

**NNLE GIPA - STRATEGIC PLAN FOR THE  
DEVELOPMENT OF THE GEORGIAN INSTITUTE  
OF PUBLIC AFFAIRS**

**2024-2030**



# INTRODUCTION

In the history of modern Georgia, GIPA - Georgian Institute of Public Affairs (GIPA/university) is the first university that introduced Western teaching methods into the field of state administration and politics - just when the Georgia was taking its first steps on the way to statehood and democracy. The contribution of GIPA alumni to this process has been exceptional. For three decades, we have continuously pursued this path in various areas critically important to public life and by introducing the latest academic and scientific achievements, we create and transfer new knowledge to strengthen the ideals of democracy, freedom and prosperity.

GIPA is a rare exception in the Georgian educational space in that the university is neither state-owned nor a profit-oriented private institution of higher education. This allows us to fully use the received income to improve educational and research processes. This helps us to maintain a distinguished place in the Georgian educational space in terms of academic freedoms. This is why GIPA has always been and remains an open platform for discussion of the most important challenges for society and a place where every opinion directed toward the development of our country has an equal chance to be considered, since we believe that it is possible to reach an optimal decision only through free and reasoned discussion. The third mission of the university, along with many other directions for us, was expressed in this approach and will remain so in the future.

At the same time, taking into account the socio-economic context in the country, we consider ourselves obliged to be not only unconditionally committed to academic and ideological freedoms, but also open to the realization of the potential of all talented and hardworking individuals, regardless of their economic or social status. To realize this goal, by transferring modern knowledge and general human values, we try to educate professionals and future leaders in various fields. Together with this, we believe that the implementation of our ideals will be incomplete without the proper involvement of all groups of society. The subject of our special attention is the further development and expansion of the continuous education system. The role of higher educational institutions in this regard is irreplaceable and, therefore, a significant part of our efforts will be devoted to working in these directions in the period of 2024-2030.

Our priority remains to strengthen the leading role in teaching through research activities of international importance and a systematized transformation of academic knowledge into practical skills. For this purpose, we will continue to pay special attention to the further deepening of international research and educational cooperation in addition to taking into account the various requirements of the labor market.

From this point of view, our priority is the introduction of new technologies and their modification in consideration of the local environment and its characteristics. The process of the continuous development of artificial intelligence, the expansion of distance learning and the growing popularity of the usage of its various forms alongside the improvement of these particular teaching and learning methods create new opportunities to move the educational and research process to a new level.

This strategic plan is based on the mission, vision and core values of our university and reflects the most important directions of development and includes the goals necessary to fulfill them in the next seven years. It should be noted that the strategic development plan provides for the indicators of achieving the results determined by the 2018-2024 university development strategy and relevant action plans. In addition, we took into account the results of our labor market research and focus groups held with interested parties, both from the point of view of specific disciplines and programs as well as higher education in general. Our planning also incorporates the results of a separate study that examined the general and specific situation in Georgia in terms of higher education with specific directions, the quality of teaching at our university, the needs of our staff and students, the academic priorities and our management systems.

The Unified National Strategy of Education and Science of Georgia 2022-2030, the Law of Georgia on Higher Education, the main agreements and principles of the Bologna Process and examples of successful experiences and practices of Georgian and Western universities were also taken into account in the process of working on the strategy.

# DESCRIPTION OF PROCESS AND METHODOLOGICAL APPROACHES

Work on the strategic plan for the development of the university began in October 2023. By order of the rector, a working group was created which was tasked with developing a methodological framework and creating a draft of the updated strategic development plan based on the analysis of the experience of the implementation of the previous strategic plan.

The working group consisted of representatives of university management, administration, academic staff, students and alumni.

At the first stage, the working group reviewed the results achieved by the university during the years 2018-2024 and analyzed the research, legislative changes and international agreements that affected the field of higher education during this time. Attention was paid to the ongoing processes in the field of higher education in Georgia, the region and the world.

At the second stage, a situational analysis was planned and implemented using SWOT analysis methodologies. For this purpose, each structural unit of the university was instructed to present a strategic development vision of the university in relevant directions.

At the third stage, the working group analyzed and synthesized the information and data collected in the first and second stages. As a result of this process, the main directions of the university's development, strategic goals and tasks necessary to achieve these goals were identified.

At the fourth stage, the strategic development plan was sent to the Academic Council of the university which reviewed and approved the presented strategic development plan and submitted it to the rector of the university for approval.

