resources to the world technological tendencies in the shortest possible time. This implies active application of the teaching and university management electronic systems and mastering distance teaching methods and educational resources.

6. Vision

Sulkhan-Saba Orbeliani University, which respects the principles of human dignity and freedoms and which is involved in public development processes, creates the environment for professional, research and creative development that ensures the university's impeccable reputation and international recognition.

7.

Thanks to highly motivated young and experienced researchers and professional staff members, transparent management and teamwork, appropriate infrastructure and tangible and intangible resources, we are learning, creating and spreading knowledge in humanitarian, social and fundamental scientific fields that is reflected in traditional, innovative and educational products.

We ensure learning and research environment to develop free and creative manner of thinking that enables to completely realize a person's potential.

We are involved in restructuring the society with the help of highly qualified specialists who respect fundamental human rights and private property ideals.

8. Values

Freedom _ We believe that freedom is the basis of man's dignity, creativity, self-realization and humanity. Therefore, personal and academic freedom are both important for the university. Free people create free society.

Focusing on quality _ ensures competitiveness of educational programmes and graduates, high research reputation and the university's international-scale recognition.

Transparency _ application of open and public approaches to all processes at the university.

Equality and diversity _ we believe that achieving success is possible thanks to the multicultural environment and approximation of cultures and generations.

Cooperation _ being focused on internal and external partnerships and our opportunities, we believe that our interdisciplinary approach is a key to success.

Creativity _ reflected in our morale to adopt new ideas and forms of expression, show intellectual curiosity, take risks and nurture entrepreneurial spirit.

Empathy _ we are entirely focused on man's needs, interests and personal development.

Trust _ we believe in our employees' determination, loyalty, impeccable work ethics and aspiration to perfection.

Inclusiveness _ culture and environment in which we seek, salute and prioritize gifted minds.

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1. Popularizing the university

2. Developing the capacity of getting a quality education.

3. Developing research and creative activities and improving research productivity.

4. Developing student services.

5. Improving learning and research infrastructure.

<div align="center">University's Strategy</div>

Strategic Objective 1 _ Popularizing the university
Description. The university's learning programmes meet the European quality standards implemented by highly qualified academic and invited personnel. Student's and personnel's involvement in different exchange programmes is also high. Publications in cited scientific journals in increasing. The learning environment, services, library fund, access to scientific databases and the infrastructure contribute to knowledge accumulation and distribution. The university actively popularizes continuous learning and tries to attract motivated, skilled and mature students who will be able to make informed choice by choosing the corresponding faculty meeting their needs at the university. To simplify the said process, the university provides detailed information on learning prospects at its webpage and participates in different educational exhibitions. It also presents the university to different target groups. Additionally, it publishes different informational materials and disseminates them via digital media. However, the university is becoming popular slowly, and to eradicate this issue, the university plans to carry out the tasks as follows:
Task 1.1 Focusing on, Enhancing University's Identity
Strategy. The university's identity must be associated to two crucial characteristics, which are as follows: Uniqueness and usability of its specialities. Uniqueness means different from other higher education institutions, which implies offering unique products to the customer. are as follows: Innovative and flexible educational components _ specialized training sessions and certificate courses, innovative teaching approaches, educational and intellectual projects, Georgian textbooks covered by syllabi of educational programmes of different higher educational institutions _ that are integrated in the study programmes. Usability means focus on practical skills which will be obtained by students and other target groups to carry out professional activities, as well as research for which demand is created by both private and public sectors. All educational products that are unique and usable constitute brands and focus on the universities identity, its position and role in the educational realm.
Performance Indicators: 1.   Public opinion poll results.
Task 1.2 Expanding Public Projects
Strategy. The university's intellectual projects can make a significant contribution to forming public opinion and implementing liberal values. In this sphere, public lectures, panel discussions and

debates will become more intense, and this will ensure the provision of information to citizens of Georgia on human rights and freedoms, rule of law, sustainability of institutions, religion, history, law, children's and teenager's psychology and many other topics. The university will even promote research and learning activities. Research activities will be presented and covered by different media outlets.

Performance Indicators:

1. Involvement in public projects.

Task 1.3 Development of Marketing Products

Strategy. Development of marketing products is important as it involves both tangible, intangible and human resources as well as their combination the provision of which to the market leads to meeting target group's needs, requirements and desires. Against this backdrop, the university's marketing strategy comprises the following: building the brand; cooperation with different organizations and persons; increasing the transparency of the university's activities and availability of information.

