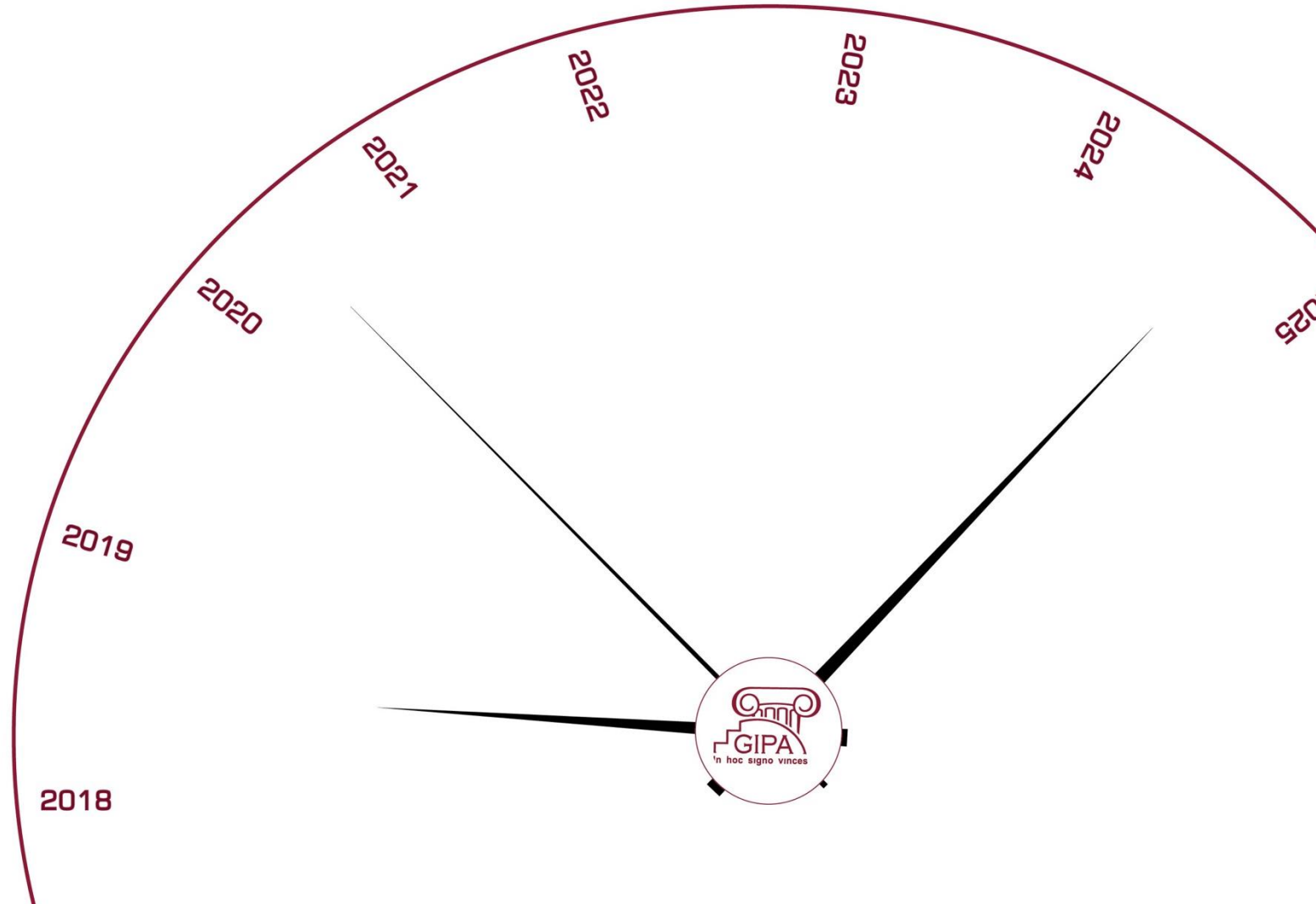


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Institute of Public Affairs

GIPA

Strategic Development Plan of 2018-2024 of Georgian Institute of Public Affairs

2018-2024



Introduction

In the history of modern Georgia, the Georgian Institute of Public Affairs is the first university to implement Western education in the fields of state governance and politics at the very moment when the Georgian state was making its first steps on the way to building its independent statehood and democracy. The contribution of GIPA graduates is distinguishable in this process. We have been continuing in this direction for a quarter of a century already as we strive to implement the most recent academic and scientific achievements in order to create and pass on new knowledge to our students in order to enable their active participation in continuing to build democracy, promulgate liberal values and promote freedom for all in Georgia.

