



Strategic Development Plan

2020/21 – 2026/27

Action Plan

2023/24 – 2025/26



Table of Contents

Introduction.....	3
Mission and Vision	6
Values	7
Caucasus University in 2026/27	8
Strategic Development Plan.....	10
2023/24 – 2025/26 Action Plan	24
Planning Methodology.....	50
SWOT Analysis	54
Mechanisms for Monitoring Strategic Development and Action Plan Implementation	57



Introduction

The history of Caucasus University goes back to 1998 when with US government funding and in cooperation with Georgia State University, Caucasus School of Business (CSB) was established. Thus, the implementation of the first western-style education was launched in Georgia. Before long, Bachelor's, Master's and PhD academic programs were started. It was in 2004 when the first private education institution - Caucasus University - was founded on the basis of Caucasus School of Business.

Currently, Caucasus University has 11 schools (faculties): School of Business (CSB), School of Law (CSL), School of Media (CSM), School of Technology (CST), School of Governance (CSG), School of Humanities and Social Sciences (CSH), School of Tourism (CTS), School of Medicine (CMS), School of Economics (CES), School of Education (CES) and School of Architecture and Design (CSA). The University awards Bachelor's, Master's and Doctoral academic degrees in accordance with the legislation of Georgia.

Caucasus University offers students a high-quality education, which is provided by academic staff with high academic qualifications and practical experience, diverse educational programs, effective learning process, modern infrastructure and the implementation of internationalization policies. The aim of Caucasus University is to prepare professionals committed to the values of democracy and ethical norms and in this way contribute to society's progress and knowledge-sharing.

Programs are designed taking into account the requirements of the employment market and successful international practices. The University constantly strives to attract and involve qualified academic personnel and has invited professors in the teaching process. With a view to efficiently running the educational process, the University seeks to

enhance the academic-scientific resources and takes care of the staff's professional development.

The University aims at making its programs competitive, so as to allow them to meet modern labor market demands. With this aim, the University implements modern teaching methods, innovates the educational programs and materials, encourages implementation of the innovations in the teaching-learning process and provides it with appropriate material-technical resources.

Caucasus University maintains close contacts with leading European, American and Asian Universities. Consequently, the students, and the academic and administrative staff are allowed to systematically share international experience. The employment rate of Caucasus University graduates increased from 88% to 93% at the end of the three-year plan. Some of them work in public and private sectors in Georgia and elsewhere around the globe.

Due to higher education quality enhancement in the country and globally, Caucasus University continuously revises its strategic plan in order to align the University mission and objectives with the increasingly-changing environment and labor market demands.

In the academic year of 2019-2020, a strategic development plan of Caucasus University was elaborated, which the University will adhere to in the next 7 years (2020/21-2026/27).

In addition, the principal activities which will be implemented by the structural units of Caucasus University in the following three years (academic years of 2020/21-2022/23) have been identified.

At the end of the three-year phase (2020/21-2022/23), the action plan was subject to evaluation and updating, during which time the strategic objectives, the activities to be implemented and the indicators for measuring achievement of the strategic objectives were reviewed and updated.

The number of strategic tasks, activities and Key Performance Indicators underwent modification. The said renewal/change was caused on the one hand by the changed external context and new perspectives, and on the other, by the observation of the processes and the desire to greatly improve the efficiency of the processes. All new initiatives and inspirations of the institution were reflected in the strategic plan. As Caucasus University became a provider not only of quality higher education, but also of quality professional education, relevant changes were reflected in the strategic plan and KPIs and activities related to the provision of vocational education were added. In addition, emphasis was placed on the third mission of the university and activities that support fulfillment of the third mission were added – the institution has been inspired to achieve the relevance of the Sustainable Development Goals (SDG), intensification of research in

collaboration with industry and maximization of revenues from industry. As a result, Caucasus University strategic plan since 2023 consists of 29 tasks, 189 performance indicators and 174 planned activities.

Mission

The mission of Caucasus University is to prepare for local and international markets, through research-oriented teaching and learning, competitive, highly-qualified, morally-grounded professionals committed to the ideals of democracy and thus satisfy society's educational needs and requirements.

Vision

The vision of Caucasus University is to become an internationally recognized and ethically grounded university in the Caucasus region and beyond by creating the educational space where every stakeholder will achieve his/her maximum potential.

Values

1

Spirit of Innovation

We strive to be continually innovative in knowledge creation and transfer in the way to be in line with the needs and demands of the society.

2

Inclusion and Diversity

We strive to create opportunities for local community to engage, understand and respect others whose perspectives, values, beliefs, traditions, and World views have been shaped by different experiences and backgrounds. Only by exploring issues with people of different backgrounds and viewpoints we will challenge assumptions and broaden understanding of the modern world.

3

Academic Freedom

We strive to create an environment based on academic integrity, be free in creating and transferring knowledge

4

Proximity to the local and international community

We want to be partners with local and international communities in order to create and disseminate relevant knowledge in different dimensions.

5

Caring for the country's development

We strive to provide Georgian society with the knowledge which will enable it to carry out activities facilitating to the development of the competitiveness.

Caucasus University in 2026/27

Caucasus University in 2026/27 will be a powerful academic educational institution which has a positive impact on the development of society on a national, regional and global scale.

In terms of achieving the three main directions of the 2020/21 – 2026/27 strategic plan of Caucasus University, the situation in the 2026/27 academic year is expected to be as follows:

Intensification of scientific research and increase of relevance

Fundamental and applied research at Caucasus University will be carried out in many directions in collaboration with local and international colleagues, with the support of research centers in schools, which is evidenced by the establishment of research centers, an increase in the number of peer-reviewed publications by 69%, a portfolio of influential national and international research projects and growth of other intellectual products. Caucasus University is a regional hub of innovation that attracts successful researchers and promotes interdisciplinary collaboration.

The university has strategic cooperation with the industry, which promotes the applicability of research results and thus social and economic progress.

The University will develop research mainly in the following areas: cyber security, healthcare management, finance and accounting, humanities and social sciences.

Continuous improvement of teaching quality

Quality education is a top priority for Caucasus University. In accordance with the main principles of the fourth goal of sustainable development, the University provides an inclusive environment and equal opportunities for quality education throughout life. By 2026-2027, the number of students and vocational students of Caucasus University will reach at least 20,000 in Tbilisi, Batumi, Gurjaani and international (Dubai) locations.

For the 2026-2027 academic year, the university will operate up to 75 academic educational programs at all three levels of higher education and 2 vocational educational programs in Gurjaani. The university has at least 12 foreign language, joint/dual educational programs with an international partner. Caucasus University's modernized teaching methodology, introduction and use of new technologies, personalized learning approaches, emphasis on practical and soft skills and continuous professional development of staff ensure the maximization of learning outcomes and the growth of the

graduates' employment rate. Educational programs are created with the active involvement of all the stakeholders and are based on the modern achievements of the field and labor market trends.

Internationalization

Caucasus University positions itself as a global player prioritizing internationalization of teaching, research and management.

For the 2026-2027 academic year, the university operates 12 joint/dual degree programs, with student and staff mobility rates (both incoming and outgoing) increasing by 100% compared to the 2022-2023 academic year.

For the 2026-2027 academic year, 15% of the university's students are degree-seeking international students. Caucasus University is distinguished by its policies and approaches to inclusion, diversity and equality. The university participates in global research projects and disseminates knowledge at international forums and conferences, which further strengthens the reputation of the university. A variety of language teaching and international education programs prepare students and professionals for worthy membership in the international community. The university is presented in an international, prestigious ranking, has an international institutional assessment, and 10 of its programs are accredited by international accreditation agencies.