Building the brand: the digital communication strategy will be created and implemented. Brands will be created for different individual institutions under the university umbrella. Specific events will be carried out to enhance the image of the academic and scientific personnel representing the faculty and promote both successful students and graduates. Advertising policy will also be developed. The university's weppage will be improved by adding the e-commerce function enabling the customer to buy the university's publications, training courses and other services online.

The university will cooperate with the corresponding organizations and persons. Organizations which have existed on the market for years and enjoy good reputation will have a positive effect on the university's reliability. A cooperation concept will be formulated in this regard, and target organizations and persons will be determined. Within the action plan, specific activities with the help of influencers will be carried out.

Transparency of activities by Sabauni will increase, and availability of information will be ensured. Advertising will be planned. Modern information technologies will be used intensively, and information on ongoing events spread.

Performance Indicators:

1. Marketing strategy performance reports;
2. Public opinion poll results

Task 1.4 Improving communication with schoolchildren

Strategy. In order to enhance the brand identity, Sulkhan-Saba Orbeliani Academy will be re-branded; this must ensure the following: (a) association of the Orbeliani Academy activities to the brand in consideration of modern trends; (b) strengthening the academy's positioning on the student-oriented organization's market and (c) increasing the academy's target audience (9th, 10th, 11th grade students and university entrants). Initially, the market analysis will be carried out following which the brand identity advertising policy will be determined. The Orbeliani Academy Youth Camp and different training sessions are planned to be held, annual awards for children and annual scholarships for schoolchildren to be introduced. Schoolchildren involved in the academy

activities will be addressed to the corresponding faculties. In order to provide high transparency, in planning Orbeliani Academy activities, all interested parties will actively get involved, as this creates the opportunity to cover a larger target audience and receive the latest information on desires, needs, and requirements of main target groups meeting of which are essential to achieve the academy's objectives. Intellectual and creative projects will also be carried out for schoolchildren in which the university's academic personnel and students will get actively involved. Also, the university will carry out the external recruitment policy to pique school children's interest in science.

Performance Indicators:
1. The dynamics of students from schools and universities throughout Georgia involved in different programmes;
2. Schoolchildren satisfaction study results.

Task 1.5 Improving Corporate Culture

Strategy The more interested parties support university processes; the better corporate identity can be demonstrated. Organization employees _ the administration, academic, invited, science, and ancillary personnel _ students, partner higher education institutions, graduates, and employees constitute the parties concerned. We create the culture as the combination of values, relationships, and loyalty that are shared among the parties concerned. The planned activities aim to form the interested parties into brand ambassadors. In this regard: (a) transparency of organisational management process and teamwork quality will further increase. Personnel's initiatives will be shared and implemented in the management process and decentralization upheld; (b) the involvement scale of students, graduates and employers in both decision-making and different university projects will increase (c) efforts will be enhanced to form the graduates' network and develop communication channels. Different measures will be taken to facilitate career advancement. Audio and print contents will be created for successful graduates. (d) raising awareness of the mission, vision and values.

Performance Indicators:
1. Opinion survey results from the parties concerned (internal quality and HR mechanisms).

Strategic Objective 2 Developing capacity of getting quality education.

Description Currently, the university is carrying out nine bachelors', five master's and three doctoral programmes. The university has created the favourable infrastructure environment to receive knowledge and has developed institutional mechanisms to ensure quality education. More specifically, the university has the mechanism of planning a contingent of students enabling each student to get a quality education. The university is also effectively carrying out internal quality assurance mechanisms. The management always seeks to strengthen the quality mechanisms and contributes to implementing the quality culture; additionally, it has the policy of planning, adopting, implementing and developing educational programmes. Programme teaching results are clearly formulated and in line with the educational level and qualifications to be awarded. The university considers students' different requirements, needs and academic readiness and ensures their unimpeded involvement in the learning process through individual learning plans. The transparent

and fair assessment system which is in line with the legislation and learning results contributing to students' academic achievements, operate at the university. The university ensures that its personnel is highly qualified for them to effectively manage educational, research and administrative processes and achieve results determined in the strategic plan of the institution. On its part, the administration contributes to its personnel's professional development and improving work conditions. However, improving education is a continuous process. Consequently, the university has set the following tasks:

Task 2.1 Creating new educational products and implementing them

Strategy

(a) Educational programmes _ in accordance with labour market requirements, the university plans to add two new educational programmes, which are as follows: Educational programmes corresponding the European quality standards that are focused on learning and research. The said programmes create learning results that contribute the development of various skills, competences, knowledge and values so that the personnel and students are able to settle in the international educational society, make a contribution to it and develop international intercultural opportunities at both the local and global scales. In order to implement the programme, qualified personnel are attracted, the corresponding infrastructure updated and tangible and intangible resources diversified. Bachelor's programmes envisage B2-level English proficiency and the opportunity to attend a short practical course in a foreign country. The possibility to carry out research projects in partner universities will be ensured in master's programmes, whereas for doctoral programmes, carrying out research in more than one country or university, publishing doctoral thesis components abroad and/or defending dissertations together with international universities of Europe, the USA, and Canada will become possible.

(b) Certificate courses _ the university will develop and offers short-term educational components to specialists in individual fields who want to enhance their qualifications and improve competence in applied law, information technology, business, psychology, and theology. Certificate courses are also aimed at target audience that lack specialized knowledge but seek to gain a specialized education or widen their knowledge.

(c) Publishing textbooks - textbooks are published in the fields of law, business, international relations and theology. The university has studied main literature based on which different study programmes and courses are carried out. As it was learned, many study courses are based on foreign literature. The university started publishing Georgian language textbooks that are rich in practical components and adjusted to Georgian reality. The project enjoys great popularity. Consequently, for the subsequent 7 years, the university plans to publish increasing number of textbooks.

Performance Indicators:
1. Accredited New Educational Programmes.
2. Involvement in Certificate Courses.
3. Selling Dynamics of Publications.

Task 2.2. Improvement of Current Educational Programmes

Strategy. The Quality Management Department monitors study programmes in each semester. The monitoring is based on reports generated following quantitative and qualitative research which are

formulated on the basis of internal quality assurance mechanisms that on its part are a combination of instructions, methods and procedures. In order to ensure and improve the quality, effectiveness benchmarks are determined that are to be improved in all calendar years. According to the presented reports, the university plans to improve educational programmes in the following spheres: (a) Exclusive (university brand identifying) study courses will be implemented in educational programmes and more emphasis will be placed on professional practice components; (b) individual study courses will become more focused on developing practical and applicable skills for which the incorporation of public lectures by field specialists and the arrangement of seminars will be envisaged; (c) successful professionals will run individual study courses or their individual components.

Performance Indicators:
1. Student opinion survey results (internal quality mechanisms).
2. Re-accredited Educational Programmes.

Task 2.3. Providing the university with highly qualified and motivated academic, invited and administrative personnel

Strategy. The university has determined the personnel management policy and procedures that ensure the implementation of the educational process and other activities determined in the strategic plan. Also, the university ensures the employment of academic, scientific, invited, and administrative personnel with the corresponding qualifications. The university has qualified staff members, and in order to further improve their qualifications and attract new human resources, the university plans to even more improve human resource development policy and its personnel's motivation tools. Sabauni is aware that human capital is its most important asset. The university's personnel, their efforts and professionalism are a prerequisite of the university's success, which is why Sabauni regularly seeks to improve the work environment that is focused on fully realizing the personnel's potential and their professional and personal development. The well-functioning human resource management policy and procedures, selection and hiring procedures, new remuneration and motivation systems enable us to have a motivated and satisfied personnel and remain attractive for other qualified candidates. To achieve the university's long-term strategic objectives, the human resource management strategy includes the following:

- The improvement of corporate culture and the work environment.
- The improvement and diversification of the personnel assessment system and professional development programmes;
- Contribution to learning and research activities;

    Corporate culture and work conditions are one of the key tools determining the personnel's motivation. In order to ensure healthy corporate culture and the appropriate environment, the following activities will be carried out:

(a) salaries and benefits will be reconsidered: firstly, the research will be carried out following which a minimum and maximum remunerations will be determined according to a position of employees. Based on this information and in consideration of the university resources, the remuneration policy will be reconsidered and benefit packages (insurance, maternity leave, and others) will be formulated and implemented, and they will be offered to the personnel together with salaries.

(b) Current processes will be digitalized and simple and accessible services will become available for the personnel that involves digitalization of: the requirement of suspending labour relations. the personnel's personal data and agreements. the personnel's selection process.