GIPA is a private university but it is not aimed at generating profit which means that the institution's entire income is used for improving educational and research processes. In this regard our university is unique in the system of higher education of Georgia and we hold a distinguished place in terms of academic freedom. We think it is our obligation to be not only unconditionally loyal to academic and ideological freedom but also open to all talented and diligent young persons irrespective of their economic or social capabilities. It is exactly by transferring modern knowledge and human values that we are striving to create field professionals and future leaders.

In accordance with classic liberal values, GIPA is a forum of different opinions, points of view and ideas and we are always open for discussing critical issues for the progress of our country and the world.

We are devoted to strengthening our lead role in teaching by producing research of international significance and implementing academic knowledge in practical skills. For this purpose and considering the requirements of the internal and international labor markets, we will pay special attention to deepening our international research and international educational cooperation. Our top goal is for GIPA to attain its place among the body of the world's best universities based on its professional profile in the soonest time possible.

This strategic plan considers the university's mission, vision and values, it reflects the most important directions of our development and it describes the goals to be reached and the tasks to be fulfilled during the next 7 years.

This plan is based on the goals and achievements of the strategic plan for 2011-2017 for the development of the university and our research conducted in that period reflecting the general and specific situations on the labor market in terms of higher

education in Georgia as well as information on the university's quality of teaching, student life, academic priorities and management systems. Different research conducted in Georgia regarding higher education, the unified education and science strategy for 2017-2021, the Georgian Law on Higher Education, the main agreements and principles of the Bologna Process and examples of successful experience and knowledge of Georgian and various Western universities, were also taken into consideration while developing the plan.

Description of the Process and Methodologic Approaches

Working on the strategic plan started in 2017. A working group was created based on an order of the rector and assigned with the task of discussing the parameters for the fulfilment of the strategic plan for 2011-2017 and creating a new 7-year plan in consideration of achieved results.

The working group consisted of representatives of the university's administration and professors. Around 70 representatives from university management, administration and teaching staff were involved in the development of the plan at various stages of the process.

At the first stage of its work, the group discussed and analyzed results achieved during the period of 2011-2017 as well as the research which was conducted during this period, legal changes and international agreements related to higher education. Special attention was paid to the processes ongoing in the field of higher education in Georgia as well as in the region and around the world.

At the second stage of its work, the group planned to analyze the existing situation with the use of PESTEL and SWOT methodology. To this end, each of the university's structural units was assigned with studying its own program and directions with the use of the two above-mentioned methods. Several trainings and working meetings were conducted in this direction, where development plans prepared by each specific unit were discussed.

At the third stage of its work, the group summarized and analyzed information and data gathered during the first and second stages. The main directions for the university's development, its strategic goals and those tasks necessary for achieving the goals were identified during this stage.

At the fourth stage of its work, the group submitted its strategic development plan to the university's rectorate. After a respective revision, the working group received comments and proposals. The definitive version of the plan was approved by the rector on April 26, 2018.

SWOT and PESTEL Analysis

Each of the university's structural units created a list of internal and external interested parties (stakeholders) in accordance with the developed plan and these lists were sent to the strategic plan's working group. The group used the PESTEL methodology to prepare an analysis of respective circumstances (political-legal framework; environmental, demographic, economic and other factors) in the list and established a matrix consisting of 30 circumstances and interested parties based on which a SWOT analysis for each of the university's educational programs and other structural units was created. A total of 24 documents were created that were sent to the working group for discussion. Based on the respective analysis, the working group created a unified SWOT matrix which is presented in the table below.

Teaching culture and tradition is GIPA's **strength**. From the day of its establishment, the university has been one of the first implementers of Western teaching methodology in Georgia. Of important note is that GIPA was established with the initiative of the Georgian government. It was created with the assistance of the United States of America for preparing qualified Georgian civil servants equipped with modern knowledge. GIPA's graduates play an important part in university's positioning and development as proven not only by the impressive employment coefficient of its body of graduates, but also by their professional achievements. From the day of its establishment, GIPA's team continues to be represented in leading positions in the public as well as private and non-governmental sectors. The field of social sciences remains as GIPA's main concentration and area of expertise. At the same time, we are constantly creating new programs based on successful experience and knowledge in order to further augment our teaching programs. In parallel with traditional theoretical teaching and learning, GIPA also pays special attention to teaching methods oriented on practical activities. To this end, we have many invited academic staff members in our Bachelor's and Master's programs who play significant roles in the fields of foreign and internal politics, economy, business, environmental protection, journalism and law.