## ANALYSIS OF THE SITUATION

Quality higher education is one of the most important foundations of the prosperity of any country. It is higher education that ensures the creation of innovations and the successful implementation of the latest technologies that already exist in our modern life. In this regard, global competition reaches a new intensity. For several decades now, the world's leading countries have begun to reorganize their education system to international standards, creating and offering programs and directions tailored to global and universal needs. There is also a growing trend of teaching in English which makes any higher education institution globally competitive. On the one hand, this increases the global opportunity to concentrate the best professors, administrative management systems and the most promising seekers of scientific degrees in countries and universities with high material capabilities, something which creates the potential for successful innovation and an acceleration of scientific progress. On the other hand, this circumstance prevents countries and universities with relatively less resources to maintain a certain competitiveness at the regional and world levels. Today, Georgia is among such countries. We spend much less on education today than most EU countries, especially on higher education. According to the Unified National Strategy of Education and Science of Georgia 2022-2030, more than 70% of the state funding for education went for the salaries of school teachers while the expenditure on higher education was only 0.3% of the state budget. According to the same source, the share of research and development funding by the Ministry of Education, Science and Youth of Georgia was about 0.11% of the GDP. Considering that most of this meager funding goes to public universities, the challenges which GIPA faces become even clearer, especially in consideration of the fact that it is not focused on making financial profits. During the implementation of the 2018-2024 strategic plan, we correctly determined that the main directions should be research support and strengthening international cooperation in parallel with the transfer of quality education; however, it becomes clear from this context that the achievement of such goals is a continuous and long-term process. Providing quality education and research development is a challenge of central importance for the whole country, something which was clearly mentioned in Georgia's new education and science strategy (Strategy 2022-2030). Moreover, the global COVID-19 pandemic has further intensified competition in the higher education sector as universities have begun to use distance learning en masse while the mechanisms for the transmission and reception of this type of education have become more refined in the process, something which leaves opportunities for the global nature of competition to become even stronger even after the end of the pandemic. Against this background and under the conditions of limited funding, it is a difficult but highly important task for the university to maintain and improve quality higher education alongside developing research.

According to the Unified National Strategy of Education and Science 2022-2030, today the state spends only 2.5% of the gross domestic product on the education system as a whole and plans to increase the financing of this direction to 6%. This already indicates how little effort has hitherto been invested in education. This is especially true for higher education and research. That is why the mobilization of material resources in higher education is transferred to the private sector and households. According to the same strategy, 75% of the total financing of higher education comes at the expense of households. In this direction, the growth of resources is related to the growth prospects of the economy and a more or less equal distribution of income.

Given that the bulk of scarce public funding for higher education goes to public universities, private universities are even more dependent on the economic well-being of the population as most of their costs are financed by commercial revenues. With this in mind, private higher education institutions typically have to charge higher tuition fees, making it even more difficult to attract a broad range of degree-seekers—especially young people with economic challenges.

It should also be taken into account that the challenges at the level of general education are reflected in the quality of higher education and require much more effort than in countries with higher general education results.

In recent years, there have been particularly significant changes in the development of digital technologies and artificial intelligence. This creates great opportunities to eliminate the gap that exists between us and the leading countries in terms of higher education. This type of technological progress has the potential to level the playing field.

Georgia's receipt of EU candidate status opens up new opportunities in terms of the broader internationalization of university activities. Considering the total number of students, our university is one of the leaders in the number of exchange programs and the number of people participating in them. The number of foreign students who want to study with us is also increasing. GIPA has traditionally been an active participant of TEMPUS and ERASMUS+ and is currently leading the development of a joint international Master's program in Political Science together with universities in Austria, the Balkans and Eastern Europe with funding from the European Commission. The growing integration of Georgia within the framework of Horizon Europe and the further development of GIPA's capabilities in terms of research support resources bring interesting perspectives.

Against this background, the university has achieved significant growth and development in the last six years. The number of our educational programs and directions has increased significantly and the existing programs in the direction of vocational and continuous education have taken qualitatively new dimensions. In the wake of institutional development, both the number of students and academic staff and the amount of university funding allocated for research activities are increasing. The range of exchange programs and the number of participants in them have increased several times, the use of online teaching methods has proven to be successful and the main part of the university's educational and research processes have now been realized in one location.

# SWOT ANALYSIS

In the process of the preparation of the strategic development plan of the Georgian Institute of Public Affairs, the methodology of the SWOT analysis was used on the basis of which the strengths and weaknesses of the university were evaluated as well as the opportunities and threats.

## Strong Sides

**GIPA's high public awareness and academic reputation** - since its foundation, the university has been one of the first adopters of Western teaching methodology in Georgia. During its 30 years of existence, the university has strengthened its name as a higher educational institution providing high-quality modern education by training graduates committed to modern teaching methods and democratic values.