Strategic Development Plan

Caucasus University has defined and adopted its three main strategic priorities (directions), towards which the university will continue to strive during the next seven years (2020/21 – 2026/27 academic years):

- Intensification of scientific research and increase of relevance
- Continuous improvement of teaching quality
- Internationalization

In accordance with the above-mentioned strategic directions, the main parts of the strategic tasks of Caucasus University have been defined. They are distributed in 4 perspectives of the strategic map (see Strategic Map, p. 10): financial perspective, customer perspective, process perspective and resource perspective. Key Performance (KPIs) have been established for each strategic task. KPIs are the parameters through which the performance of the task is checked. All indicators are measurable, which contributes to the effective monitoring of the implementation of the strategic development plan

Strategic Map

Priority Directions								
Scientific research intensification and increasing relevance			Continuous improvement of teaching quality			Internationalization		
Financial Perspective	F1: Financial Sustainability		F2: Revenue Growth			F3: Revenue Diversification		
Customer Perspective	C1: Maximizing the number of CU students/vocational students (Optimization) at all locations In proportion to income growth	C2: Increasing student involvement in scientific-research components	C3: Enhancing students' internationalization	C4: Ensuring student/vocational student's satisfaction and constant care-control of their satisfaction		C5: Maintaining a high rate of employment of Students/vocational students and of graduates and constant care-control of their employment	C6: Caring for attraction and support of motivated students with high academic potential	
Process Perspective	P1: Ensuring compliance of academic and vocational educational programs based on demands of the market and society with local and international accreditation standards the	P2: Promotion of research activities	P3: Strengthening internationalization of educational programs	P4: internationalization and strengthening of research activities		P5: Development and implementation of programs/activities (including innovative) in accordance with the third mission of the university, considering the society and market requirements	P6: Continuous care and control of the quality of academic programs and their improvement	
	P7: Supporting student life and various projects (Social, sports, cultural, cognitive, professional)	P8: Enhancing electronic systems of management	P9: Development and improvement of student rights protection mechanisms and student Services	P10: Constant care of Caucasus University brand awareness, image and reputation in the local and international arena		P11: Strengthening the role of organizational and quality culture in organizational management	P12: Providing lifelong connection with all the graduates/alumni	
Resource Perspective	R1: Constant care for attracting and retaining highly qualified, experienced local and/or international teaching and/or academic staff	R2: Development of library resources necessary for educational and/or research activities	R3: Strengthening internationalization of academic and administrative staff	R4: Taking care of the work environment of academic and invited staff and promoting their continuous professional development	R5: Caring of the administrative staff's workspace and a continuous promotion of their professional development	R6: Ensuring and continuous control of the administrative staff's level of satisfaction	R7: Enhancement of material-technical base needed for educational and/or research purposes	R8: Improvement and expansion of the University infrastructure for implementing large-scale projects

Financial Perspective Objectives

The strategic objectives include the strategic objectives related to the company's financial objectives. Caucasus University has defined three main financial objectives.

F1: Financial sustainability

Key Performance Indicators (KPIs):

- Operating profit margin (EBITDA Margin)
- Net Profit Margin

F2: Income growth

Key Performance Indicators (KPIs):

- Income growth rate

F3: Income diversification

Key Performance Indicators (KPIs):

- Share of revenue generated from new investment projects
- Revenue from foreign (non-resident) students

Customer perspective objectives

Customer perspective includes the student-related objectives. Six major objectives have been defined.

C1: Maximize (Optimize) the number of student/vocational students at all CU Locations in relation to total revenue growth

Key Performance indicators (KPIs):

- Number of active students as of April 10
- Number of active students as of October 10
- Number of enrolled students
- Competition rate for the undergraduate program
- Number of the first choices on the bachelor's program
- The number of applicants for the master's/doctoral program
- Competition rate for master's/doctoral program
- Total number of students (with active and passive status) as of April 10
- Total number of students (with active and passive status) as of October 10
- Number of degree-seeking international students enrolled in the spring semester
- Number of degree-seeking international students enrolled in the fall semester

C2: Increasing students' involvement in scientific-research components

Key Performance indicators (KPIs):

- Number of papers reviewed by the Academic Writing Center
- Number of established plagiarism cases
- Number of students involved in research projects
- Number of students participating in scientific school conferences

C3: Enhancing internationalization at the student level

Key Performance indicators (KPIs):

- The number of incoming students in the dual exchange program
- The number of outgoing students in the dual exchange program

- The number of student mobility (incoming) in the Erasmus+ exchange program
- The number of outgoing student mobility in the Erasmus+ exchange program
- Number of students participating in short-term international programs (summer programs, short-term training courses, international competitions) (outgoing)
- The number of incoming students participating in short-term international programs (summer programs, short-term training courses, international competitions)
- The number of implemented social activities related to the integration of foreign students
- The number of international degree-seeking students, active

C4: Ensuring student/vocational student satisfaction and ongoing care-control of students' satisfaction

Key Performance indicators (KPIs):

- Rate of satisfaction with the educational process conducted by the instructors
- Recommendation rate (Net Promoters Score - NPS)
- Rate of satisfaction with the educational program
- Student satisfaction rate with Caucasus University

C5: Maintaining a high rate of employment of students/vocational students and graduates and continuous care-control of employment

Key Performance indicators (KPIs):

- The number of memorandums of cooperation signed with employer
- The number of job/internships offers provided by employers
- Graduate employment rate
- Rate of graduates employed by profession
- Student employment rate
- Career advancement rate of graduates three years after graduation
- Rate of salary increase of graduates three years after graduation

C6: Care and facilitation to attract a contingent of students with high academic potential and motivation

Key Performance indicators (KPIs):

- The number of internally-funded students
- The number of the top 501 students enrolled through the Unified National Exams
- The number of students with 100% grant on the bachelor's program
- The number of students with a 50% grant on the bachelor's program
- The number of students with a 70% grant on the bachelor's program
- The average Unified National Exams score of students enrolled in the bachelor's programs
- The number of students with a state grant for the master's program
- The average Unified Master's Exams score of students enrolled in the master's programs

Process Perspectives Objectives

The process perspective outlines strategic objectives for the proper functioning of the university - to improve the educational and research processes, student services, administrative and academic staff working processes.

P1: Ensure compliance of the University resources and educational programs with local authorization and accreditation standards and international accreditation standards

Key Performance Indicators (KPIs):

- The rate of evaluations received during (re)accreditation in the current academic year in relation to the standards
- Number of (re)accredited programs in the current academic year
- Number of programs with international (re)accreditation in the current academic year
- The rate of evaluations received during international (re)accreditation in the current academic year in relation to the standards

P2: Support the strengthening of research activities

Key Performance Indicators (KPIs):

- Number of academic staff participating in scientific conferences
- EBSCO electronic library database usage rate
- Usage rate of Legal Source electronic library database
- ScienceDirect - electronic library database usage indicator
- Scopus - indicator of use of electronic library database
- Taylor and Francis electronic library database usage rate
- Number of published professional books
- Number of research projects in collaboration with industry
- Growth rate of funding of research activities
- The number of projects funded in the intra-university research competition
- The number of projects submitted in the intra-university research competition, the number of received patents
- Number of prepared international grant research projects
- Number of articles published in scientific and professional journals
- Number of compiled cases
- The number of projects submitted to Shota Rustaveli National Science Foundation of Georgia
- Number of projects financed by Shota Rustaveli National Science Foundation of Georgia

P3: Strengthen internationalization at the level of educational programs

Key Performance Indicators (KPIs):

- Number of (re)accredited joint programs in the current academic year (Dual degree or/and double degree or/and joint degree)
- Number of (re)accredited foreign language programs in the current academic year
- The rate of evaluations received during (re)accreditation of joint programs in the current academic year in relation to the standards
- The rate of evaluations received during the (re)accreditation of foreign language programs in the current academic year in relation to the standards

P4: Strengthen internationalization at the research level

Key Performance Indicators (KPIs):

- Number of international research projects
- Number of publications in international journals (indexed in citation and abstract databases)
- Number of academic personnel participating in international academic conferences
- Number of foreign academic/scientific/guest personnel involved in the research
- Number of international research (Joint research) collaboration

P5: Elaborate - implement new educational programs and projects (among them innovating programs and projects) in accordance with the market demands

Key Performance Indicators (KPIs):

- Number of new projects (including innovative ones).
- The number of submitted applications for new grant start-up projects
- Number of funded start-up projects
- Number of projects with positive impact on society
- Number of events implemented in the direction of community involvement
- Number of persons involved in entrepreneurial/educational activities
- Number of trainings in the local and international market
- Number of events held to support continuous education
- Number of events with a view to transferring knowledge and technology