Therefore, it is not only theoretical knowledge but also practical examples of this knowledge which are available to our students. The study process is also oriented on students being able to transform theoretical knowledge into practice. Our teaching is directed to an individualized approach for each student in order to tap and develop their existing potential. Free from state and private influence, GIPA is distinguished with its democratic style of management. This enables us to ensure a high level of academic freedom and a comfortable working environment for our professors and invited lecturers.

GIPA's international connections are worth special note. From the day of its establishment, the involvement of different Western universities plays a significant role in perfecting GIPA's administrative and study processes. Today, around 20 European and American universities cooperate with us in different forms and intensity. We have joint projects with certain universities of the South Caucasus region, the Middle East and Central Asia. We are involved in Erasmus+ projects and we send and receive students from our region as well as from the wider Europe and the Middle East.

This all stated, there are several directions that require **improvement**. Specifically, we need to complete the construction of a new building for the university. Currently, GIPA is spread out over 4 different campuses in Tbilisi. Two of these campuses are owned by the university. Consolidating our presence in one location will significantly facilitate the optimization of resource management. There is a specific plan in this regard aiming at completing the construction in 3 years.

Increasing the number and quality of our affiliated professors is another of our priorities which is directly linked with the development of GIPA's research component. Our scientific journal was established 2 years ago and there are plans to integrate the publication into the international catalogue. The number of our programs, students and graduates has significantly increased during the last 5 years. For the upcoming 7 years, one of our most important tasks is to provide new services for students and support the functioning of a graduate association. We are paying attention to creating a perfectly adapted study and work environment for our students in line with modern standards. We plan to bridge our study and research components closer with the demands of local and international labor markets and in accordance to the government strategy. In this light, our vocational education program is worthy of specific note. It is a new program at GIPA based on best international practice and up-to-date knowledge.

GIPA's international partnerships with different leading foreign universities gives us the possibility for developing international research projects. Our current shortage of study-scientific space, however, significantly limits these possibilities. After the successful completion of the new campus building, we plan to set up a dormitory where foreign students and professors

will be able to stay and work, thereby further conducting international study and research projects and other activities with greater intensity. The development of English language programs and integrating English language courses in the Georgian language programs will further facilitate our efforts at a broader internationalization of the university and our student body. It is also important to strengthen the component of online studying. This specific format will make our programs more available at local and international levels.

Becoming closer with Euro-Atlantic structures creates new **possibilities** for GIPA's further development. Visa liberalization and the coming into force of the EU-Georgia Association Agreement increased the quality of access of universities existing in Georgia to different important funds and initiatives. Deepening and extending the Bologna Process gives more possibilities for our professors, students and universities to develop connections and cooperation with European partners. Georgia's current advantageous investment environment and increasing interest in the country also create conditions for significant positive changes in the education field. Local universities with the implementation and development of modern technologies remove geographic barriers and open the ways to a wider auditorium through online teaching

There are **challenges** in the modern world that may be divided into two thematic groups: the first challenges influence various fields of a general nature as well as public life and the second challenges are directly related to higher education. In Georgia, we experience the political challenge of the so-called creeping annexation on the part of the Russian Federation. We also have socio-economic challenges for a large segment of the population and this may result in a low number of applicants in private universities. Based on information from the National Statistics Office of Georgia, approximately 2.5% of the population has a monthly income of more than GEL 2,083. Hence, the segment of the population that may afford studying at GIPA and universities with similar tuition fees is limited. Further, with global competition, the financially successful part of the population easily manages to acquire higher education abroad.

It should also be mentioned that state financing and the majority of initiatives are directed towards state universities and this decreases the competitiveness of independent universities. If we consider that state higher education institutions already have an advantageous starting position because of their infrastructure, the significant levels of awareness about them as well as their long existence, directing state financing and the majority of other types of supportive projects in their direction put them in an even better position. It is natural that this places private higher education institutions in an unequal position, especially for those not oriented at generating profit. This also means that it becomes even more difficult for them to attract investments from the

private sector. The reform of general education is an important challenge which is going on very slowly and shows a lack of impressive results. The very low level of school education significantly limits the number of the applicants with necessary learning skills. Testing of school students covering 70 countries and territories (PISA) conducted in 2015 proves this situation. According to the results, school students from Georgian schools significantly lag their peers with Georgia finding itself among the bottom five.

