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*LLC European University's
2019-2025 Strategic Document*





Content of the document

About the document 3

The University Mission..... 3

Statement of the university’s vision 3

the university’s values 4

strategic directions and priorities 5

1. *development of the university’s brand and raising its social responsibility*..... 6

2. *development of programs of all three cycles of the higher education*..... 6

3. *Increasing the quality of planning and implementing the learning process* and wider establishment of innovative methods of evaluation 7

4. *supporting and strengthening the scientific-research activities* 8

5. *development of student services and environment*..... 9

6. *Organizational management of the University and resource development*





About the Document

This document represents the European University's strategic development plan, which determines the main priorities for development of the university and its structural units for the following 7 years according to the University's mission and vision.

University Mission

European University is the higher educational institution based on the European values and focused on sustainable development; its mission is:

- *to offer student-centered quality higher education;*
- *to train competitive personnel for the local and international employment market;*
- *Development of scientific / research and creative activities;*
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Active participation and-contribution to the formation of economy that is based on the knowledge society and knowledge in Georgia;

- *to promote self-realization and creative activities of local and international students and academic staff by developing critical thinking, innovative and academic skills;*
- *to ensure the academic freedom of students and academic staff;*
- *to care for the development of society within the framework of social responsibility, to provide lifelong education, to promote tolerance, mutual respect and inter cultural dialog.*

University vision

By 2025, the European University is an open academic space that develops modern, well-equipped, comfortable and adapted educational, scientific and work infrastructure, maintains financial sustainability, attracts and effectively retains highly qualified human resources, promotes their professional development and self-realization process and promotes academic mobility through active involvement in the internationalization process. For these purposes:

- *The European University, within the scope of social responsibility , promotes lifelong learning of the interested persons ,*



is engaged in the environmental and community-oriented activities, always takes care of wellbeing of the society within and outside of the university;

- *The University has a wide range of accredited educational programs and develops them continuously;*
- *Both Georgian and foreign citizens who have the necessary skills and sufficient motivation to get a quality education study at the University;*
- *The University has and successfully implements the effective selection of the student body: Student attraction is mainly achieved through targeted projects and direct communication, continuous work on university brand development and reputation building, and long-term cooperation with reliable partners at both local and international markets;*
- *The University is distinguished by innovative / modern knowledge and teaching methods and a sound quality control system;*
- *It facilitates the implementation of research-scientific activities, and internationalization;*
- *The University enjoys a good reputation and a trusted brand.*

Values of the University

- **Focusing on Quality** - ensuring high quality when implementing teaching/learning, scientific and governing activities also delivering the university services.
- **Purpose** - European University is a higher educational institution focused on constant renovation and it aspires to establish itself at the international educational market
- **Focus on the constant development** - the university promotes professional and personal development of the university community. *Ideal decisions are made from the existing alternatives.*
- **Team Spirit** - it is the university's priority for all the stakeholders to *be focused on the achievement of one common goal and equally share main objectives, visions and values of the university as the higher educational institution. It is important for the university that the university's staff, students, employers and other stakeholders, within their competence, interests and authority, are involved in all the ongoing processes in the educational space .*



- **Transparency** - the organization uses open and public approaches in terms of all ongoing processes at the university, *this is reflected in respected rules, procedures and decisions.*
- **Justice** - Any decision made by the University, considers the rights and opinions of all stakeholders, is based on reasoned arguments and unbiased criteria for decision making.
- **Equality and equal opportunities** - the university is focused on facilitation of intercultural dialog , for this purpose it develops such educational space where each member of the university community feel themselves as fully authorized representatives of the society despite their race, skin color, sex, origin, ethnic affiliation, language, religion, political and other opinions, social affiliation, property or titular status, place of residence or other signs.
- **High Academic Culture** - the university commends and supports elaboration of principles of academic ethics, mutual respect between the colleagues, support and collegiality within the university environment.
- **Academic Freedom** - the right of academic/scientific staff and students to teach, conduct research and study independently.
- **Social responsibility** - the university considers needs of various groups of the society, *contributes to the state development, resolution of social, economic and ecological problems by active engagement of students and employees.*
- **Cooperation with external actors** - the university is open for cooperation with all stakeholders and develops mutually beneficial connections in Georgia as well as abroad.