P6: Improving the quality of educational programs and constant care-control over quality improvement

Key Performance Indicators (KPIs):

- More than 20% of the courses with "F" grade
- GPA of CU grantees
- Graduate GPA rate
- Rate of explanation of the material by the instructors
- The instructors' In-depth knowledge of the course taught
- Quantitative indicator of completion of the program in standard time
- Undergraduate GPA of stage I students

- Annual GPA of undergraduate students of II stage Annual GPA of undergraduate students of III stage
- Annual GPA of undergraduate IV-stage students
- Rate of continuation of studies at the next level of educational programs
- Indicator of the quality of doctoral defenses
- GPA of state grant holders
- Cumulative GPA of students in undergraduate, graduate and doctoral programs
- Quantitative indicator of external mobility from the university (Outgoing) in the spring semester
- Quantitative indicator of external mobility from the university (Outgoing) in the fall semester Number of those who moved to the university (Incoming) in the spring semester
- The number of people who moved to the university (Incoming) in the fall semester

P7: Support for student life and various projects (social, sports, cultural, cognitive, professional)

Key Performance Indicators (KPIs):

- Number of funded student projects
- Number of student cultural events
- Number of student social events
- Number of student sports events
- Number of student cognitive-educational events

P8: Enhancement of the electronic management systems

Key Performance Indicators (KPIs):

- User satisfaction rate of the student's personal profile page
- User satisfaction rate of lecturer's personal profile page
- The administrative staff's satisfaction with the use of the educational process management system

P9: Develop and enhance student services and student rights protection mechanisms

Key Performance Indicators (KPIs):

- Number of the changed assessment
- Number of lectures-seminars missed by lecturers
- Number of grades turned in late
- The number of syllabi uploaded late
- The number of lectures-seminars incompletely conducted by lecturers
- Number of the exam papers protested

P10: Constant care of Caucasus University brand, image and reputation awareness in the local and international arena

Key Performance Indicators (KPIs):

- The number of subscribers to the CU Instagram page
- Number of CU YouTube channel subscribers
- Number of subscribers to the CU LinkedIn page
- Number of followers of the CU Twitter page
- Number of followers of CU Tik Tok page
- The number of subscribers to the CU Facebook page
- Current number of Erasmus + international partners
- Number of new Erasmus + and bilateral international partners
- Number of new Erasmus + international partners
- Number of new dual program international partners
- Existing number of dual program international partners
- Brand awareness level indicator
- Indicator of the position of the university and/or schools and/or programs in the competent rating systems of education
- An indicator of the position of the university in the competent rating systems of education
- Number of participations in international education exhibitions
- The number of subscribers to the Caucasus University website
- Quantification of media coverage
- Number of memberships in international organizations
- Number of international partners (dual and Erasmus +).

P11: Strengthen the role of organizational and quality culture in organizational management

Key Performance Indicators (KPIs):

- Organizational culture indicator
- Indicator of the number of meetings of the university's top management with stakeholders (students, academic and invited staff, administrative staff)

P12: Providing and developing lifelong connections with alumni

Key Performance Indicators (KPIs):

- Indicator of the number of graduates in academic and visiting staff
- Number of projects initiated by graduates
- Indicator of events offered to graduates
- Indicator of the number of extracurricular activities (guest hour, public lecture, meeting with entrants) with the participation of graduates
- Rate of participation of graduates in the University events

Resource Perspective Objectives

The Resource Perspective describes the strategic tasks that relate to the basic resources needed for the smooth operation of the educational and research activities. Eight main strategic tasks have been defined.

R1: Constant attention to attracting and retaining highly qualified academic staff with many years of local and/or international experience in teaching and/or practice

Key Performance Indicators (KPIs):

- The number of academic staff with type A contract serving the academic program
- The number of academic staff with type B contract serving on the academic program
- The number of academic staff with type C contract working on the academic program

- Number of academic staff recruited (affiliated) in the current academic year
- Indicator of the number of newly invited personnel in the current academic year
- Number of advisors/supervisors of doctoral theses
- Number of advisors/supervisors of master's theses
- The number of academic staff hired under the type A contract at the school level
- The number of academic staff hired under B-type contracts at the school level
- The number of academic staff hired under the C-type contract at the school level
- Number of administrative staff at the school level
- Number of trainers of the training center
- Number of administrative staff at the university level

R2: Development of library resources needed for educational and/or research activities

Key Performance Indicators (KPIs):

- Number of electronic library databases
- Number of e-book fund
- Amount of book fund

R3: Strengthening internationalization at the level of academic and administrative staff

Key Performance Indicators (KPIs):

- Number of administrative personnel participating in exchange programs (outgoing)
- Number of administrative personnel participating in exchange programs (incoming)
- Number of academic staff participating in exchange programs (incoming)
- Number of academic staff participating in exchange programs (outgoing)
- Number of foreign academic and/or invited personnel involved in teaching
- Number of foreign administrative staff

R4: Continuous care for the working environment of academic and visiting staff and promoting their professional development

Key Performance Indicators (KPIs):

- Developmental events for academic and visiting staff (workshops, trainings) number
- The number of academic and guest personnel involved in development activities

R5: Caring for the working environment of the administrative staff and continuously promoting their professional development

Key Performance Indicators (KPIs):

- Developmental measures for administrative staff
- The number of workshops / trainings
- Number of administrative personnel involved in the development event
- Number of administrative personnel participating in professional trainings
- Performance evaluation index (360-degree evaluation)

R6: Ensuring satisfaction of academic and administrative staff and continuous care-control of the staff satisfaction level

Key Performance Indicators (KPIs):

- Administrative staff satisfaction rate
- Retention rate of administrative staff
- Academic staff retention rate (Retention Rate)
- Non-affiliated academic staff satisfaction rate
- Satisfaction rate of affiliated academic staff
- Guest staff satisfaction rate
- Retention rate of invited personnel

R7: Development of the material and technical base necessary for educational and/or research activities

Key Performance Indicators (KPIs):

- Number of research centers
- Number of laboratories
- Number of simulated spaces for developing professional skills

R8: Implementation of large-scale projects aimed at improving the infrastructure of the university-expansion

Key Performance Indicators (KPIs):

- Indicator of readiness for the opening of the new library building
- Indicator of readiness before the opening of the new campus in Batumi
- Indicator of readiness before the opening of CAG (Caucasus Academy of Gastronomy) in Gurjaani
- Indicator of readiness before the opening of the Caucasus University branch in Dubai
- Indicator of readiness before the opening of the Dubai Training Center of Caucasus University
- Indicator of readiness before the opening of the University Clinic
- Indicator of readiness of the new Tbilisi campus

2023/24 – 2025/26 Action Plan

Immediately after the completion of the 3-year action plan (2020/21-2022/23) of Caucasus University, a complex analysis of the implementation of the plan was carried out and a new three-year (2023/24-2025/26) plan was drawn up. Based on the annual reports submitted by the schools and departments, the activities performed during the reporting period were analyzed and the indicators for measuring the strategic objectives achieved were revised.

In cooperation with the University management and the general public, the next three-year action plan was developed with modified strategic objectives, updated activities and KPIs, the persons responsible for achieving the target milestones were determined, the duplication of structural units was excluded, an online platform for the implementation and monitoring of the strategy was held, which ensured accurate accounting and analysis of the multi-functional activity of schools and departments.

It should be noted that the implementation of the three-year plan was significantly affected by the Covid pandemic. During the first year of the three-year plan (2020-2021), the university operated in a remote (online) mode, which was reflected in a number of activities and KPIs.

The ongoing changes in the Georgian educational space and the university's ambitions in relation to local and global challenges have given birth to new goals and activities in the action plan.

The updated action plan remains flexible and open to ongoing changes.