GIPA - SWOT Analysis

S	Strengths	W	Weaknesses
	<ul style="list-style-type: none"> • High public awareness and prestige • High coefficient of employment • Successful graduates • Innovative teaching methods • Best specialists of the field • High organizational culture • Flexible, democratic management • Protected academic freedom • Strong international connections • Variety of international projects • High-income center of trainings and consultations and innovative professional program 		<ul style="list-style-type: none"> • Scattered and insufficient infrastructure • Lack of participation in international scientific research projects • Lack of foreign students • Lack of affiliated foreign professors • Poor infrastructure for online learning • Non-formalized nature of connections with graduates • Lack of quality and modern Georgian language study materials • Lack of publishing of academic personnel in high rating journals
O	Opportunities	T	Threats
	<ul style="list-style-type: none"> • Processes of Euro integration • Prospects for improving the investment environment • Increasing interest towards the development of online learning • Increasing international awareness about the country 		<ul style="list-style-type: none"> • Political context in the light of territorial unity • Social-economic background • Competition at the international level • Low level of general education • Disbalance of state financing regarding private higher education institutions

Strategic Directions

After a deep analysis of the existing situation, the 5 main directions for the development of the university to be fixed as a priority for GIPA have been established. In this regard, the aspirations and abilities of the main parties involved, as well as the local and international context, have been considered.

Educational activity remains GIPA's main priority. From the day of its establishment, GIPA has been one of the first to implement modern teaching methodology. It is GIPA's goal to maintain and strengthen its lead role in the traditional fields of the social sciences. At the same time, it will be important to increase the share of affiliated professors and the number and variety of courses offered.

Internationalization is another important priority. The Bologna Process is the best illustration of this global tendency and increasing Georgia's involvement in the European higher education (EHEA) and European research (ERA) communities creates significant possibilities for the further development of cooperation between our university and other European universities. In this light, we aim to significantly increase the number of European students at the university; the number of foreign students should be closer to 5% of the total student body number. In parallel, we want to increase the exchange possibilities for our professors and administration representatives with our European partner universities. Considering GIPA's history, we will pay special attention to maintaining and strengthening our, already traditional, cooperation with our American partners.

Research activity is the cornerstone, success in which represents the challenge for the whole country. Today, there are very few publications and research studies in the field of social sciences that are published in journals with high ratings. Alongside other reasons for this reality, the shortage of state and private financing factors in as well. This puts private higher education institutions into a very difficult situation because of this lack of funding flows. Despite this challenge, we think it is necessary to achieve progress in this field. GIPA established its academic journal 3 years ago with an editorial committee comprised of professors from GIPA and Troy University in the United States. The journal meets all the main preconditions to be included in the research e-catalogue. We are working on including our journal in the e-catalogue via continuous support raise of the number and the quality of scientific research produced by our professors. We plan to implement specific mechanisms alongside a significant growth in the number of affiliated professors which will facilitate in carrying out independent and joint research studies and projects in which

our foreign partners and students will also regularly participate. GIPA will pay particular attention to conducting projects of practical importance.

Institutional development is a vital component for successfully carrying out the above-mentioned directions. Limited infrastructural possibilities have been the main challenge for the sustainable and stable development of the university for a long time. Currently, we utilize partially rented space for some of our campuses. For this reason, it was crucial to buy a land plot in Krtsanisi to construct the university's main buildings, which, with the support from the Government of Georgia, was transferred to GIPA through direct procurement. During the following 7 years we have planned to construct the main building as well as a sports square and a facility building. It is also planned to commence the construction of student campus, which will make even easier for foreign students and professors to get involved in the teaching process. Attention will be paid to the development of an alumni association; the existing services will be further improved to facilitate the professional development of administrative employees along with students and professors.

Vocational education is being developed as an important priority for Georgia. The university started the implementation of the first professional vocational education program this year with the objective of turning out graduates who are prepared as qualified professionals to work in a variety of relevant fields such as workplace safety and environmental protection, among others. During the following 7 years, consideration will be given to international cooperation, elaboration of alumni employment mechanisms and institutionalization, establishment training programmes for the teachers of vocational education and constant improvement of the learning environment.

Strategic Goals and Objectives

Strategic Direction I: Educational Activity

From its establishment, GIPA has implemented a study methodology which corresponds to recognized Western standards. Together with this methodology, a special study environment was created that was radically different from that of the former Soviet period. Removing the useless bureaucratic and hierarchical barrier between professors and students, employing constant student evaluation throughout the whole study process, creating interactive lectures and seminars, enabling students to acquire knowledge with the use of case studies, organizing simulations and discussions of practical experience, introducing syllabi and assessment systems drafted according to Western standards and the focus on providing students with an individualized approach remain the defining components of our philosophy and approach.