**Innovative educational programs** - GIPA has always distinguished itself in the Georgian educational space with innovative and educational programs based on the latest scientific knowledge. In this regard, the university actively cooperates with interested parties both inside the country and outside its borders and initiates new qualifications and relevant educational programs.

**Successful graduates** - GIPA graduates are represented in leading positions in both the public, private and non-governmental sectors and work in such well-known international companies/organizations as the United Nations (UN), UNDP, USAID, TI, BBC Broadcasting Company, FOX Broadcasting Company, German Development Cooperation (GIZ), Booking.com, Europol and others. Additionally, GIPA graduates go on to successful careers within the country in the public sector at both the local and central levels, including the executive authorities of Georgia at the central and local levels, the Parliament of Georgia and judiciary bodies. GIPA graduates are successfully working in the private, media and non-governmental sectors. Further, the list of leading universities in which GIPA graduates have studied and/or continue to study is diverse, including: Harvard University, Yale University, King's College London, Lund University, New York University, Utrecht University, Frankfurt School of Finance & Management, University of South Carolina, University of Gothenburg, Goldsmiths University of London, Miami Ad School and others.

**High rate of graduate employment** - A total of 89% of university graduates are employed, including 71% working in accordance with the qualifications received at GIPA. Additionally, it should be noted that one out of every four employees holds a high managerial position. This emphasizes both the high rate of the practical realization of the knowledge received at the university as well as the effectiveness of the university's constant study of labor market requirements and their integration into the educational programs.

**Innovative teaching methods and academic freedom** - GIPA recognizes and protects the principles of academic freedom which is a prerequisite for each professor-teacher to independently select teaching-learning methods in the educational process. This, in turn, promotes the active use of innovative teaching methods.

**The best specialists in the field** - GIPA has always been distinguished by the involvement of the best practicing lecturers in the field which offers students the opportunity to get acquainted with the subject from a practical perspective along with gaining theoretical knowledge. This applies to each of the university's educational programs. GIPA recognizes the importance of having teaching personnel who are playing a leading role in Georgia's domestic and foreign policy, economics, business sector, environmental protection, art, journalism, law and other important areas for society.

**Flexible and democratic management** - GIPA is a non-entrepreneurial, non-commercial legal entity. It is distinguished by a democratic management style and a less hierarchical organizational structure which contributes to its independence from state and private influences as well as to a democratic decision-making process and greater flexibility. In addition, the organizational structure with a minimal hierarchy ensures the existence of such an environment where students, professors and administration are as close as possible to each other. This creates a high quality of relations, a high level of academic freedom and a comfortable study/work environment at the university.

**Strong and diverse international connections** - Since its foundation, the sharing of university practices with various Western universities has played a crucial role in the development of GIPA's university activities. At the present stage, the university cooperates with about 100 universities in Europe, America, the Middle East and Central Asia within different forms and intensities. Additionally, GIPA actively participates in Erasmus+ projects and receives and sends students, academic and administrative personnel to European partner universities which contributes to the institutional strengthening of the university as well as raising its international awareness and the further deepening of international ties.

**Variety of international projects** - GIPA's academic and administrative staff are actively involved in international research, educational, development and other projects. Within this framework, the university makes significant efforts both in the implementation of research projects aimed at the development of various sectors as well as in increasing opportunities and supporting innovative practices based on best practices in particular directions.

**Gathering of the main university processes in one building** - from the 2024-2025 academic year, the main part of the university activities will be carried out in one building which will help to increase administrative efficiency and create a better environment for students, professors and administrative staff. As a result, the university's competitiveness and further development opportunities will increase.

## Weaknesses

**Relatively low rate of joint international scientific-research projects** - despite the fact that the university's research budget is increasing every year and includes support for the participation of GIPA academic personnel and students in both local and international research projects and conferences, the university's participation in joint international scientific research projects need improvement at the current stage. For this purpose, GIPA has developed additional incentive mechanisms that create a prerequisite for more active participation of academic staff in joint international research projects and for obtaining finances for international research projects.

**Lack of joint educational programs with international partners** - despite the high internationalization indicators, GIPA currently implements only one double-degree educational program in cooperation with the University of Wrocław within the framework of which students of GIPA's Public Administration and International Relations Master's program have the opportunity to receive an additional Political Science Master's qualification while studying in Wrocław. In order to further diversify the joint international educational programs, GIPA also cooperates with the JoPScip consortium with the support of the European Union where a joint Master's program in Political Science is also being developed with universities in Austria, the Balkans and Eastern Europe. The implementation of this joint international educational program is planned from 2026.

