

Strategic Development Plan
of Caucasus International University

2018–2024

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Introduction

Caucasus International University elaborates a strategic development plan in compliance with its mission and vision, based on 22-year experience of the activities pursued by the university, a common strategy of Education and Science of Georgia (2017-2021), major recommendation documents of a common European educational space, as well as the experience of National Center of Educational Quality Enhancement and that of leading European and American Universities. The document is also based on the analysis of the assessment and the survey of strengths and areas of improvement at Caucasus International University. The strategic development plan of the HEI is based on the Self-Evaluation Reports of Authorization and Programme Accreditation for the last 10 years, conclusions and recommendations by external experts of Programme Accreditation, proposed during the reporting period of the previous Authorization. Minutes of reviews of the Councils of Authorization and Programme Accreditation as well as the recommendations suggested by the Centre are taken into consideration while preparing the document. In addition, the document is based on the needs analysis conducted by independent experts in the autumn of 2017, as well as focused discussions with administration, academic personnel and students about the strategies and mechanism of university development in the spring of 2018. Annual reports of the last two years, budgetary documents, plans, etc. are also applied.

A working group including the representatives of administrative and academic personnel, as well as Students' Self-Governance was created with the participation of invited consultants with the purpose of reviewing and updating University Strategic Development Plan in the autumn of 2017. An updated Strategic Development Plan of Caucasus International University was approved in March of 2018 by University Chancellor. (The order of Chancellor #01-21, 20.03.2018).

Vision of Caucasus International University:

Caucasus International University is an educational-scientific institution of social-economic progress, developing the values of Georgia and World Culture based on the modern knowledge.

Mission Statement of Caucasus International University:

Caucasus International University creates modern academic-scientific environment via implementing innovative methods, intercultural education and student life full of a lot of diversity. The university ensures raising the generation being competitive both in local and international labour market, having democratic values.

SWOT Analysis of the University

Strengths:

- ✓ Logicality and perspectivity of university historical development, expressed in elaborating new academic programmes and developing adequate infrastructure for their successful implementation;
- ✓ Affordable tuition fee and the payment schedule, depicts the expectation of the students and society and is in compliance with solvency;
- ✓ The infrastructure developing in accordance with the plan – new educational and scientific premises, rooms, laboratories equipped with modern design and technology, educational materials;
- ✓ Increasing cooperation with leading universities of Europe – developing scientific links with the universities and research centres of Italy, Spain, Poland and Baltic States;
- ✓ Applied bonus system for administrative and academic personnel, thus ensuring a high remuneration in comparison with the market;
- ✓ A diversity of student life – developing sports and creative activities - social assistance programs intended for students' encouragement;
- ✓ Readiness for development of the university and financial sustainability, being expressed in implementation of the projects initiated by academic and scientific personnel;

- ✓ Promoting science by participation of academic personnel and students in international scientific conferences, being members of International Professional Unions and science promoting annual award – “Tamari” set by the university;
- ✓ Modern information system for academic process management, expressed in implementing and constant updating an online system “GONI”;
- ✓ Access to modern library resources;
- ✓ Research Centre of Unique Georgian Wine – expressed in mobilizing research resources and creating a diverse trial laboratory, is an innovative approach in developing Georgian wine technology;
- ✓ Laboratories and training rooms equipped with the latest technology;
- ✓ Multimedia Centre equipped with modern technology, ensuring increasing modernization of academic programs, supporting development of distant learning and its adaption in the nearest future;
- ✓ Staffing university administrative personnel with new human resource and attracting alumni;
- ✓ Promoting students’ healthy life – actively engaging students in various kinds of sports and clubs.