C1: Maximize (optimize) the number of students on all the locations in relation to the increase in total income

Activity	Period			Responsible
	2023/24	2024/25	2025/26	
Analyzing enrollments in undergraduate, graduate, and doctoral programs	●	●	●	Research and Data Analysis Service
Price determination for bachelor's, master's and doctoral programs for the next academic year	●	●	●	Financial Management Department
Preparation of promotional printed and electronic materials for bachelor's, master's and doctoral programs	●	●	●	Marketing and Public Relations Department
Presentation of undergraduate programs in public and private schools in Tbilisi and regions	●	●	●	Schools; Marketing and Public Relations Department
Organizing informational meetings on campus for applicants	●	●	●	Schools; Marketing and Public Relations Department
Analysis and response to current choices of undergraduate programs	●	●	●	Research and Data Analysis Service
Signing memoranda of mutual cooperation with schools of Tbilisi and regions	●	●	●	Marketing and Public Relations Department
Implementation of promotional activities in online, social and print media for undergraduate, graduate and doctoral programs	●	●	●	Marketing and Public Relations Department
Conducting presentations of graduate level programs in companies	●	●	●	Marketing and Public Relations Department
Conducting informational meetings on campus to introduce master's programs	●	●	●	Schools; Marketing and Public Relations Department
Organization of competitions, trainings, workshops, lectures for entrants	●	●	●	Marketing and Public Relations Department

In order to attract vocational students, conducting an information campaign	●	●	●	Marketing and Public Relations Department
Managing the process of increasing the quota	●	●		Quality Assurance Department

C2: Increase involvement of students in research components

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Informing students about scientific research activities (conferences, research projects, research scholarships, etc.)	●	●	●	Research Facilitation Department
Organizing and holding an internal school student conference	●	●	●	schools; Research Facilitation Department
Strengthening students' research skills through trainings and workshops	●	●	●	Research Facilitation Department; schools
Conducting trainings to raise awareness about academic integrity	●	●	●	Center for Academic Writing

C3: Strengthen internationalization at the student level

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Informing students about exchange programs	●	●	●	International Relations Department
Finding new partners (Erasmus+ and bilateral) and maintaining existing ones	●	●	●	International Relations Department; schools
Assistance to students within exchange programs Provision in the competition and mobility process (before the mobility, during the mobility, after the mobility service provision)	●	●	●	International Relations Department
Providing support services for foreign students (visa procedures, course catalog, events, integration into the academic process, etc.)	●	●	●	International Relations Department
Organizing international summer schools			●	schools; International Relations Department
Dissemination of information about professional educational programs	●	●	●	Marketing and Public Relations Department
Implementation of activities related to the integration of foreign students as part of social activities	●	●	●	International Relations Department

C4: Ensure student/vocational students' satisfaction and constant care-control over student satisfaction

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Conducting a general satisfaction survey among students and analyzing the data obtained	●	●	●	Research and Data Analysis Office
Responding to the results of an overall satisfaction survey	●	●	●	schools; Quality Assurance Department
Conducting and analyzing a survey of satisfaction with educational programs	●	●	●	Quality Assurance Department
Responding to the results of a survey of satisfaction with educational programs	●	●	●	schools
Conducting semester evaluation of academic and visiting staff and analyzing the results	●	●	●	Quality Assurance Department
Responding to academic and visiting staff semester evaluation results	●	●	●	schools
Holding individual meetings with internal and external mobility students, determining and responding to the reasons for the transfer	●	●	●	schools
Investigating and responding to the causes of status-suspended students	●	●	●	schools
Holding semester meetings with students, listening and responding to their problems and interests	●	●	●	schools
Regular survey of professional students of the training center	●	●	●	Research and Data Analysis Office
Regular survey of vocational students of the Culinary Academy			●	Research and Data Analysis Office

C5: Maintain a high employment rate among current students/vocational students and alumni and constant support and control over their employment

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Dissemination of internship and employment offers and notifications	●	●	●	Career Development and Facilitation Office
Conducting employment forums by industry	●	●	●	Career Development and Facilitation Office
Developing skills necessary for career advancement	●	●	●	Career Development and Facilitation Office
Organizing and conducting events (public meeting, master class, guest speaker)	●	●	●	Career Development and Facilitation Office, schools
Finding new partner companies for internships and vacancies and maintaining cooperation with the existing ones	●	●	●	Research and Data Analysis Office
Conducting research on the employment of students and graduates and analyzing the results	●	●	●	Career Development and Facilitation Office, schools
Responding to Student Employment Survey Results	●	●	●	Student Events and Alumni Relations Office
Updating the alumni database	●	●	●	Career Development and Facilitation Office
Monitoring the employment of professional students and graduates of the Academy of Gastronomy			●	

C6 Care and support for attracting a contingent of students with high academic potential and motivation

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Optimization of existing funding mechanisms (Top-501, CU grant).	●	●	●	Financial Management Department
Creating and distributing interesting content about high-scoring applicants via communication channels	●	●	●	Marketing and Public Relations Department
Creating and disseminating interesting content of success stories	●	●	●	Marketing and Public Relations Department
Analysis of scholarship recipients	●	●	●	Research and Data Analysis Office
Establishing and determining the number of vouchers for the entrants winning internal competitions	●	●	●	Financial Management Department
Optimizing rated funding for active students	●	●	●	Financial Management Department

P1: Ensuring compliance of academic and professional educational programs with local and international accreditation standards based on market and community requirements

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Preparing programs for (re)accreditation and obtaining accreditation	●	●	●	Schools, Quality Assurance Department
Preparing for AACSB accreditation	●	●	●	Caucasus Business School CSB; International Accreditation Service
RIBA accepted validation support	●	●		Caucasus School of Architecture CSA; International Accreditation Service
TEDQUAL reaccreditation support	●	●	●	Caucasus School of Tourism CTS, International Accreditation Service
Market analysis and engagement of university stakeholders to improve programs	●	●	●	Schools, Quality Assurance Department
Finding international accreditations for courses (schools) at Caucasus University, evaluating their pros and cons	●	●	●	International Accreditation Office
Preparation of professional programs for authorization and obtaining authorization		●		CAG (Caucasus Academy of Gastronomy) Caucasus Academy of Gastronomy
Preparation of training programs and obtaining a license in Dubai	●	●		Caucasus Training Center in Dubai

P2: Promotion of strengthening research activities

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Monitoring the implementation of research activities listed in the appendices of new generation contracts	●	●	●	schools; Research Facilitation Department
Informing academic staff and invited lecturers, doctoral students, about scientific research activities (conferences, research projects, research scholarships, etc.)	●	●	●	Research Facilitation Department
Operation of internal university funding system for research and care for improvement	●	●	●	Research Facilitation Department
Conducting research skills development activities	●	●	●	Research Facilitation Department
Organization of trainings and orientation meetings regarding the use of scientific bases	●	●	●	library; Research Facilitation Department
Helping researchers connect with industry	●	●	●	Schools, Research Facilitation Department
Development of the post-doctorate system			●	Research Facilitation Department, Schools
Provision of measures supporting the development of transferable skills of doctoral students	●	●	●	Research Facilitation Department
Operation of the system supporting student research initiatives	●	●	●	Research Facilitation Department;
Creation of scientific journals		●		Research Facilitation Department,
Constant updating and improvement of the digital repository	●	●	●	Research Facilitation Department

P3 Strengthening internationalization at the level of educational programs

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Creation of foreign language courses in existing accredited Georgian language programs	●	●	●	Schools
Informing administrative and academic staff about exchange programs	●	●	●	International Relations Department
International Staff Week - holding a week for representatives of Erasmus and bilateral partners	●	●	●	International Relations Department
Academic and administrative staff support in the process of international mobility (incoming and outgoing)	●	●	●	International Relations Department
Finding new partners for joint programs	●	●	●	Schools, International Relations Department
Initiating, creating, disseminating information on short-term programs (summer school, study abroad, etc.)	●	●	●	schools; International Relations Department
Cooperation with recruitment agencies to attract foreign students	●	●	●	International Relations Department
Participation in international exhibitions of education	●	●	●	International Relations Department
Support for students to join international networks and organizations	●	●	●	International Relations Department; schools
Working on the recognition of Caucasus University academic programs by the ministries of education of foreign countries and international organizations	●	●	●	International Relations Department; Quality Assurance Department; International Accreditation Office
Finding international partners for vocational programs			●	CAG (Caucasus Academy of Gastronomy), Training Center, International Relation Department