**Scarcity of modern Georgian language educational literature** - it should be emphasized that this is one of the important challenges for the Georgian academic space whose rectification goes beyond the capabilities of one specific institution and requires the active involvement of various actors (at the state, private and international levels). In this regard, GIPA shares its part of the responsibility and annually plans the budget for the Research Department with increasing dynamics, including the augmentation of financial resources allocated annually for the translation and creation of textbooks in the Georgian language and thereby contributing to the diversity of modern Georgian literature in the Georgian educational space.

## Opportunities

**Opportunities arising on the basis of the rapprochement with the European Union** - Georgia's rapprochement with the European Union creates new opportunities, both for attracting additional resources for research activities and for the further diversification and deepening of cooperation with the universities of EU member states, something which is a positive perspective both for the further institutional strengthening of the university and for even more diverse educational programs for students in terms of growth and deepening of international exchange opportunities.

**Changes in the legislative framework to facilitate the full or partial implementation of online education** - under the legislation of Georgia, increasing the opportunities for online and distance learning will create an additional space in terms of the development and implementation of such educational programs that will help attract a new segment of students and give the university and interested parties the opportunity both within the country, and beyond, to offer highly flexible educational programs and services.

**The opportunity to increase the number of students after moving to a new university building** - the gathering of the main university processes in one building which, taking into account the scale of the move which offers students both educational and recreational spaces, gives the university the opportunity for further institutional development as well as increasing the existing number of students and offering them a more diverse choice of educational programs.

**Further improvement of the infrastructure (learning/working environment)** - after moving to a new university building, increasing the efficiency of administrative processes and attracting an additional contingent of students, there is an opportunity for the university to make additional efforts to develop its own university campus which will be adapted to the needs of a modern higher education institution and respond to the long-term goals of the university's development.

**Growing international awareness of the country and opportunities to further attract foreign students** - Georgia's reputation is growing as an attractive country for quality higher education. The aforementioned, in parallel with the European integration processes and, in terms of introducing English-language educational programs, provides another opportunity for the university to attract an additional contingent of students from Europe, Asia and Africa.

## Threats

**Unstable socio-economic situation** - within the country, fluctuations in the economic situation can have a negative impact on the ability of GIPA students to pay tuition fees. As a result, it is possible to increase the rate of tuition debt or reduce the number of applicants to university educational programs as the tuition fees at GIPA, due to the high cost, exceed the tuition fees of educational programs offered by both state universities and other individual private higher educational institutions.

**Competition at the international level** - it should be taken into account that the number of Georgian students who continue their studies at both the Bachelor's and Master's levels in foreign educational institutions is increasing, especially in Central and Eastern European countries where the cost of living, together with the tuition fee (which in many cases is minimal depending on the policy of financing higher education in the respective country), is similar to that of the city of Tbilisi. This reality presents a clear example of international competition and a possible challenge in terms of attracting Georgian students in the future.

**Imbalance of state funding between private and state higher educational institutions** - only a small part of the state budget of Georgia is directed to support higher education but the main share is used to finance/subsidize state universities which makes it difficult for private universities to compete with their state counterparts - both in terms of determining tuition fees and infrastructural development because the main source of income for private universities are the tuition fees paid by the students.

# UNIVERSITY MISSION, VISION, PRIORITIES, GOALS AND OBJECTIVES

## Mission

GIPA's mission is to educate a new generation of professionals through the creation, transfer and application of modern knowledge. Since its inception as a university committed to the ideals of freedom, we have been training leaders who play a leading role in building a democratic society and state.

## Vision

We prepare graduates with independent and critical thinking, set trends in the field of research and education, and promote Georgia's Euro-Atlantic integration. By maintaining an outstanding organizational culture, we strive to nurture leaders with exceptional knowledge and a growth-oriented mindset that reflects our strong commitment to excellence and continuous development.

## Priorities

As a result of an in-depth analysis of the current situation, five main directions of the university's development were determined and which remain our priority during the years 2024-2030. In this regard, both the aspirations and capacities of key stakeholders, as well as the local and global context, were taken into account.

**Educational activity** remains our top priority. Since its establishment, GIPA has been one of the first to introduce modern teaching methodology. Our goal for the university is to maintain and strengthen its leading positions in traditional fields of social sciences, especially in terms of the practical application of acquired knowledge. At the same time, it will be important to increase the specific share of affiliated academic personnel and augment the number and variety of subjects offered in specific directions.