Areas for improvement

- ✓ Low recognition in international scientific space;
- ✓ An average level of image and brand;
- ✓ Absence of student dormitory;
- ✓ University recreational zones, requiring improvement;
- ✓ Lack of students’ free spaces inside the university buildings;
- ✓ A building for the library;
- ✓ Lack of foreign academic staff for the educational programs with English as a language of instruction;
- ✓ Lack of programs for integrating foreign students in the local community (society);
- ✓ Absence of the principle of a “single window” for student service (unified student service space);

Possibilities for development

- ✓ Developing educational activities – elaborating new programs;
- ✓ Attracting the personnel with increasing academic potential both within the country and from abroad;
- ✓ Making academic and structural units join in professional and business associations;
- ✓ Increasing the number of publications by academic personnel in peer-reviewed journals;
- ✓ Attracting foreign professors-lecturers and implementing innovative teaching methods;
- ✓ Arranging modern space for the library and developing its services;
- ✓ Modernizing archives;
- ✓ Arranging working space for students and professors;
- ✓ Updating technology;
- ✓ Implementing and promoting the elements of distant learning;
- ✓ Improving the spaces and services for the people with disabilities in compliance with modern standards;
- ✓ Implementing a career development system for human resources;
- ✓ Efficient link with alumni;

Risks

- ✓ Deteriorating international political condition of the state;
- ✓ Deteriorating international economic condition of the state and possible devaluation of the national currency;
- ✓ Turning additional professional examinations and certification requirements stringent for the students of regulated educational programs (Medicine) in their native countries;

Strategic Planning Methodology

Stages of strategic planning/updating planning:

- Preparatory stage

The preparatory stage involves forming a working group, whose constant members are as follows:

- ✓ Rector of the university;
- ✓ A representative of academic personnel;
- ✓ A representative of administrative personnel;
- ✓ A representative of Student Self-Governance.

A group coordinator is appointed according to Rector's decision. Apart from the constant members, representatives of academic and administrative personnel are engaged in the process in case of necessity within different stages.

- The stage of research

On the one hand, the stage of research involves studying the unified strategy of Education and Science and other additional documents, recommendations, as well as sharing international experience and practice and on the other hand, it involves determining the existing condition at university and development needs, evaluating the results of the activities envisaged in the current strategy and determining the fields for improvement. Consequently, the constant members of the working group carry out the procedures as follows:

- ✓ Studying standards, recommendations and other additional documentations;
- ✓ Conducting workshops and interviews with the Deans of Faculties; Program Coordinators, administrative personnel, representatives of Student Self-Governance and other individuals; making conclusions regarding the university needs;
- ✓ Studying the environment and tendencies, considering development plans of the partners and discussing potential services with them; elaborating innovative approaches and methods;

- Concluding Stage

The working group prepares a conclusion regarding possible direction of strategic development. A detailed action plan is prepared, being agreed with the responsible persons for its fulfillment.

- Approving a strategic plan

A strategic plan is approved by Academic Council.

- A stage of monitoring fulfillment

A stage of monitoring fulfillment involves controlling the issues envisaged in the university strategic plan and incorporated in actions plan in compliance with the indicators determined in advance. A monitoring group is created for this reason, being coordinated by Rector. The members of the group include:

- ✓ A representative of Quality Assurance Service;
- ✓ A representative of Financial Audit Service;
- ✓ A representative of Student Self-Governance;

The above-mentioned monitoring is carried out four times per year, in compliance with the schedule determined by Rector.

The conclusion elaborated by the group regarding the fulfillment of strategic plan is submitted to the Chancellor and Academic Council for review. The corresponding actions are provided by them in case of necessity.

A Seven-year Plan of University Strategic Development

The seven-year plan includes development of the university and further improvement in 5 major directions: educational, scientific-research, internationalization, developing student services, developing human, material and financial recourses, supporting entrepreneurial ecosystem in the country.

- Strategic Direction: **Educational Activities**

- Developing dual degree educational programs (Language of instruction – English);
 - Developing new educational programs;
 - Developing programs for adults’ education;
 - Starting up seasonal schools;
 - Increasing temporary international mobility for students and academic personnel;
 - Preparing the mechanisms for distant learning and implementing them;
 - Involving Multi-media Centre in implementing innovative teaching methods;
 - Public regulation with social-political, legislative and cultural processes.
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- Strategic direction: **Scientific-research activities**
 - Promoting scientific research – facilitating fundamental, innovative research and developing applied research;
 - Preparing applications for scientific foundations and submitting with co-funding by the university;
 - New PhD Educational Programs (in the fields of Medicine and Georgian Wine-making);
 - Joint scientific grants (Wine production and Technology, Political Science, Business and Medicine);
 - Attracting young personnel and involving them in science;
 - Encouraging scientific activity – Award “Tamari”;
 - Establishing a scientific foundation;
 - Initiating and implementing international conferences;
 - Attracting high-qualified scientific personnel;
 - Commercializing research, strengthening cooperation with economic agents;
 - Implementing joint scientific research with international partners;
 - Facilitating inter-disciplinary research;
 - Improving and implementing the system of assessment and analysis for the quality of scientific activity, the scientific productivity of the scientific research units and academic-scientific personnel;
 - Efficient functioning of scientific portal with the purpose of facilitating publicity of the information, deepening scientific contacts and establishing proper links for interdisciplinary research;