P4 Strengthening internationalization at the level of research activities

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Finding and disseminating information on international research grant opportunities	●	●	●	Project Management Department; Research Facilitation Department
Finding new partners and signing agreements in international research	●	●	●	International Relations Department; schools
Aiding the academic staff in the preparation of the international grant application	●	●	●	Project Management Department
Conducting annual international conference at Caucasus University	●	●	●	Research Facilitation Department
Support for the participation of academic, visiting and doctoral students in international conferences	●	●	●	Research Facilitation Department

P5: Elaborate - Implement new educational programs and projects (among them innovating programs and projects) according to the market demands

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Creating a base of projects and activities related to the third mission of the university	●			Strategic Development Department
Creation of the University's third mission policy document	●			Strategic Development Department
Assessing the university's performance in relation to the SDG goals and developing a compliance plan	●			Strategic Development Department
Organizing charity events and/or participating in charity activities planned by other organizations	●	●	●	Marketing and Public Relations Department
Initiation of projects consistent with the strategy of the third mission	●	●	●	Project Management Department; Marketing and Public Relations Department; Research Facilitation Department; Strategic Development Department; schools; Innovation and Entrepreneurship Development Center
Support for acceleration programs	●	●	●	Innovation and Entrepreneurship Development Center
Organization of startup events (hackathon, makeathon).	●	●	●	Innovation and Entrepreneurship Development Center
Participation in innovative grant competitions (GITA, Produce in Georgia, Rustaveli Foundation) and support of participating students	●	●	●	Innovation and Entrepreneurship Development Center; schools
Conducting trainings tailored to the market demands	●	●	●	Training center

Determining the feasibility of new university projects (feasibility study)	•	•	•	Strategic Development Department
Dissemination of information about grant competitions announced by donors	•	•	•	Project Management Department
Preparation of applications for donor grant contests	•	•	•	Project Management Department;
Preparation of online and hybrid training courses based on market requirements	•	•	•	schools; Training center
Conducting an entrepreneurship skills development event for students, staff and external stakeholders	•	•	•	Innovation and Entrepreneurship Development Center
Ensuring students' involvement in international and local projects	•	•	•	Department of Projects, Schools
Preparation for training/retraining and professional courses			•	CAG Caucasus Academy of Gastronomy, training center

P6: Constant care-control of educational programs quality enhancement through quality assurance internal mechanisms

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Conducting meetings/surveys with interested parties (students, graduates, academic and visiting staff, administrative employees, employers) in order to evaluate and improve programs	●	●	●	schools; Quality Assurance Department
Development of academic programs and implementation of program changes (literature, academic and visiting staff, training courses, practices, assessment, teaching methods, etc.)	●	●	●	schools; Quality Assurance Department
Assessment of external and internal risks and development of appropriate plans	●	●	●	Department of Strategic Development
Monitoring the progress of the educational process	●	●	●	schools; Quality Assurance Department
Creating-updating-improving the database of supervisors and reviewers of master's/doctoral theses	●	●	●	Research Promotion Department, Schools and IT
Development of external evaluation system of educational programs		●		Quality assurance service
Guide the GPA calculation process for current and graduating students	●	●	●	Registry and Proceedings Department
Managing the process of external and internal mobility of students	●	●	●	Registry and Proceedings Department
Analysis of the format of the final exams	●	●	●	Department of Monitoring Educational Process Quality

P7: Support for student life and various projects (social, sports, cultural, cognitive, professional)

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Planning and conducting sports events	●	●	●	Office of Student and Corporate Events
Planning and conducting cultural events	●	●	●	Office of Student and Corporate Events
Planning and conducting cognitive events	●	●	●	Office of Student and Corporate Events
Planning and conducting social activities	●	●	●	Office of Student and Corporate Events
Planning events for international students	●	●	●	Office of Student and Corporate Events; International Relations Department
Planning and conducting of professional events	●		●	Schools
Planning events for vocational students			●	CAG (Caucasus Academy of Gastronomy) Training Center, Office of Student and Corporate Events
President's informal meeting with students	●	●	●	Office of Student and Corporate Events

P8: Enhancement of Electronic Management Systems

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Improvement of LMS systems	●	●	●	Software and Development Office; schools
Improving the electronic database of personnel management	●	●	●	Software and Development Office; Human Resources Department
Improving the electronic database for research facilitation	●	●	●	Software and Development Office
Perfecting the financial base	●	●	●	Financial Management Department; Software and Development Office
Creation and improvement of the learning outcomes system	●	●		Software and Development Office; Quality Assurance Department; International Accreditation Office
Creating and refining the strategic development and action plan implementation monitoring program	●	●		Software and Development Office; Department of Strategic Development
Improving the reporting system for international accreditation	●	●		International Accreditation Office; Software and Development Office; Department of Strategic Development
Ensuring digitization of administrative processes and communication	●	●	●	Software and Development Office
Creation and launch of student's new electronic page	●	●		Software and Development Office

Creation of CU electronic platform for employers and students/alumni and their involvement	●			Software and Development Office
Improving digitization of library processes	●	●	●	Career Development and Employment Promotion Office

P9: Develop and enhance student services and student rights protection mechanisms

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Quick response to students' requests, assistance and counseling of students within the scope of competence, provision of information intended for students	●	●	●	Student Services and Learning Process Monitoring Department
Organization and holding of meetings with students in order to familiarize them with the students' rights	●	●	●	Ombudsman's Office
Organization and holding of group information meetings with students about the functions of the ombudsman service	●	●	●	Ombudsman's Office
Monitoring of educational and examination process	●	●	●	Student Services and Learning Process Monitoring Department
Monitoring the educational process of professional programs			●	Student Services and Learning Process Monitoring Department

P10: Constant care for brand awareness, image and reputation of Caucasus University in the local and international arena

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Conducting university image enhancing events (freshman party, Halloween, New Year activities, February 14 event, May 26 event, June 1 event, graduation ceremony for graduates)	●	●	●	Marketing and Public Relations Department
Measurement and monitoring of public opinion	●	●	●	Marketing and Public Relations Department
Constant monitoring of communication channels (website, social networks) and distribution of quality content	●	●	●	Marketing and Public Relations Department
Maintaining membership in international educational associations and joining new associations	●	●	●	Department of International Relations
Preparation of necessary marketing materials for the target segment of the international market	●	●	●	Marketing and Public Relations Department
Studying the requirements of international rating systems and conducting work to get into the rating	●	●	●	International Accreditation Service

P11: Strengthening the role of organizational and quality culture in organizational management

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Preparation and distribution of newsletters	●	●	●	Marketing and Public Relations Department
Providing information to graduates on important events taking place at the university	●	●	●	Alumni Relations Office
Organization of corporate outings and team building activities	●	●	●	Marketing and Public Relations Department; Human Resources Department
Raising awareness about mission, vision, values	●	●	●	Strategic Development Department; Human Resources Department
Create and enforce an inclusion and diversity document policy	●			Strategic Development Department; Human Resources Department
Creating and implementing a gender equality policy document	●			Strategic Development Department; Department of International Relations; Human Resources Department
Creation and enforcement of staff welfare policies		●		Strategic Development Department; Human Resources Department
Sharing/implementing staff initiatives in the management process and promoting and supporting decentralization (system creation)	●	●	●	Human Resources Department
President's informal meeting with academic and administrative staff	●	●	●	Human Resources Department

P12: Provide and develop lifelong connections with alumni

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Updating the database of graduates	●	●	●	Department of Student Services; schools
Providing information to graduates on important events taking place at the university	●	●	●	Department of Student Services; schools
Providing special offers for graduates (eg discounts on training courses, etc.)	●	●	●	Department of Student Services; schools
Inviting alumni to university events (eg Alumni Reunion, CU Kids, CU Band Performance, Christmas Market)	●	●	●	Department of Student Services; schools
Formation of the alumni fund	●	●	●	Alumni Relations Office
Organizing and conducting extracurricular activities (guest hour, public lecture, meeting with entrants) with the participation of graduates	●	●	●	Alumni Relations Office