Strategic directions and priorities

The following directions have been determined by the university as a strategic priority for the next seven years according to its mission, declared vision and values:

- 1. Development of the university's brand and raising its social responsibility.*
- 2. Development of programs of all three cycles of the higher education;*
- 3. Increasing the quality of planning and implementing the learning /teaching process and wider establishment of innovative methods of evaluation;*



4. *Supporting and strengthening the scientific-research activities*
5. *Development of the student services and environment;*
6. *Organizational management of the University and resource development*

1. Development of the university's brand and raising its social responsibility.

For the purposes of sustainable and stable development of the university, the priority is granted to the establishment of the brand of the European University as reliable and of high social responsibility at national and international educational market. In order to achieve this goal, it is expressly important to properly demonstrate the latest successes achieved by the university at the information space and to demonstrate that European University makes its important contribution to the development of the state and society. , Engages in discussions on the topics that are relevant for the society, also it takes care to bring up its students as not only competitive professionals but as citizens who have high social responsibility and ethical principles.

One of the determinants of the brand's reliability is the high quality of teaching and learning offered by the university, also the high social responsibility which is an additional precondition to have more promising local and international students, entrants and scientists interested in cooperation with European University.

In order to achieve these strategic goals, the European University considers completion of the following objectives to be appropriate:

- Increasing university trust and popularity;
- Enhancement of the University's social responsibility;
- Attraction of local entrants/students;
- Attraction of international entrants/students.

2. Development of programs of all three cycles of the higher education;

Direction of strategic importance for the university's development is:



Development of all three cycles of educational programs so the higher educational institution is able to establish itself fully at the academic space of Georgia. In order for the university to meet the requirements and challenges of modern educational space, it is important that the educational programs cover not only all cycles of education but also their development in real time. To ensure their compliance with Georgian and International modern standards, to ensure systemic update of the programs and full value internationalization. In the view of the European University, sharing the best European practice is one of the definitive preconditions for sustainable development of the university, for collection and creation of new knowledge and for this purpose the university always strives to establish new exchange programs (academic as well as for students). In addition to this, in the view of the university, the existing or new educational programs must be in compliance with the requirements of the labor market, students and entrants' needs. Therefore, engagement of employers, professional, academic and expert circles as well as students and alumni in the process of work in this strategic direction is of special importance. Accordingly, the following short-term objectives are determined:

- Ensuring the accreditation of programs implemented by the University;
- Ensuring continuous development of existing educational programs;
- Development and accreditation of new educational programs;
- Internationalization of existing educational programs, development and implementation of foreign language programs;

3. Increasing the quality of planning and implementing the learning /teaching process and wider establishment of innovative methods of evaluation

According to the mission of the European University, one of the main goals of the university is to offer high quality higher education, which cannot be achieved without improving the quality of planning and implementing the learning processes, also without implementation of modern methods of teaching, learning and evaluation.



The European University considers the educational process as live, synergic process, therefore it agrees with complex approach in terms of improving the quality of learning process, which means taking care of improvement of pedagogical qualification of academic and invited staff on systematic basis as well as giving the students opportunity to master their theoretical knowledge with practice. Only such approach can actually ensure the implementation of modern methods of teaching/learning and evaluation in the educational process.

Another important determining factor of the educational process quality is steady protection of academic ethics and integrity. Based on this, fulfillment of the following objectives have been determined as the ways to achieve the goal on this direction:

- Promotion of implementation of the innovative methods of teaching, learning and evaluation;
- Establishment of the new centers and laboratories for practical teaching and developing of the existing ones.
- Strengthening the external practice;
- Raising awareness on academic integrity and plagiarism, detecting the violations and establishing preventive mechanisms.
- Enhancement of teaching process quality.

4. Supporting and strengthening the scientific-research activities

Support and development of the scientific-research activities represents the most important priorities of the university's strategy because the only way of full value functioning of the university as the higher educational institution is to generate new knowledge. Therefore, the university's long-term strategy as well as the action plan based on this strategy, is focused on the development of scientific-research activities within the university and on implementation of best foreign or national research practice, which means to support and strengthen the university's research units as well as to initiate and support the various research projects.