(c) Improvement of the personnel's adaptation process involving the implementation of the communication-based system which will be founded on frequent feedback and close communication with employees. The perfect adaptation process will contribute to the formation of the personnel's addiction to the university.

(d) The development of the feedback system will contribute to the formation of healthy corporate culture. It will also contribute to meeting the expectations of employers and employees that will finally be reflected on the personnel's productivity. The feedback system involves the implementation of the permanent constructive system within the framework of the university.

(d) Reconsidering the personnel's functions and conducting an annual work analysis that ensure the assessment of the personnel's workload, proper distribution of functions and their delegation.

(e) Organizing motivation measures to strengthen corporate identity between the management and employees.

(f) Perfection and diversification of the personnel assessment systems _ the personnel assessment system is a mechanism which ensures the achievement of short-term and long-term objectives and also increases personnel's satisfaction, ensures the formation of clear expectations and better understanding of the organization's short-term and long-term plans. The personnel's assessment system will be focused on improving task performance, personnel encouragement and organizing professional development measures which go together with personnel encouragement and assessment results.

(g) Separately from the assessment system and on the basis of the analysis of the necessity of training sessions, the annual training list will be created and training sessions focused on versatile results and professional development measures will be offered.

(h) In order to support training and research activities, the affiliated system will be first modified that envisages the implementation of the motivation system with regard to scientific and research activities and the alteration of the affiliated model. It also envisages the modification of the academic and invited personnel's workload model.

Performance Indicators:
1. The motivation and personnel assessment system.
2. The modified affiliated model.
3. Personnel satisfaction study results.
4. The human recourse management electronic programme.

Task 2.4. Increasing Employment Opportunities

Strategy. New employment opportunities are created in small numbers that is a challenge for the entire country. The university cooperates with both private and public organizations and has completed a Memorandum of Understanding with them. Employee involvement in the formulation of educational programmes has been ensured. A rather high number of university graduates manage

to work in the fields they specialize in. However, the university is not satisfied with these achievements and plans to expand its activities by: (a) implementing training sessions, recruitments, workshops and other mechanisms in study courses; (b) ensuring regular communication between students and employees; (c) preparing practical research for the benefit of employees with the involvement of the academic personnel and students that will enable them to develop their academic activities.

Performance Indicators:

1. The number of employees working in fields they specialize in (opinion survey results of graduates).

2.5 Increasing internationalization of study process and programmes

Strategy Educational programmes are focused on both activities and competence. Objectives of educational programmes, learning results, learning methods, the assessment system and study courses are formulated in cooperation with international partners and are similar to educational programmes of Europe's leading higher educational institutions and ensure development of international and intercultural opportunities and initiatives, as well as application of received experience in the fields of teaching, research and service provision. In order to contribute to internationalization, the university provides services to international students and persons involved in international mobility that envisage consultations and inner communication on living conditions and sources of financing, filling in applications, insurance, social activities, formulation of study related agreements, filling in assessment forms, organizing summer schools, and other activities. Also, the university is carrying out a marketing campaign to attract international students.

Internationalization is the university's top priority; therefore, taking more active steps in this direction is crucial for the university. After adding radically different fields such as technology and medicine to already functioning ones such as humanities and social sciences, the university has to strengthen cooperation with foreign colleagues in these fields and find new partners. In order to broaden cooperation, the university plans to enlist itself in new university federations and networks despite it already being a member of several international university federations, such as FUCE, IFCU, and ELFA. For this purpose, the university will obtain information on federations and unions that are interesting for it (e.g., AMEE); It will learn information on membership conditions, get all required documents and file a membership application. After being enlisted, the university's delegation will get involved in different events organized by federations. In selecting new partners, cooperation with universities with common values and fields is important for Sabauni. Consequently, in starting cooperation, the department gets information on potential partner universities and starts negotiation on cooperation forms such as joint memoranda, exchange programs, joint projects, and conferences. The parties exchange information on planned international events and invite colleagues to participate in them. Finding new partners is a continuous process. The university aims to cooperate with universities that are members of catholic university federations. The corresponding department will create a potential partnership database that will simplify cooperation with them. We seek to raise mobility of students and personnel on an annual basis. At the end of each academic year, we hold opinion surveys among students and the personnel that will help us determine mobility fields and interests in the future. Considering that

the university plans to increase the number of international students, the International Relations Department of the university in cooperation with the Student Affairs Department creates the foreign students assistance centre that will aim to provide foreign students with assistance and required consultations. The International Relations Department will ask Erasmus+ students for assistance, and they will share their experience with local students and help them make textbooks that will include different issues such as cultural programmes, required information for students and the personnel arriving in Tbilisi, hotels, travel, transport, entertainment, information required for foreign students, visa information, health insurance, and other issues).