**Internationalization** is the most important priority for us. The Bologna Process is the best expression of the global trend and the growth of Georgia's involvement in the European Higher Education (EHEA) and the European Research Area (ERA) creates significant opportunities for the further development of cooperation between us and European universities. We plan to further increase the exchange opportunities of both students and academic and administrative staff with our partner universities in Europe.

**Scientific-research activity** is another central direction where achieving success is the most important challenge for the whole country. Today, there are very few publications and studies in the field of social sciences that are published in highly rated journals. Among other reasons, this problem is created by the lack of public and private funding. In this regard, the situation facing a private higher education institution is particularly difficult. Nevertheless, we definitely consider progress in this area.

**Institutional development** is the most important component of the successful implementation of university activities. Limited financial and infrastructural opportunities have been the main challenge for the sustainable and stable development of our university for a long time. Even now, provision of our teaching process is largely carried out using leased learning spaces. From this point of view, it will be most important to move to a new building where the vast majority of educational programs will be gathered and make the process more efficient.

**Vocational education** is becoming a special priority of our country. In 2018, our university started implementing the first vocational program which prepares qualified personnel for labor safety and environmental technologies. Further expansion and development of this direction is planned. During the next seven years, special attention will be paid to the deepening of international cooperation, support for the employment of graduates, the introduction of relevant human resources training programs and the continuous improvement of the learning environment.

## Priority I. Educational Activities

Educational activities are our constant priority. Since the establishment of the university, a teaching methodology corresponding to modern Western standards has been introduced at GIPA. Together with this methodology, a special educational environment was created which differs sharply from the country's Soviet heritage and, in this respect, has created unique opportunities for acquiring knowledge and practical skills. Eliminating the useless bureaucratic and hierarchical barrier between the lecturer and the student, implementing a continuous evaluation of the student throughout the entire learning process and not only at the end of the subject through a final exam, the introduction of interactive lectures and seminars, the acquisition of knowledge through the discussion of actual cases, the use of simulations and practical experiences, class syllabi written according to the Western standard and grading system and the ability to work individually with each student remain defining components of our philosophy and our approach today.

Over the past seven years, our university has grown and expanded significantly. Compared to 2018, the number of students has almost doubled, the number of educational programs at all levels has increased and the specific share of affiliated academic staff has grown significantly. In the next seven years, we plan to increase both educational programs and the number of students admitted to existing educational programs.

One of the important tasks for the next seven years is to maintain and further develop these achievements. In this direction, five strategic goals were defined.

The creation of new educational programs and the continuous development of existing ones will be the most important priority. Considering the growth rates, it is necessary to consolidate the achieved results and ensure sustainability. In this regard, special attention will be kept on ensuring the quality of educational programs through internal and external mechanisms and their continuous improvement with the involvement of interested persons, increasing the specific share of elective subjects according to disciplines and further strengthening the role of affiliated academic personnel in the educational process. Special attention will be focused on the introduction of common university subjects which will allow each student of the university to choose a subject of interest from different directions. The creation and transmission of quality education is impossible without modern technological advances and the integration of these components into the curriculum. Considering the progress made in recent years, this task becomes more important for us. We will continue to constantly take into account the requirements of the labor market in the educational process and focus on practical skills.

It has already been mentioned that there are also plans to introduce new educational programs and directions. Naturally, the development of new educational programs will be directly related to the demands of the labor market and medium-term prospects. An important direction will be the development of three-year Bachelor's and one-year Master's programs in respective fields. Introducing and implementing these new educational programs will be based on a regular and institutionalized study of the labor market and relevant conclusions.



Taking into account the global context and important changes planned in the legislation of Georgia, the development of a distance method of communication and the introduction of hybrid learning components are also one of our important directions. Despite the fact that the world pandemic forced us to transfer the educational process to the online format in an extremely short time, it should be noted that the introduction of high-quality programs requires more systematization. It is in this direction that we plan to actively cooperate with our partner universities in the next seven years.

We attach special importance to the further development and strengthening of the continuing education component. For many years, the university's training and consulting center has been providing the development and implementation of certification programs with a uniform standard. Cooperation with various public and private sector institutions is successful. Taking into account this experience, we plan to further activate the work of the center and offer an even wider range of programs and training modules.