R1: Constantly engage in attracting and retaining local and international academic personnel who is highly qualified and experienced in teaching and/or research

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Recruitment and retention of highly qualified affiliated academic staff (Contract A)	●	●	●	Schools; Human Resources Department;
Recruitment of highly qualified guest personnel (C contract) and retention of existing ones	●	●	●	Schools; Human Resources Department;
Finding and cooperating with trainers in demand in the market in Tbilisi, Batumi, Gurjaani and Dubai locations	●	●	●	Training center

R2: Development of library resources needed for educational and/or research activities

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Purchase and renewal of book fund provided for academic programs	●	●	●	schools; library
Maintaining access to existing library electronic databases	●	●	●	library
Finding and installing software required for educational programs	●	●	●	schools; Department of Information Technology

Development of cooperation with local and international publishing houses	•	•	•	library
Increasing the frequency of use of educational process management platforms (Moodle, Turnitin).	•	•	•	Center for Academic Writing
Purchase of laboratory equipment necessary for academic programs and research directions and renovation-maintenance of the existing ones	•	•	•	schools; Procurement Service

R3: Enhancing internationalization at the level of academic and administrative staff

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Recruitment and retention of highly qualified foreign academic staff	•	•	•	schools; Personnel Management Department
Attracting foreign trainers to Tbilisi, Batumi, Gurjaani and Dubai	•	•	•	Training center

R4: Take care of the work environment of academic personnel and visiting lecturers and constantly facilitate to their professional development

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Provision of appropriate work infrastructure for academic and visiting staff	●	●	●	Human Resources Department; Procurement Service
Infrastructure and services for the welfare of academic and visiting staff	●	●	●	Human Resources Department; Logistics and Security Department; Financial Management Department
Infrastructure and services for the welfare of vocational teachers and trainers			●	Human Resources Department; Logistics and Security Department; Financial Management Department

R5: Taking care of the work environment of administrative staff and constantly promote their professional development

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Provision of appropriate work infrastructure for administrative staff	●	●	●	Human Resources Department; Procurement Service
Infrastructure and services for the welfare of administrative staff	●	●	●	Human Resources Department,
Preparing and offering personal and professional events	●	●	●	Human Resources Department,

Development-refinement-implementation of the system of motivational and career advancement scheme for administrative personnel	●	●	●	Human Resources Department; Financial Management Department
Implementation of evaluation of the work performed (360-degree evaluation).		●		Human Resources; Strategic Development Department

R6: Ensure satisfaction of academic and administrative staff and constant care and control over staff satisfaction

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Conducting a general satisfaction survey among academic (lecturers, vocational teachers, trainers) and administrative staff and analyzing the received data	●	●	●	Research and Data Analysis Office
Responding to the results of an overall satisfaction survey	●	●	●	Human Resources Department,
Operation of the Ombudsman's Office	●	●	●	Ombudsman's Office

R7: Develop the material and technical base necessary for educational and / or research activities

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
maintenance of the server room protection system or infrastructure (installation of a special fire extinguishing system, artificial raising of the floor in the server room)	●	●	●	Department of Information Technology
Monitoring and planned updating of computer equipment of existing classrooms (projector, computers)	●	●	●	Department of Information Technology
Creating a photocopying center for students		●		Department of Information Technology
Constant monitoring of WI-FI coverage and updating as necessary	●	●	●	Department of Information Technology
Opening of a publishing house			●	publishing house
Operation of existing research centers and opening of new ones	●	●	●	schools
C spaces, infrastructure corresponding to professional programs		●		Department of Logistics and Security

R8: Implement large-scale projects aimed at improving and expanding the University infrastructure

Activity	Period			Responsible Unit
	2023/24	2024/25	2025/26	
Construction of Caucasus University new Batumi campus	●	●		Vice President for administrative affairs and monitoring
Opening of Caucasus University new Batumi campus		●		Marketing and Public Relations Department
Construction of Caucasus University new Tbilisi campus	●	●		Vice President for administrative affairs and monitoring
Opening of Caucasus University new Tbilisi campus		●		Marketing and Public Relations Department
Development and approval of the University hospital construction project	●	●		Vice President for administrative affairs and monitoring
Opening of Caucasus Training Center in Dubai	●			Vice President for Research and Strategic Development
Development and approval of the new library building project			●	Vice President for Research and Strategic Development
Construction of CAG (Caucasus Academy of Gastronomy) in Gurjaani	●	●		Vice President for Research and Strategic Development

Planning Methodology

The strategic planning process of Caucasus University took place during 2019-2020 with the active involvement of all the stakeholders. The process was headed by the Vice-President for Research and Strategic Development. The strategic planning process was initiated, executed and reviewed by the Strategic Development Department and the Cross-Functional Working Group.

At the end of the three-year action plan (2020-2023), a revision-evaluation of the planning methodology was carried out. As a result of the complex analysis, the current planning methodology proved to be efficient, which ensures effective implementation of the drawn-up plan. Therefore, the planning and monitoring methodology for the implementation of the next three-year (2023/24-2025/26) action plan remained unchanged.

For the development of strategic development and action plans, Caucasus University selected the Strategic Map - Balanced Scorecard model (methodology authors: R. Kaplan, D. Norton). The planning process is presented in Figure 1.

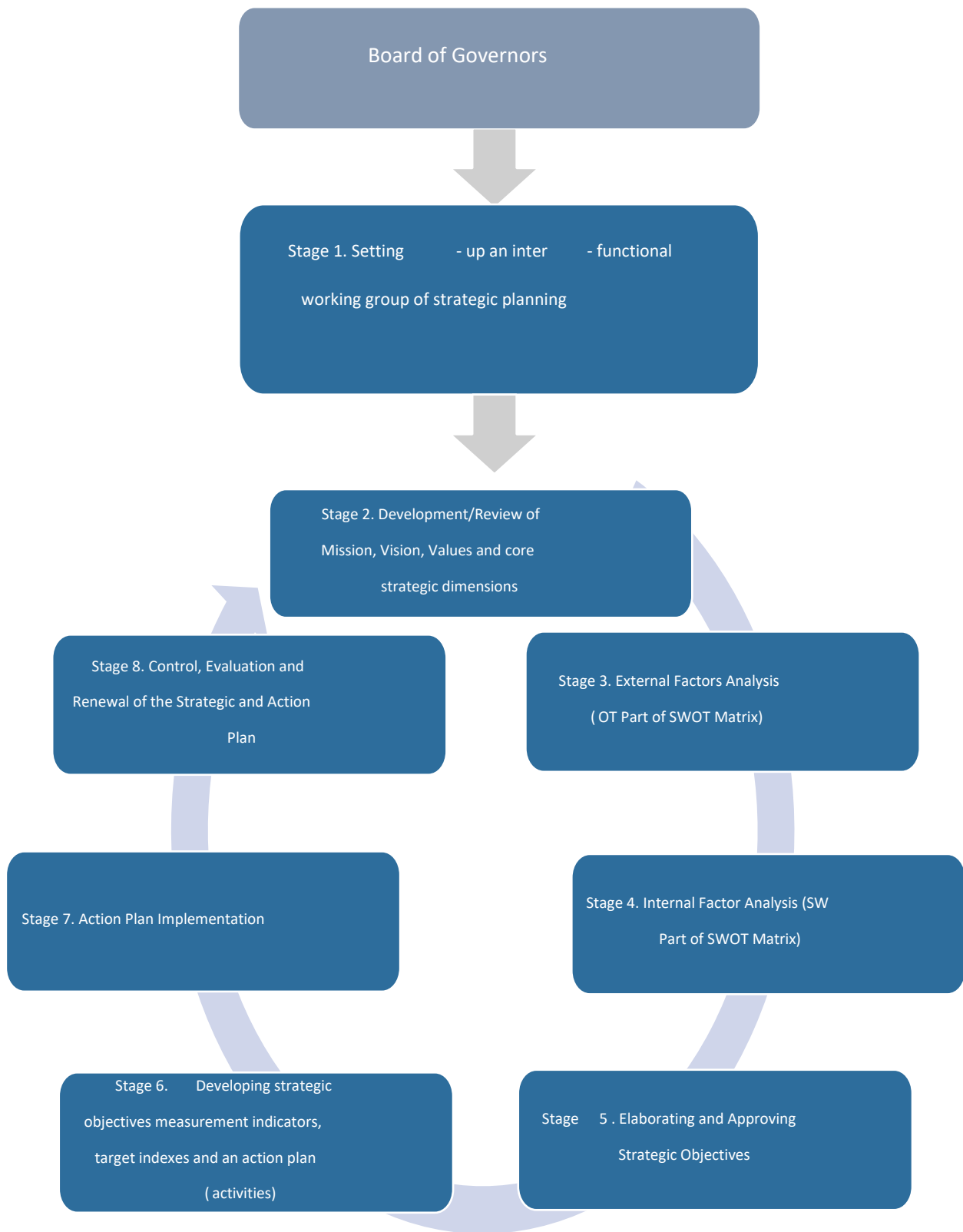


Figure 1: Stages of Strategic Planning

At the first stage, a cross-functional strategic planning working group (hereinafter referred to as "working group") was set up. The major goals and objectives of the working group were as follows:

- Increasing involvement of various departments of the organization in the process;
- Generating valuable views, opinions and recommendations of representatives of various functional areas during the development of the plan;
- More support and coordination from their side during the implementation phase of the plans.

In the 2023-2024 academic year, the working group of Caucasus University included:

1. Vice President for Research and Strategic Planning
2. Vice-president for Monitoring and Administrative Affairs
3. Vice-president for Education
4. Vice-president for Material Resources
5. Vice-president for Finances
6. Vice President for Internationalization
7. Director of Quality Assurance Department
8. Director of the Strategic Development Department
9. Head of the International Accreditation Office
10. Director of the Human Resources Department
11. Director of the Information Technology Department
12. Director of Marketing and Public Relations Department
13. Head of Student and Corporate Events Office
14. Head of Alumni Relations Office

Regarding the strategic plan for the 2020/21-2026/27 academic years, the Department of Strategic Development of Caucasus University (hereinafter referred to as the "Department"), with the participation of the working group, held meetings with the University stakeholders. The department organized online surveys, interviews and focus groups, where various issues related to this topic were discussed.

As a result of the discussions, views on the mission, vision, values and activities of Caucasus University were formed, and the governing board subsequently approved the modified mission, vision and values.

In order to evaluate the forces in the environment and the internal processes of the organization, the department conducted the so-called SWOT analysis. Created a customized SWOT questionnaire for each stakeholder and conducted a survey. Based on the results, the opportunities and threats facing Caucasus University (OT part), the strengths and

weaknesses of the University (SW part) were identified and recorded on the relevant matrix. As a result of the SWOT analysis, the working group defined long-term strategic objectives.

The meeting of partners, together with the management board, determined and approved 3 main strategic directions (priorities) of Caucasus University, for the fulfillment of which the university will work for the next 7 years:

- Intensification of scientific research and increase of relevance
- Continuous improvement of teaching quality
- Internationalization

The department, in coordination with the working group and with the involvement of all stakeholders' groups of Caucasus University (administration, students, graduates, academic staff, employers), developed the primary option of strategic tasks. The department listed the tasks on the strategic map (Strategic Map). The map shows the cause-and-effect relationships between tasks and the overall picture of the organization's strategy, considering such important dimensions as: financial sustainability, customer orientation, creation of new processes and improvement of existing ones, professional growth of employees, optimization of resources. The working version of the strategic objectives and the map were discussed by the governing board and the final version obtained as a result of the discussion and modification was approved by the Partners' Meeting.

Strategic tasks approved by the Partners' Meeting were defined by the structural units as Key Performance Indicators (KPI), target indicators and the initial version of the action plan (activities). The department transferred the above-mentioned data to the Balanced Scorecard. After creating the initial version of the balanced scorecard, the department provided feedback and a modified version of the table was created. Based on the feedback received from the governing board, the final version of the strategic development and action plan was developed, which was approved by the Partners' Meeting.

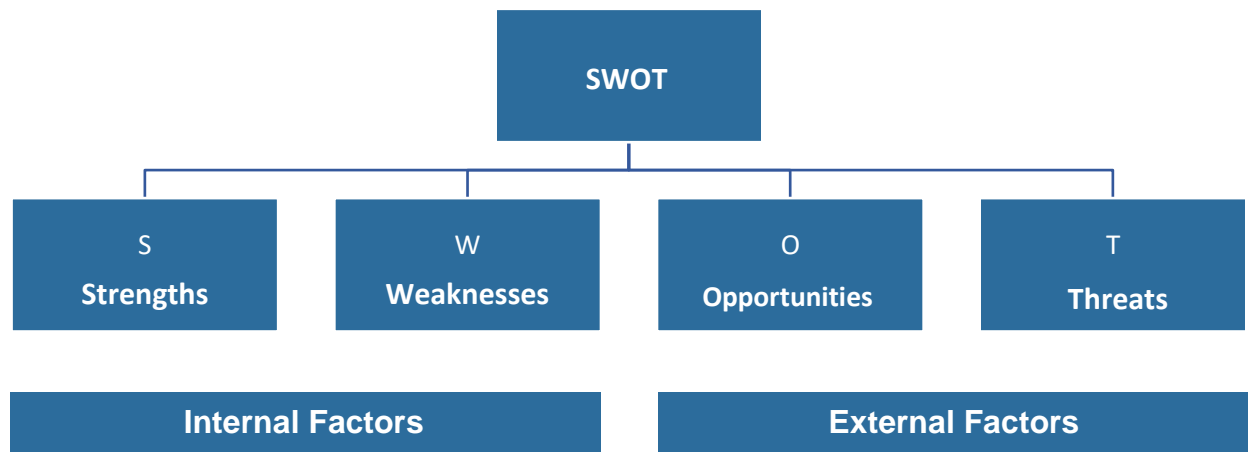
Strategic Development Department has developed mechanisms for monitoring the implementation of the strategic development and action plan, according to which the department periodically evaluates the progress of implementation of strategic and action plans and, if necessary, makes changes. For the mentioned assessment, the University has developed, introduced and is constantly improving the "online platform for monitoring the strategic plan", which allows for the annual collection of data and the implementation of appropriate analysis in relation to the quality of the performance of the planned activities and the achievement of the target indicators.

SWOT Analysis

In order to analyze the internal and external factors of Caucasus University, the Strategic Development Department conducted a SWOT analysis of the University. The analysis process included the following principal stages:

1. Determination of the purpose of the research
2. Defining the target group
3. Creating a questionnaire
4. Conducting a pilot survey
5. Modifying the questionnaire
6. Conducting a survey
7. Analyzing the results
8. Establishing primary strategic tasks based on the results

As a result of the SWOT analysis, the University's strengths and weaknesses, as well as opportunities and threats, were identified, which led to the establishment of specific strategic tasks and activities.



The Strategic Development Department created special SWOT questionnaires. A total of 13 types of questionnaires were created. Each questionnaire was precisely tailored to the target group and considered that particular one of them.

assessment of factors that directly affected them. The respondents were the top management of Caucasus University, administrative staff, academic and visiting staff, students, graduates and employers. A total of 566 respondents were interviewed.

The questionnaire included 5 questions. The first three questions revealed the internal factors of Caucasus University: strengths and weaknesses.

In the first question, the internal factors of Caucasus University were listed, and the respondents had to evaluate the importance of each one with a corresponding score (from 1 to 9 points inclusive). By analyzing the results of this question, important factors for the formation of strong competitiveness of Caucasus University were identified. With the second question, the respondents assessed whether each factor represented a weak or strong point for Caucasus University and assigned points (from 1 to 9 inclusive) according to their perception. In the third question, they could name such a weak or strong additional factor that were not listed and evaluate it in the same way.

According to the obtained results, the Department of Strategic Development built a matrix (see diagram 2), according to which the factors were divided into 4 zones:

1. Less important factors that represent the relative weakness of Caucasus University;
2. Less important factors that represent the relative strength of Caucasus University;
3. Very important factors that represent a relative strength for Caucasus University;
4. Very important factors that represent relative weakness of Caucasus University.