The university has significantly grown and expanded over the last 7 years. In 2011, there was only 1 Bachelor's program, there were 8 Master's programs and there was 1 Doctoral program at GIPA. Today, we have 1 Professional program, 10 Bachelor's programs, 11 Master's programs and 1 Doctoral program. The first group of students for the Professional program was accepted this year. If there were 750 students at the university in 2012, today their number exceeds 1,200. The number of academic and administrative personnel has likewise increased. It is natural that such a tempo of transformation is a challenge for any organization and we are proud that the university has managed to maintain its quality of study and its competitive advantage on the Georgian education market.

For the next 7 years, the main goal is a sustainable maintenance of our achievements and their continued further development. In this direction, 5 strategic goals have been identified and developed. The **development and strengthening** our existing programs will be the most significant priority. Considering the speed of our growth, it is necessary to consolidate the achieved results to ensure sustainability. To this end, the implementation and constant update of effective mechanisms for controlling internal and external program quality, the active involvement of academic councils in the process of updating curricula, increasing the share of elective subjects by disciplines and strengthening the role of affiliated professors in the study process will be paid special attention. Based on a regular and institutionalized study of the current labor market, the introduction and

implementation of new programs will be considered as deemed relevant to market demands. GIPA also plans to develop a platform which implies conducting joint labor market research together with other higher education institutions in Georgia.

It is important to increase the quality, number and the share of **affiliated professors** which will enable us to provide more time for the individual development of each of our students. In such case, the students will have more possibilities to successfully plan out their own professional development with the goal of fully revealing their potential.

The **development of online study** is a very important within the global context of teaching and learning. Irrespective of the fact that some of our certified programs use the methodology and employ an online learning platform, a unified institutional approach does not exist related this component and is still at the starting point of its development. Within the next 7 years and with the support of our international partners, we plan to establish several Georgian as well as English language educational modules that will fully use existing technological possibilities for online study. We are certain that Georgian legislation and regulations vis-à-vis this form of study will be refined during this period. Distance learning, therefore, will enable us to conduct programs for local as well as international auditoriums.

We assign special importance to the further development and strengthening of GIPA's continuous education component. Starting from 2005, the university has been offering interested individuals different certified programs and educational modules within its academic schools. These activities were consolidated with a unified standard in our Training and Consulting center 5 years ago. Cooperation with different institutions of the public and private sectors remains successful for us. As one example, GIPA is the only Georgian university to offer a certified program which is also accredited by the Georgian Bar Association. In 2005, our Training and Consulting Center became a member of the European Network of Trainings Organization (ENTO) which aims at preparing local government officials and sharing European practice. We plan to further activate the Center's activities and offer interested parties a wider variety of programs and training modules.

GIPA has always been distinguished by the implementation of the latest achievements and methods of teaching. Our plan is to implement various **entrepreneurial university** related approaches in the teaching process. This approach is justified being the focus of Georgia's education strategy aiming at supporting the close cooperation between educational universities and the labor market. GIPA was always distinguished by the practice-oriented teaching methodology, thus institutionalization of fruitful cooperation with the private sector, including through modification of the teaching process, will open the ways to new possibilities

Sustainable development concept, considering its importance, will also be incorporated in concrete disciplines, as well be reflected on the teaching process as a whole.

Strategic Goal I: Developing-Strengthening Educational Programs	
Goals	Indicators
NI.1 Increasing the share of electives	Study program, questionnaire, curriculum
NI.2 Regular analysis of the labor market	Respective research and analysis
NI.3 Regular perfection and use of instruments of internal and external quality management	Documents of internal and external quality management, conducted research
NI.4 Regular update of the curriculum	Description of educational programs
NI.5 Implementation of new programs	New educational programs
NI.6 Increasing the role of academic councils of the schools	Respective regulations, acts, etc.
Strategic Goal II: Strengthening Academic Personnel	
Goals	Indicators
NII.1 Increasing the number of affiliated professors	Staff List
NII.2 Refining labor agreements	Agreements and job descriptions
NII.3 Constant improvement of working environment	Respective acts, surveys
NII.4 Supporting professional development	Trainings, business trips, financed research
NII.5 Implementing an individualized approach	Surveys, assessments
NII.6 Maintaining and attracting best practitioners	Staff list
NII.7 Strengthening involvement of professors	Acts of the academic councils, respective surveys and assessments