Our university has always been distinguished by the introduction of the latest achievements and methods of teaching. From this point of view, we aim to introduce entrepreneurial university approaches in the educational process in a number of directions. This concept of teaching acquires special importance if we take into account the education strategy in Georgia where one of the main goals is to promote the introduction of mechanisms of close cooperation between educational institutions and the labor market. GIPA has always been distinguished by its practice-oriented teaching methodology and, therefore, the institutionalization of fruitful cooperation with the private sector, including through the appropriate modification of the training process, will create new development opportunities. In this regard, special attention will be paid to the inclusion of the concept of sustainable development both in the study of specific disciplines as well as the introduction and consideration of this approach throughout the teaching process in general.

## **Strategic Goal 1.1 Creation/development of educational programs**

**Objective 1.1.1.** Development of existing academic educational programs

**Objective 1.1.2.** Development of new educational programs (including 180-credit Bachelor's and 60-credit Master's programs)

**Objective 1.1.3.** Introduction/development of new learning/teaching and evaluation methods and technologies in educational programs

**Objective 1.1.4.** Implementation of planned accreditation production/external evaluation for existing and new educational programs

## **Strategic Goal 1.2 Provision of continuous education**

**Objective 1.2.1.** Development of training programs of the Training and Consultation Center

**Objective 1.2.2.** Introducing new training programs of the Training and Consultation Center

## **Goal 1.3 Development of distance learning/education**

**Objective 1.3.1.** Establishment and development of consulting services by the university's Training and Consultation Center

## Priority II. Internationalization

Considering the global, interconnected context, internationalization as a strategic priority is the most important direction for GIPA. In line with Georgia's positioning and aspiration to make the country a center of cultural, economic and intellectual exchange in the region, GIPA aspires to be an outstanding university both in the region and beyond.

GIPA's internationalization priorities are in line with the Unified National Strategy of Education and Science (MES.gov.ge, 2024 ) which outlines the importance of the aforementioned process in a unified European context as well as with the quality assurance processes of the National Center for the Quality of Education (EQE.ge, 2024 ) - Authorization: institutional level of internationalization; Accreditation: internationalization program level.

The main directions of internationalization are fully in line with the vision of the university and in accordance with the international context, GIPA strives to promote the training of independent and critical thinking graduates and establish trends in the field of research and education for the promotion of Georgia's European and Euro-Atlantic integration.

GIPA has signed memorandums of partnership and mutual cooperation with about 100 partner universities in the region, Europe and the USA which, through various funding mechanisms, give both Georgian and foreign students, academic and administrative staff the opportunity to benefit from exchange programs within the framework of international mobility. In addition, these partnerships create an opportunity to successfully implement joint research and capacity building projects.

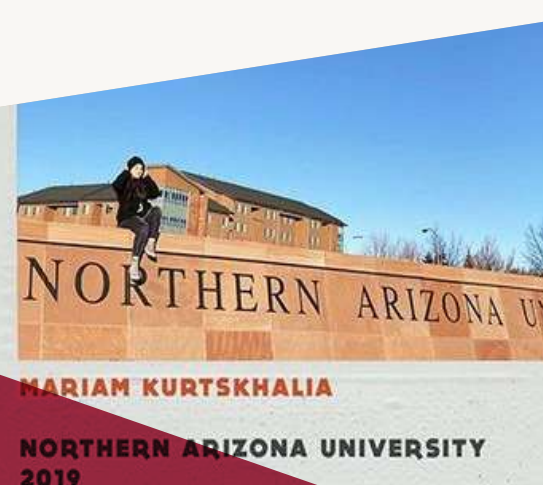
### Goal 2.1 Development of exchange opportunities

**Objective 2.1.1.** Capacity building within Erasmus+

**Objective 2.1.2** Development of existing cooperation with partners

<sup>1</sup> MES.gov.ge. (2024). Unified National Strategy of Education and Science of Georgia 2022-2030. Retrieved from: <https://mes.gov.ge/content.php?id=7755&lang=geo>

<sup>2</sup> EQE.ge. (2024). Ensuring the Quality of Higher Education. Retrieved from: <https://eqe.ge/ka/page/parent/581/umaghlesi-ganatilebis-khariskhis-uzrunvelqofa>



## **Goal 2.2 Increasing the number of participants in the process of international mobility**

**Objective 2.2.1** Ensuring the international mobility of outgoing students

**Objective 2.2.2** Ensuring the international mobility of incoming students

**Objective 2.2.3** Ensuring the international mobility of outgoing academic/administrative staff

**Objective 2.2.4** Ensuring the international mobility of incoming academic/administrative staff

## **Goal 2.3 Internationalization of the educational and research process**

**Objective 2.3.1** Development of English-language educational programs

**Objective 2.3.2** Development/diversification of integrated English-language components in academic programs

**Objective 2.3.3** Development of a joint educational program with international partners

**Objective 2.3.4** Encouraging the integration of distance/digital educational components in teaching (COIL - Collaborative Online International Learning/Virtual Exchange)