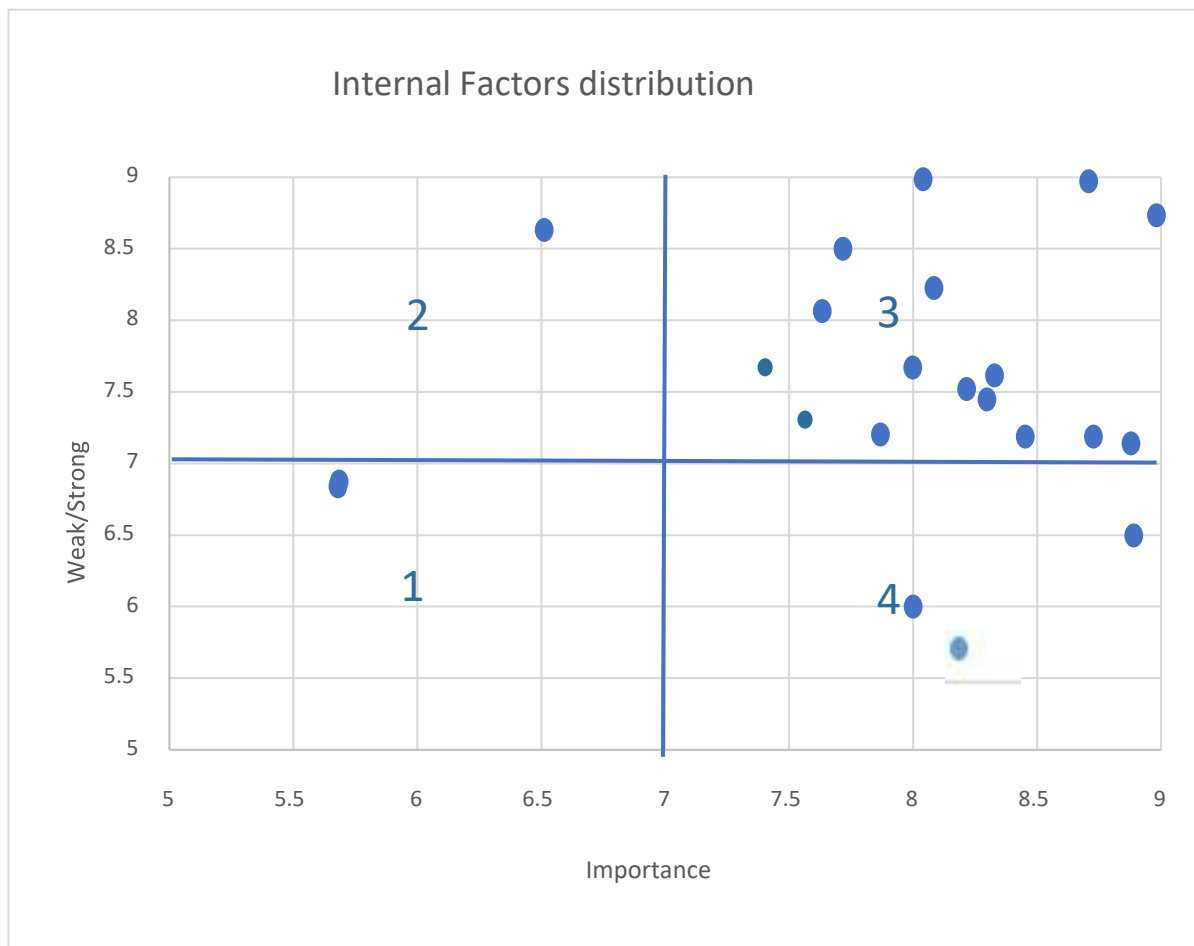


Figure 2: Distribution of Internal Factors Matrix

After analyzing the diagram, the attention was focused on the important factors and the strengths and weaknesses of Caucasus University.

Strengths of Caucasus University:

- Awareness, reputation/image of the university
- Teaching process
- Academic and practical experience of university academic staff and guest lecturers
- Individual approach to students
- Professionalism of administrative employees
- International recognition and partnership
- University exchange and double programs
- Financial support (study programs, research projects, etc.)
- Employment of graduates at the local and international level
- Equipment of classrooms
- Social spaces
- IT infrastructure
- Great involvement of employees and students in social responsibility

Weaknesses of Caucasus University:

- Insufficient intensity of university research activities
- (fundamental research, applied research)
- Small number of international research projects
- Lack of library reading space

The fourth-fifth of the questionnaire was an open-ended question and related to external factors. The respondents had to list the factors in the environment that will create a favorable condition (opportunity) for the establishment of strong competitiveness of Caucasus University in the next 3 years. And the fifth question provided for the naming of the factors in the environment, which will be an obstacle to the establishment of a strong competitiveness of Caucasus University and/or represent a threat in the next 3 years. After analyzing the results, opportunities and threats facing Caucasus University were revealed.

Opportunities:

- Increased number of local and international research projects
- Foreign students' interest in studying in Georgia
- Development of information technologies (through which it is possible to provide education in new, innovative ways)

- Education reform - reduction of credits in levels

Threats facing Caucasus University:

- The socio-economic environment in the country
- Increasing competition - increasing the number of competing universities/academic programs
- Barriers created in relation to the enrollment of foreign students • Shortage of research academic staff in Georgia
- Saturation of the employment market - lack of jobs, decline in the quality of employment
- Based on the analysis of the received results, the primary strategic tasks of Caucasus University were developed.

Implementation of strategic development and action plan Monitoring mechanisms

The Strategic Development Department of Caucasus University implements the process of creating action plans for the strategic development of Caucasus University and its structural units, monitoring performance, evaluating the performed work and, as necessary, adjusting them.

The process of monitoring the implementation of strategic and action plans consists of four stages (see diagram 3):



Figure 3: Process of monitoring strategic development and action plans

Stage 1: Information organization stage

The information reflected in the strategic and action plans approved by Caucasus University is transferred to the special program created for effective monitoring of strategic development and action plans - "Strategic Development and Action Plan Implementation Monitoring Program".

Strategic Development Department enters into the program:

- strategic tasks of the university;
- strategic task Key Performance Indicators (KPI) and target indicators;
- Planned activities for achieving the tasks and their deadlines. The program is accessible for the responsible persons of the University structural units, who participate in the implementation and execution of the strategic development plan. They will periodically report on the current status of each objective and action activity.

Stage 2: stage of evaluation of the work performed

At this stage of monitoring, the Department of Strategic Development ensures the review of the received information and the evaluation of the work performed.

The department evaluates the action plan once a year at the end of the spring semester of each academic year. At this stage of monitoring, the target indicators achieved as a result of the activities planned by the action plan are compared with the planned ones.

The benchmark achieved as a result of the implementation of each activity provided by the action plan is checked (measured) against the corresponding strategic KPI.

Stage 3: Feedback and report preparation stage

After evaluating the work done, the Strategic Development Department will develop appropriate advice and recommendations and discuss it with the relevant structural units.

Stage 4: stage of adjustment of strategic and action plans

After going through the previous stages, the Strategic Development Department will decide whether it is necessary to make changes to the Strategic Development and Action Plan and will act accordingly.

The response to monitoring results can be developed in the following possible ways:

- If a given strategic task and activity goes according to the plan and the set targets are reached, the action plan will be implemented as planned.
- If for any given strategic task and activity, the set targets are not achieved, the reasons will be determined.

If the targets are not reached because of the inadequacy of the planned activities, then additional activities are generated, planned and, accordingly, the action plan is changed. The final version of the action plan will be developed by the department and presented to the

governing board; after their approval is granted, the activities will be carried out in accordance with the updated plan.

- If the targets are not reached because the external and internal factors have changed so that it is impossible to reach the set target, the Strategic Development Department makes changes to the strategic development plan (for example, it is possible to review and change the targets, modify strategic tasks, etc.).

Based on the updated strategic development plan, the department will also make changes to the action plan. Further, the department will present the project of changes to the governing board, and if and when necessary, the updated plan will be approved by the Partners' Meeting. The activities will be carried out in accordance with the modified plan.