Strategic Goal III: Developing Distance and Online Study	
Goals	Indicators
NIII.1 Elaboration of online teaching strategy	Strategy document
NIII.2 Training of Academic and Administrative Personnel	Conducted trainings
NIII.3 Partner university experience sharing	Conducted visits, joint analysis
NIII.4 Elaboration of online teaching modules	Elaborated educational modules
Strategic Goal IV: Continuous Education	
Goals	Indicators
NIV.1 Increasing variety of certified programs	Programs and trainings
NIV.2 Attracting best experts	Staff plan, personnel files
NIV.3 Increasing the number of students	Registered students
NIV.4 Developing thematic summer schools	Number of summer schools
NIV.5 Standardization of quality assurance mechanisms	Assessment, respective documents
Strategic Goal V: Using Principles of Entrepreneurial Universities	
Goals	Indicators
NV.1 Developing the joint strategy (entrepreneur university)	Strategy document
NV.2 Developing pilot projects (entrepreneur university)	Report of conducted projects
NV.3 Using these approaches in the regular study process (entrepreneur university)	Syllabi, assessments
NV.4 Considering sustainable development in the respective disciplines	Syllabi, assessments
NV.5 Institutionalization of cooperation with the private and public sectors	Agreements, reports of conducted projects
NV.6 Institutionalizing the mechanisms of involvement of the employer in the study process	Respective documents, assessment

Strategic Direction II: Internationalization

Competition in the field of higher education is slowly acquiring a global nature. Technological and cultural changes create challenges and opportunities at the same time. It is necessary to adequately analyze these developing processes and define a respective strategy to properly address the new reality. The Bologna Process, the EU-Georgia Association Agreement, visa liberalization and the increasing inclusion of our educational space into the European higher education (EHEA) and European research (ERA) communities create additional opportunities for internationalization of education and research which will also support the improvement of the quality of education in Georgia. On the other hand, technological achievements that facilitate distance learning and cultural transformation, such as the successful implementation of English language programs in countries of Eastern and Central Europe, make the competition truly global. Hence, it is necessary to take timely steps in response to these challenges and use potential opportunities to their maximum extent. GIPA has both valuable experience and a tradition in this regard in that the university itself was established as a result of international cooperation. Our foreign partners have often played a fundamental role in our development. Today as well, GIPA has several **exchange programs** with universities in the USA and Europe. We consider carrying out **joint programs** as one of our top priorities.

Many of our students have studied and still study abroad within the framework of various projects, including Erasmus+, but the share of foreign students at GIPA is still low. It's noteworthy to mention that students from Armenia and Azerbaijan study at GIPA's Caucasus school of Journalism and Media Management for more than 10 years already, thereby attesting our ability to bring together students facing difficult political challenges. Interest has increased from other countries as well. Students from the Czech Republic, Belgium, the USA and the Middle East have been applying to study at GIPA and have joined different programs at various times. It is significant to increase the number of foreign students at GIPA.

Further, we regard it important to support **exchange programs for administrative and academic personnel** alongside those for our students. GIPA has gained a rich experience herein as well, especially in terms of different exchange programs with our American partners. The Bologna Process and increasing Georgia's involvement in the European educational space creates new opportunities for carrying out such projects with our European partners. Intensive cooperation with foreign colleagues will further facilitate the establishment of best practices and mechanisms in terms of study as well as research and organizational management.

For GIPA's full involvement in the global processes, it is important that the university's educational programs acquire **international accreditation** and become a member of international professional unions. This creates even more opportunities for the quality of our teaching and research to come even closer to modern standards.

Strategic Goal VI: Developing Exchange Programs	
Goals	Indicators
NVI.1 Expanding cooperation within Erasmus+	Increasing the number of partner universities, more involvement of students and academic and administrative personnel
NVI.2 Deepening and developing individual cooperation	Involving more participants in the existing programs, agreements regarding new exchange programs
Strategic Goal VII: Attracting Foreign Students	
Goals	Indicators
NVII.1 International marketing of English language programs	Marketing plan for the existing English language programs, implementation report
NVII.2 Preparing a guide for foreign students	Guide
NVII.3 Creating an administrative position working with foreign students	Staff plan
NVII.4 Developing international summer schools	Number of summer schools
NVII.5 Implementing English language modules in the existing programs	Renewed programs, curricula
Strategic Goal VIII: Internationalization of Research and Teaching Process	
Goals	Indicators
NVIII.1 Increasing the number of invited foreign lecturers	Study program, summer school programs
NVIII.2 Supporting the studying abroad of academic personnel	Number of visits of our professors to partner universities
NVIII.3 Joint international research	Reports of implemented projects, published works

Strategic Goal IX: International Accreditation	
Goals	Indicators
NIX.1 Implementing programs providing joint degrees	Number of programs
NIX.2 Implementing programs providing dual degrees	Number of programs
NIX.3 Acquiring international accreditation for existing programs	International accreditation

Strategic Direction III: Scientific Research Activity

The lack of academic research in the social sciences is one of the most important challenges for higher education in Georgia. To address this shortfall, GIPA aims at significantly improving our achievements in this direction over the next 7 years. Together with increasing the share of affiliated professors, the **number of publications published** in internationally refereed publications also needs to increase. The university's existing research department plays a vital role in this regard. A research fund is already in place to finance university projects. In parallel, GIPA's schools have independent financial resources for financing research within their own academic programs. Updated agreements vis-à-vis our academic personnel will also facilitate increasing the number of publications as academic staff will be required to write and publish scientific-academic articles on a regular basis.