**Objective 2.3.5** Promotion of international research mobility

## **Goal 2.4 Management of internationalization opportunities**

**Objective 2.4.1** Increasing local capacity through the implementation of international grant programs - EU CBHE

**Objective 2.4.2** Increasing regional capacity through the implementation of international grant programs

**Objective 2.4.3** Increasing integration into international professional networks

**Objective 2.4.4** Dissemination of international experience among employees and academic personnel engaged in mobility

## Priority III. Scientific-research activity

The lack of academic research in social sciences remains the most important challenge of higher education in Georgia. The main reasons for this were touched upon in the analysis of the situation. Over the next seven years, we are committed to contribute to solving this problem and significantly improving our achievements in this regard. As the share of affiliated academic personnel increases, the number of papers they publish in internationally refereed journals will increase. It should also be noted that the university provides an opportunity for affiliated academic staff to obtain internal university funding for research/creative and other scientific projects/activities which is an important mechanism for increasing their scientific productivity. Support for research and creative activities will remain a priority direction for the next seven years. We plan to gradually increase the volume of internal funding in this direction to ensure the support.

It is important to promote joint research activities with our local and foreign colleagues. In this regard, GIPA has great potential and specific experience. University programs in different directions have successfully participated in TEMPUS and then in ERASMUS+ funded projects. There is also significant experience in terms of cooperation with our American colleagues.

It was as a result of such cooperation that GIPA's English-language academic publication, entitled the Journal of Politics and Democratization was created. The journal already meets all the basic parameters to be included in international catalogues. Accomplishing this task will significantly increase interest in our publication and help create new research opportunities for both academic personnel and students.

We attach special importance to the active involvement of students in research. In this regard, more attention will be paid to the implementation of research with practical applications. This will help not only to develop relevant skills for students but also to bring the private and public sector closer to academia.

### Goal 3.1 Development and management of publishing resources

**Objective 3.1.1.** NISPAcee Journal of Public Administration and Policy - further deepening of cooperation

**Objective 3.1.2.** Development of a new electronic publication series for policy documents

**Objective 3.1.3.** Increasing opportunities to publish in international peer-reviewed scientific journals and impact-factor publications

**Objective 3.1.4.** Development of GIPA's Journal of Politics and Democratization (JPD).

**Goal 3.2 Enhancing the quality of international research activities.**

**Objective 3.2.1.** Providing access to international scientific networks and databases

**Objective 3.2.2.** Supporting participation in international scientific conferences and research projects

**Goal 3.3 Supporting research activities**

**Objective 3.3.1.** Enhancing opportunities for identifying and financing scientific projects

**Objective 3.3.2.** Facilitating support university research projects

**Objective 3.3.3.** Sponsoring scientific conferences and events organized by GIPA

**Objective 3.3.4.** Promoting the development of electronic textbooks in Georgian, to reduce the shortage of Georgian-language textbooks.

**Objective 3.3.5.** Strengthening students' capability to participate in scientific research projects.

**Objective 3.3.6.** Providing funding for empirical research conducted by doctoral students.

**Goal 3.4 Dissemination of research findings and its application in addressing public issues**

**Objective 3.4.1.** Promotion of university achievements in supporting scientific and creative activities.

**Objective 3.4.2.** Updating scientific and educational literature and research tools

**Objective 3.4.3.** Increasing the number of studies commissioned by private, public, and donor organizations.

**Goal 3.5. Enhancing standards in teaching research methods, scientific mentoring, and research integrity.**

**Objective 3.5.1.** Supporting academic staff and doctoral students in continuous research skill development.

**Objective 3.5.2.** Enhancing the quality of scientific mentorship

**Objective 3.5.3.** Advancing the teaching of research methods through practical research-based analytical approaches.

**Objective 3.5.4.** Establishing/promoting standards and practices of research integrity

## **Priority IV. Institutional development**

The infrastructure has been the most important challenge for our university for the last ten years which, together with additional financial pressure, complicates the processes related to institutional management. Infrastructural challenges were an important obstacle in terms of the development of the university as well. Therefore, a decision was made to gather the main activities of the university in one building. During the next seven years, effective steps will be taken in the direction of the further development of the common university infrastructure owned by GIPA. The successful implementation of this process is central to ensuring the long-term and sustainable development of our university.

In the wake of these infrastructural improvements, we plan to increase the number of students as well as the number of academic and administrative staff. This will be implemented both by introducing new educational programs and by increasing the number of students accepted within existing programs.