Getting the international partners interested in the university's researches and attracting and supporting the local young professionals is perceived as one of the important preconditions for ensuring the sustainability of the university's scientific-research activities.



In order to achieve these goals it is appropriate to focus on the following objectives:

- Periodical revision of the University's research priorities;
- Development and internationalization of the Scientific Research Institute of Law;
- Development and internationalization of the medical research institute;
- Development and internationalization of the Research Institute of Globalization, Economic and Social Problems
- Promote of initiating the research projects;
- Encouraging and support students' involvement in research activities;
- Sharing the research findings with public.

5. Development of the student services and environment

According to the university's mission, creating the student-oriented environment is one of the strategic goals. Therefore, development of the student services and environment is an important direction of the university's strategic development plan. It is worth mentioning that in this case the university also sees the relationship with the university in a complex manner and does not consider the student environment in terms of just creating comfortable learning conditions for the students, but firstly it thinks that existence of healthy student environment means creation of such atmosphere which supports not only professional growth of a student but high social responsibility as well, also elaboration of respect in democracy, human rights and general values. It is important to provide the students with the opportunity to understand these values in practice by not only particular educational, cultural and arts events but by the environment of the university which is free and free of any form of discrimination.

An important component for development of student-oriented learning environment is to offer high quality consultation and career support services, while for provision of diversity of student life it is necessary to plan extracurricular activities that correspond the students interests, this will support not only the development of healthy communication between a student and the university, but also the increase of students' social, cultural, sports and community activities.



In order to achieve this goal, the following objective was defined:

- Supporting raising the civil awareness of students;
- Development of electronic services for students and graduates;
- Support for career development of students and graduates;
- Promotion of extracurricular educational activities and projects;
- Rising of satisfaction and loyalty of students and graduates;
- Supporting students sports teams and promotion of student initiatives;;

6. Organizational management of the University and resource development.

Core condition for achievement of the goals determined by the university mission as well as assurance of sustainable and stable growth and development of the university is efficient organizational management and development of the university's human material and IT resources.

Whereas, the university is not a static organism and it is constantly developing, it is necessary for the university's organizational structure to be flexible and in compliance with the existing environment. This itself requires proper informational assurance. Accordingly, the university takes care of strengthening the analytical capabilities, which create opportunity for the university to conduct systemic monitoring on local and international educational areas, labor market and get information about new trends, innovations and processes which may have impact on the development of the university.

The main precondition for sustainable development is maintenance of existing human resource and taking care of systemic improvement of their qualification. In addition to the financial interest, opportunity of professional growth determines satisfaction of the employees. Therefore, the university offers support of professional growth to not only academic and invited but administrative staff too and this is positively reflected on the employees' mood as well as on the improvement of the efficiency of the university's structural units.

In addition to this, the university always takes care of quantitative and qualitative improvement of existing material resources. It is important for the organizational growth of the institution to be in line with not only the intellectual but material capabilities as well.



Thus, the university uses complex approaches towards the resource management, which itself requires existence of effective mechanisms of quality assurance because another important component of the university's sustainable development which is continuous authorization depends on the effective operation of these mechanisms. The proposed direction also includes preparation of the university for change of status. Therefore, the following objectives have been determined in order to achieve the goals of this direction.

- Organizational management;
- Attracting of human resources (administrative, academic personnel);
- Supporting qualification upgrade for administrative staff;
- Development of IT resources;
- Provision of development of material resources;
- University's status change

In order to fulfill the directions and objectives determined by the strategic development plan, the university elaborated three-year action plan.

Target goals

Target goals for 2025 are provided in annex 1.

Target Goals of European University for 2025

1. European University continues operation as an University and carries out doctoral educational program;
2. Number of University staff who are satisfied and positively evaluate University's activity exceeds 80%;
3. More than 65% of the University graduates work by profession;
4. More than 80% of European University students are satisfied and positively evaluate the learning process;
5. At least 60% of the academic staff is affiliated with a European University;
6. All educational programs are accredited;

7. European University has at least 2 new foreign language educational programs;
8. At least 20% of students enrolled in the university have a state study grant;
9. The outflow rate of administrative staff from the European University does not exceed 10%.