In order to be included in rating systems and improving further positioning, the university will study the rating systems: (THE) QS World University Rankings®, Round University Ranking and will form the corresponding university standards which must be met by the university and its personnel after seven years.

The university will find foreign lecturers and invite them as guest speakers to hold public lectures, and different meetings.

Performance Indicators:
1. **Report on Internationalization of Study Process and Programmes.**

Strategic Objective 3 Improving Research Activities

Description. The institutional mechanism has been created for different faculties and research centres that ensures expert assessment of colleagues' works in order to regularly improve research quality (both its field and findings) in the calendar year, and this is a norm as part of the university's culture. External assessment data and eScholar system is used to monitor the university citation data and spread it inside internal networks. The academic and invited personnel get regular consultations on issues related to optimization of research findings. Several research institutes operate in the university at the initiative of which different scientific measures are planned. A number of scientific journals are also published by Sabauni in editing of which reputable international researchers are involved. Students are involved in the research processes at all the three levels. The university has an effective system of research, development and artistic and creative activities. In order to further improve research activities and productivity, the university plans to perform tasks as follows:

Task 3.1. Research Commercialization

Usability of educational products must be the university's trump card. Research commercialization is a crucial process in this regard. The research commercialization process must create new products and services that will be used by both private and public sectors that will increase effectiveness of services provided to public. Despite low demand for research, the university regularly studies technology through which business carries out its activities. An increasing demand for information and communication technologies (ICT) in both manufacture production and service sectors can be detected. The university applies the following technology transfer methods: applied publications, patents, licensing, informal methods, human resource exchange, and consultation services. For the purposes of commercialization, the university will have strategic cooperation and

joint research contracts with individual organizations. Also, the university will hold different exhibitions. It will also display its products on book festivals.

Assessment Indicators:

1. Commercialized research data.

Task 3.2. Increasing Research Reputation

As the institution focused on applied research, scientific and research activities are the university's top priorities that must ensure the development of research potential and integration of research findings into teaching and learning processes through encouraging research activities and cooperating with partner organizations. International recognition of Sabauni as the research oriented organization is important. For this purpose:

- to increase the university's involvement in intentional and local research projects, regular surveys will be held for the purposes of detecting scientific and research needs, required academic development measures and research activity related priorities; additionally, the personnel and researchers will regularly be provided with necessary information on research projects and participation opportunities. For this purpose, they will receive regular information on local and international research grants, and consultations on grants and scientific foundations will be held for the parties concerned. Training cycle on a project application writing technique will be carried out, and annual research fields will be determined together with the corresponding faculty.
- In order to increase use of international library databases, training of the affiliated personnel will be regularly carried out and access to international scientific library databases and detailed information on their application will be given to them.
- An increase in the number of journals in publications with high impact factor is of vital significance, and for this purpose, the corresponding system to encourage the personnel will be implemented.
- Information on open access journals will be regularly provided to the academic personnel.
- Regular monitoring of researcher satisfaction will be carried out in each term to maintain their motivation and performance effectiveness.
- A web platform dedicated to research will be improved and refined in which academic personnel's research project descriptions and those of research centres will be included.
- Informational meetings on getting research scholarships will be regularly conducted.

Assessment Indicators:

1. Citation Index Dynamics.
2. Dynamics of student involvement in research.
3. Research grant dynamics.

Task 3.3 Internationalization of University Publishing House

- In order to increase popularity of Sabauni editions, they will be included in different international databases and will be indexed. At this stage, negotiations are underway with Erih +, Doaj,

Indexcopernicus, Base, Research4life, Heinonline, Crossref, Road, and Britishlibrary. All editorials will be digitalized and digital object identifier (DOI) conferred on them.

- The university will expand its research institutional cooperation opportunities to other universities.
- The number of foreign experts in editorial panel of the university's editorial offices will increase.