It is important to support **joint research** activity together with our local and foreign colleagues. GIPA has enormous potential in this regard following its specific experience. The university's programs participate in projects financed by TEMPUS and Erasmus+. We also have demonstrated successful experience in terms of our cooperation with our American colleagues.

GIPA's English language academic publication, entitled *Journal of Politics and Democratization*, was created 2 years ago. The journal's editorial committee comprises academic personnel from GIPA and Troy University, USA. The journal meets all the main parameters enabling it to be included in **international catalogues**. The journal can play a strong role in creating new opportunities in terms of research.

We assign special importance to the **involvement of students in research**. To this end, we plan to pay greater attention to the implementation of research projects which can have practical applications. This will facilitate not only the creation of research skills among students but it will also bring the public sector closer to the academic field.

The fulfillment of this above-mentioned goal is directly related to one of GIPA's strategic goals – assuming a respectable place in the international ratings of universities. Together with the number of a university's students and its generated income, the majority of international ratings also pay special attention to the number of works published in peer-reviewed journals and their citation. GIPA will direct greater effort towards raising the quality of scientific research production.

Strategic Goal X: Strengthening Research	
Goals	Indicators
NX.1 Increasing the number of research projects	Increasing total number
NX.2 Increasing the number of articles published in international peer-reviewed journals	Number of articles
NX.3 Increasing number of student participation in the research projects	Number of students
NX.4 Increasing participation in academic conferences	Number of participating personnel
NX.5 Increasing financial support for research activity	Amount of budget
NX.6 Increasing participation in international projects	Number of projects, number of received resources
Strategic Goal XI: Developing the Academic Journal	
Goals	Indicators
NXI.1 Popularization of the <i>Journal of Politics and Democratization</i>	Increasing the number of incoming articles and geographic area
NXI.2 Including the <i>Journal of Politics and Democratization</i> in international catalogues	Respective documentation

Strategic Direction IV: Institutional Development

During the last 10 years, the main challenge for the university has been its infrastructural development. Today, the study process is carried out at 4 different buildings which are located in separate locations of Tbilisi. GIPA owns 2 of the properties. This creates an additional financial burden and complicates management processes. The lack of space has been an important hindrance

in terms of GIPA's development as well. In regard of this reality, GIPA took the decision to find and acquire a new space. This was successfully accomplished last year. Over the next 7 years, we plan to **build GIPA's main and auxiliary buildings** and exploitation. The successful completion of this project is very important for ensuring the university's long-term sustainable development.

Together with expansion of the university, it is important to develop and refine mechanisms for **career development** of our administrative personnel. In parallel, the services offered to students and academic staff by the administration will become enhanced as a result of career development actions. We will look at further improving existing services as well as developing and implementing new ones.

Expanding the book fund for GIPA's **library** is another one of our main priorities. The library has already been centralized. In parallel, we have updated the electronic program for managing our study process with plans to further enhance access to the university's electronic databases. Access to all of our main electronic databases is envisaged over the next 7 years.

Further, we assign special importance to **developing student life**. GIPA has always worked to support student activities and provide an inviting and comfortable study environment. Each academic school has a student fund conducting academic as well as social and sports activities.

Our graduates and their success is our most important achievement. Many of our students are currently fulfilling important roles in the public life of our country. We still maintain high level of employment rate among our graduates which results in their special attitude towards GIPA long after graduation. We plan to renew and further develop **GIPA Alumni Association** over the next 7 years. GIPA graduates continue to play a significant role in the life of the university and their involvement will become even more active through the activities of the Association.

For **achieving long-term financial sustainability** and considering the experience of our American partners, we think it is especially important to create a special fund to enable our supporting organizations and individuals to transparently facilitate further institutional development and support of the research and educational activities.