Along with the growth of the university, it is important to further develop and perfect the mechanisms of personnel training and career development. At the same time, the range of services offered by the university to students and staff will be expanded. In this regard, special attention will be paid to the improvement of existing services as well as the introduction and development of new ones.

In parallel with institutional development and in terms of maintaining organizational sustainability, we attach special importance to the maintenance of academic and administrative staff and the continuous improvement of the effectiveness of university activities.

We attach further special importance to the development of student life. GIPA has always excelled in promoting student activities and offering a comfortable learning environment. To support the participation of students in academic, social and sports events, the university has a student fund which is growing every year and there are plans to maintain this progress along with increasing the number of students.

### **Goal 4.1 Development of infrastructure**

**Objective 4.1.1** Centralizing the majority of educational programs in a single location.

**Objective 4.1.2** Regular updating of educational and material resources.

**Objective 4.1.3** Creation and development of student spaces

**Goal 4.2 Creating a student-oriented environment**

**Objective 4.2.1** Developing career support services

**Objective 4.2.2** Enhancing student life support.

**Goal 4.3 Continuous improvement of organizational efficiency**

**Objective 4.3.2.** Promoting increased labor productivity among employees

**Goal 4.4. Planned Expansion of the Organization**

**Objective 4.4.1.** Increasing student enrollment.

**Objective 4.4.2.** Adjusting human resources to meet the needs of a growing student population

**Goal 4.5 Development of human resources of the university**

**Objective 4.5.1.** Retaining academic staff to ensure the sustainability of educational programs

**Objective 4.5.2.** Ensuring an equitable and supportive work environment

**Objective 4.5.3.** Maintaining administrative staff to enhance university operational efficiency

**Goal 4.6 Implementation of effective approaches to human resource management**

**Objective 4.6.1.** Enhancing employee job performance systems

**Goal 4.6.2.** Promoting career advancement opportunities for employees

**Goal 4.7.**

**Objective 4.7.1** Increasing revenue from non-academic programs and activities in the university's overall income

## **Priority V. Professional education**

For many years, GIPA has held an important place in the Georgian educational space, both in terms of offering quality education as well as recognizing the basic principles of democracy and reflecting them in daily activities. We always adapt to the challenges facing the country and act in accordance with the given priorities and requirements. That is why our university was one of the first among Georgia's private universities to pay special attention to vocational educational programs, in addition to academic programs, and thus supported the development of vocational education which is one of the main priorities of the country's educational system.

During the next seven years, we plan not only to improve the existing programs in terms of vocational education but also to add new directions which implies an increase in the marginal number of vocational education students. We will continue to work to improve the engagement of the business sector and pay special attention to creating a student-friendly environment.

### **Goal 5.1 Introduction of new vocational educational programs and the development of existing ones**

**Objective 5.1.1.** Enhancement of Existing Long-term Vocational Education Programs

**Objective 5.1.2.** Addition of Long-term Qualification Programs Aligned with Labor Market Needs

**Objective 5.1.3.** Implementation of Innovative Qualification Programs Meeting International Standards

**Objective 5.1.4.** Development and Implementation of Training and Retraining Certificate Programs

**Objective 5.1.5.** Implementation of integrated and dual programs

### **Goal 5.2 Structural Improvements in Vocational Education**

**Objective 5.2.1.** Development of material and technical resources

**Objective 5.2.2.** Capacity Building of Human Resources in Vocational Education

**Objective 5.2.5.** Expansion of Collaboration with Practical Partners and Establishment of New Partnerships

**Objective 5.2.6.** International Collaboration and Fundraising



# MONITORING OF STRATEGIC DEVELOPMENT AND ACTION PLANS

Based on the strategic development plan, an action plan should be developed which includes a list of activities necessary for the implementation of the relevant strategic directions in the next three years.

On the basis of the order of the university's rector, a monitoring group for the strategic development and action plans was created, headed by the rector. It consists of the deans of the university's individual schools, the head of the university's Quality Assurance Service, the head of the administration, the head of the research department, the head of the International Relations Service, the head of the Human Resources Management Service, the head of the Rural Development and Vocational Training Department, representatives of the academic staff and administration and other persons based on the rector's decision. The aforementioned group is obliged to monitor the activities as defined by the strategy and the action plan, their implementation dates and concrete results. The monitoring group submits an annual report to the Academic Council of the university.

Based on the recommendations of the monitoring group and the submitted annual reports, it is possible to make changes to both the operational and strategic development plans.