Assessment Indicators:

1. Report on internationalization by the publishing house.

Strategic Objective 4. Improving Student Services and Assistance
Description. The university ensures creation of student focused environment and protection of their rights. Also, it offers the corresponding services including employment mechanisms, ensures provision of students with required information, carries out versatile activities and facilitates students' involvement in them. In order to improve student services, the following tasks are set to be carried out:
4.1 Implementation of single-window system
Strategy. The university actively employs modern digital technology to improve student services. The university hotline operates during the work days. The university provides students with comprehensive information on any issue related to the study process and university measures and also gets information on their issues and informs specific structural units on them. Additionally, in order to improve the study process, all students and representatives of different educational programmes are involved in surveys. Also, any information related to the study process and university measures and the guideline of how to obtain necessary information and answers to frequently posed questions are presented on the university webpage. However, as student numbers are increasing, the university faces new challenges. Today, student services are provided by the study office that, together with fulfilling these functions, is tasked with monitoring information databases, managing the study process, organizing examinations, working with the archive, monitoring scores and registering first-year students. In order for the Study Process Management Department to function properly, functions must be re-delegated between the study process management department and different faculties. The aim of redistribution of functions must be creation of such a fully-fledged system that replacement of employees in the study process management office and faculties has no effect on the fulfilment of functions. Study process management must rest on the system rather than individuals. Therefore, existing processes must be optimized so that the ongoing study process is of high quality. Additionally, proper communication with lecturers and students is also critical. In the study process management office, in addition to communication, issues that influence all students and lecturers need proper attention. In some instances, due to the necessity to solve other important issues, some students and lecturers may be left with delayed responses to their questions or emails, with that having an overall negative effect on improving service qualities. Therefore, a new student service

system _ a single-window principle _ through which students will get required information in the shortest possible time will be developed and introduced.

Performance Indicators:

1. Student satisfaction research results.

Task 4.2. Improving Student Motivation Policy

Strategy. In order to improve student support services, the university considers student opinion survey poll results. For the purposes of planning the study process and improving academic performance, consultation services are underway, and career support services function for students. Also, the university provides students with the required information and ensures their involvement in various university, local and international projects and events, backs student initiatives and has financial mechanism for supporting vulnerable students. The university has no plans to rest on its laurels, and for the purposes of improving its motivation policy, it plans to carry out the following activities:

Renew the scholarship system and implement an exclusive student status rating scheme that will aim at encouraging students to better their academic performance, focus on personal development and get involved in workshops as well as different university activities. Students will be informed on their existing rating and grades with the help of automatic feedback system such as scoring demonstrated on monitors.

The university will deepen cooperation with potential employers and increase internship and employment opportunities for successful students.

Extracurricular activities will further increase and scientific and youth conferences, panel discussions, public lectures, book presentations, debate championships, and intellectual projects will be organized to boost students' motivation.

In addition to the mentioned above, within extracurricular activities, the faculty of medicine will carry out the activities as follows:

(a) Celebration of international days (for example, World Diabetes Day, Donation Day, and others); promoting a healthy lifestyle that will encourage students to lead a healthy lifestyle.

(b) Introduction of the so-called Peer mentoring that envisages training by senior students of junior students in some fields, such as the Fundamentals of Biomedical Science, clinical skills, and others that will contribute to sharing knowledge and skills and increase motivation in teacher-students.

(c) Teaching CPR) to large segments of public such as schoolchildren, drivers, and others with the help of medical students. This will contribute to the promotion of the university, the field itself and boost student motivation.

(d) Initiation of examination programmes such as USMLE, NEXT, and others.

To encourage doctoral research, small research grants and scholarships will become available that will both boost motivation and improve the quality of research potential. Different mechanisms to encourage article publication in high-rating journals will be adopted. Doctoral students'

involvement in preparing thesis, translations and manuals will increase. Extracurricular activities will be carried out for doctoral students to develop their personal skills. PhD students' works will be published in Sabauni journals, and they will get involved in the article assessment process.

Performance Indicators:
1. Student satisfaction research results.
2. A report by Student Affairs Department.

Task 4.3. Digitalization of Student Services

Strategy. The modern study process management system provides the opportunity to accumulate and generate important information on students that significantly improves the quality of student services. In order to increase e-access on documents, all paper-based documents will be arranged properly, digitalized and verified. The process of equipping the database with all required functions will also be completed and tested.

Performance Indicators:
1. Study Office Report.

Strategic Objective 5. Improving learning and research infrastructure
5.1 Improving study process management and other electronic systems

Strategy Information technology is a rapidly developing industry and needs annual updating of its inventory as the procured equipment and software tools are easily damaged. Services are regularly improved and customer interface and service quality becomes more effective in each calendar year following students and lecturers' opinion surveys. Annually, the university carries out investments into the development of electronic services and d-management systems.