- Increasing students' interest in terms of scientific activity, strengthening their research skills and ensuring their involvement in the research conducted at university, enhancing the quality of Students' Annual International Conference;
 - Facilitating popularization and promotion of science.
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- Strategic direction: **Internationalization**
 - Attracting students: from the Middle East, neighboring countries, countries of Commonwealth of Independent States (CIS), Iran, India, Pakistan, African countries;
 - Attracting academic personnel: from American, European and Chinese universities;
 - Partnership with American and European universities;
 - Mobility of international and Georgian students for dual degree educational programs with partner American and European universities;
 - Internationalization of research;
 - Expanding the researches implemented under the framework of Post-graduate and PhD Educational Programs;
 - Participating and joining in university and sector association;
 - Enhancing the quality of university inter-cultural life and popularizing Georgian Wine Culture;
 - Forming and implementing an annual event of Georgian “Vintage” on the base of the infrastructure of the Faculty of Viticulture-Winemaking.
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- Strategic direction: **Development of Students' Service and Diversification of their Life**
 - Developing a dialogue of culture among students;
 - Modifying and consistently developing university life in compliance with strategic plans of Student Self-Governance;
 - Expanding a network of employers via Career Development Service;
 - Engaging Student Self-Governance in the activities implemented by “Euro-student”: conferences, research and other network projects;

- Modernizing the environment for students of inclusive education and implementing modern technology;
 - Initiating and facilitating students' projects in terms of development of social responsibility and civil engagement;
 - Implementing students' holistic prosperity: starting up the effective mechanisms for ensuring their physical, mental, spiritual and inter-personal health and prosperity;
 - Implementing and developing students' academic mentoring program with the purpose of efficient navigation within the framework of the university;
 - Implementing an institute of "Peer Mentor" for foreign and first-year students;
 - Creating and implementing the mechanisms for accommodating foreign students and the students from the regions in the families.
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- Strategic direction: **Development of Human, Material and Financial Resources**
 - Constructing, equipping and developing a modern library;
 - Constructing students' dormitory; equipping it in compliance with standards and requirements;
 - Forming a dormitory into the center of intercultural dialogue;
 - Arranging infrastructure for the university clinic;
 - Updating a university examination center and equipping it with the latest technology;
 - Constructing and equipping sports halls and spaces;
 - Starting up university recreational zone and updating it permanently;
 - Modernizing university premises and updating material-technical base, gradually adapting each space for persons with special educational needs and disabilities;
 - Constructing a pedestrian walkway (footpath) – "Caucasus International University" – "The Tbilisi Sea"
 - Research and production laboratories, starting up a trial-experimental enterprise, implementing a recycling technology for grape waste;

- Strategic direction: **Supporting Entrepreneurial Ecosystem in the Country**
 - The university shall suggest students a possibility of education based on entrepreneurship via involvement of faculties, support from programs for adults' education and the business incubator created by the university;
 - The university shall promote the development of entrepreneurship both within the country and in international scope;
 - Wine research and production laboratories, trial-experimental enterprises in wine-making, the technology and equipment in recycling grape waste create the material base for conducting continuous process generally with the purpose of studying/teaching, research and entrepreneurship, especially in the field of Georgian Wine and Wine-making;
 - Establishing an international club of wine researchers and entrepreneurs;
 - Creating and starting up a diagnostics and consulting service of vine and wine for entrepreneurs;
 - Elaborating and implementing various long-term certificate and short-term training courses under the framework of Life-long Learning.