Strategic Goal XII: Construction of New Campus	
Goals	Indicators
NXII.1 Approving the construction project	Project and plan
NXII.2 Building the main building	Completed study building
NXII.3 Building the auxiliary buildings	Parking for transport, sports area
NXII.4 Approving the dormitory project	Project and plan
Strategic Goal XIII: Diversification of Financial Resources	
Goals	Indicators
NXIII.1 Acquiring loan needed for the construction	Approved credit line
NXIII.2 Finding donors	Donations
NXIII.3 Creating support fund	Endowment fund

Strategic Goal XIV: Updating Study and Material Resources	
Goals	Indicators
NXIV.1 Increasing the library book fund	Catalogue
NXIV.2 Increasing access to electronic libraries and databases	Number of electronic databases and coverage area
NXIV.3 Constant update and increase of material resources	Renewed material base, annual report
NXIV.4 Full adaptation of the existing buildings	Adapted buildings

Strategic Goal XV: Professional Growth of Administration and Academic Personnel	
Goals	Indicators
NXV.1 Number of study and skills trainings	Events organized by GIPA
NXV.2 Encouraging attendance of study and professional trainings	Number of participating personnel
NXV.3 Participation in exchange projects	Number of projects and participating personnel
Strategic Goal XVI: Student Life and Graduates	
Goals	Indicators
NXVI.1 : Student support and career development center	Number of involved students, statute of the center and other relevant documents
NXVI.2 Developing graduate association	Supporting the association
NXVI.3 Issuing and circulating GIPA monthly electronic bulletin	Providing information to main parties involved in the processes ongoing at GIPA
NXVI.4 Increasing the use of student funds	Number of financed projects

Strategic Direction V: Vocational Education

The Georgian Institute of Public Affairs held a prominent place on the Georgian education market for many years in terms of offering high quality education as well as its values of democracy and reflection in its daily activities. GIPA is always ready to face the challenges occurring in the country and act in accordance with its priorities and requirements. In parallel with its academic programs, GIPA is now conducting a new vocational educational program. The university recognizes the importance of vocational education in response to the needs and demands on the local labor market in this field.

In terms of vocational education, GIPA's goals are in full compliance with Vocational education system objectives:

- Creating a unified professional-educational hub offering the possibility of life-long learning, considering multifunctional and diverse education;
- Support professional development.

- Prepare qualified, competitive professionals oriented on the current labor market.
- Support employment including the start-ups and self-employment.
- Build relationships with different organizations and thus support the participation of employers from a respective field in the process of planning and implementation of educational programs and increase employment possibilities.

Strategic Goal XVII: Developing Competitive Professional Programs	
Goals	Indicators
NXVII.1 Creating, implementation and popularization of modern modular programs fitting the labor market and international standards	Number of created new programs, number of implemented new programs, popularization of vocational educational programs via different information and marketing activities, number of accepted students, organized open days
NXVII.2 Ensuring high quality study	Increasing number of students, number of employed graduates, documentation related to the cycle of plan, do, check, act (PDCA)
NXVII. 3 Establishing international connections	Agreements/memorandums, exchange programs
NXVII. 4 Creating a flexible system of assessment for conducting programs	Renewable mechanisms for quality management and assessment systems
NXVII.5 Implementing short and medium term certified programs based on modules	Number of short and medium term certified programs based on modules in Tbilisi and the regions, number of prepared certified students
NXVII. 6 Involvement of field specialists in the creation and implementation of new vocational educational programs	Number of field specialists and employers involved in the creation and implementation of vocational education programs
NXVII. 7 Update and perfection of existing vocational educational programs and its study process	Update of existing vocational educational programs upon need, results of a survey of students and teachers of vocational education, electronic system for the study process

Strategic Goal XVIII: An Environment Fitting the Student – Developing Infrastructure/Material-Technical Resources	
Goals	Indicators
NXVIII. 1 Updating/perfecting the material/technical equipment	Updated material/technical equipment
NXVIII. 2 Constant update of educational resources (providing gender impartial materials)	Number of acquired and translated study literature, number of acquired video materials and other illustrations, number of acquired practical tools
NXVIII. 3 Adapting/improving the environment for disabled persons and persons with special educational needs	Adapted and improved infrastructure for disabled persons and persons with special educational needs
NXVIII. 4 Implementing modern technologies and innovations in the study process	Implemented modern technologies and innovations
	Implemented innovative study methods
NXVIII. 5 Organizing student activities and rewarding excelling students	Number of activities
NXVIII. 6 Supporting student life	Number of events

Monitoring the Strategic Development and Action Plan

A monitoring group for the strategic development plan and the action plan is being created based on an order of the rector of the university. The monitoring group is headed by the rector of the university and comprises the following members: head of quality assurance department, head of administration and representatives of the academic personnel and the administration. This group is obliged to monitor implementation of the annual strategic goal according to performance indicators. The monitoring group submits an annual report to the university academic board.

The university will be authorized to make changes to the action plan as well as the strategic development plan as needed based on the recommendations and the annual reports prepared and submitted by the monitoring group.