Performance Indicators:
1. Implemented digital services

5.2 Updating Library Foundation

Strategy. In addition to purchasing books annually, the university will introduce e-purchasing tools, will group different editions separately in accordance with the predetermined criteria and will ensure automation of the circulation processes. It will also prepare readers for study courses, expand scientific and electronic databases, update its electronic catalogue and keep online inventory journals.

Together with subject consultants and in consideration of their recommendations, library employees will replenish the corresponding scientific foundations in accordance with the predetermined criteria. Customer interests and learning objectives will be considered in the book selection process to a maximum possible extent. The in-demand books will be easily accessible.

Authentic information on readers will become obtainable from the database. Consequently, processing of borrowed and returned library items, storing readers' history, creating joint database and ensuring its availability for all employees will become possible. The library foundation will be annually updated. Following the request by professors, teachers and students, library employees will create a list of books to be purchased. The foundation will be cleansed from obsolete books irrelevant for study and research processes. In order to improve services, enjoy increasing popularity and make electronic materials more available, the library website will become more flexible, refined and easier to use. Correspondingly, with the help of the electronic library, the user will have access to e-books, e-journals and audio and video materials. The library will manage to inform readers via the social network.
Performance Indicators: 1. The library report.
5.3 Development of Research and Study Infrastructure
Strategy. Computer and technical support of scientific and research projects will gradually increase, and it will be adjusted to computer and software support issues of the university databases that will contribute to collection of digital data and electronic research practice, involvement of international partners in research and attracting investments. New labs will also be created along with research centres and products. The university will purchase equipment required for research purposes.
Performance Indicators: 1. Quantitative data of material and technical equipment.

10. Implementation, Monitoring, Assessment

In order to support strategic management and decision-making processes, an all-encompassing monitoring and assessment system will be formulated. Following the formulation of the strategic plan, all organizational units have designed their annual action plan in accordance with the said plan. The University's Quality Assurance Office carries out strategic development and action plan monitoring, while the plan itself will be implemented by the corresponding departments and responsible persons.

Monitoring Objective is to achieve strategic objectives within determined time-frames.

Monitoring Tasks are as follows:
- Evaluating the strategic development and action plan fulfilment.
- Preventing deviations from the action plan.
- Coping with organizational hurdles.

Monitoring is carried out with the help of the corresponding mechanism based on which the strategic objective achievement level is determined. Planned and existing situation are compared in the

course of the monitoring process in accordance with performance indicators of predetermined tasks and benchmarks. The assessment of achievement of strategic objectives is carried out once a year.

Monitoring Process Stages

In strategic development and action plan fulfilment monitoring, all organizational units responsible for achieving strategic objectives and carrying out specific activities in accordance with the strategic and action plans are involved. Monitoring stages are as follows:

1. Responsible departments will present their reports to the Quality Management Department in accordance with the action plan and after each academic year.

2. The Quality Management Department collects evidence on tasks performed and achievement of benchmarks.

3. The Quality Management Department assesses strategic development and formulates recommendations. The university administration and the Quality Management Department ensures that activities are agreed n accordance with strategic objectives and tasks. For this purpose, meetings will be held at the end of each academic year in July to determine how successfully the annual action plan was fulfilled. Within the meeting format, which will be the meeting of the academic board, the Quality Management Department will present its annual report and recommendations.

4. The academic board will discuss the Quality Assurance Service report and recommendations and formulates an operational plan for the organizational units.

5. The Quality Management Department will carry out operational plan fulfilment monitoring.

6. Any changes to be introduced to the strategic plan will be discussed at the academic board. Final changes shall be formulated and approved by the academic board.

11. Price of Three-Year Strategy Action Plan

Financial resources required for the three-year action plan determined by the 2023-2025 strategy is presented in the document in detail and in accordance with each objective and is also envisaged in the university budget. A total of GEL 1,798,970 is required to carry out the three-year strategy action plan.

Distribution of financial resources in accordance with strategic objectives:

Objective No	Objective	2023	2024	2025	Total
1	Popularizing the university	189245	178445	179045	546735
2	Developing capacity of getting quality education.	187529	168597	155979	512105
3	Improving Research Activities	128810	210210	216110	555130
4	Improving student services and support	30600	33100	29800	93500

5	Improving learning and research infrastructure	15000	59500	17000	91500