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Strategic planning methodology of European University Ltd.



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## Article 1. General provisions

1. "Strategic Planning Methodology of European University Ltd." defines the guidelines for the development, implementation and evaluation of the strategic development and action plans of European University Ltd. (hereinafter referred to as the University).

2. Strategic Development and Action Plans are the fundamental basis for sustainable development of the university, the implementation of which is monitored in accordance with the document - "Mechanisms for the Strategic Development and for monitoring the implementation of action plans and response to the outcomes".

## Article 2. Principles for strategic planning

In relation to the strategic planning process, the University takes into consideration the complex nature of the strategic planning process; Also, the need for a complex and systematic approach to the planning process, the importance of synergistic work of different structural units of the University and taking into account the mentioned above, during the process the university is based on the following principles:

- A) **Synergy** - Strategic planning is perceived by the University as a process of collaboration based on teamwork, where the coordinated involvement of all structural units of the University has a special importance, where a fair and equal working environment is provided, all stakeholders have the opportunity to express critical views and make recommendations. Openness is of particular importance for planning, as it is the structural units that are the main source of information about existing resources, opportunities, risks and challenges. Thus, it is important that any amendments and updates to the University's strategy to be presented on a bottom-up basis. Accordingly, it is important to ensure both horizontal and vertical synergy for successful strategic planning.
- B) **Transparency** - During strategic planning, the university operates on the principle of openness and universal publicity. The University recognizes that not revealing any information, or providing or sharing it with the team incompletely, may have a negative impact on the developing process of both the strategic development plan and the action plan and put the sustainable development of the University at risk. Therefore, it is important to ensure open, free and timely exchange of information between the entities involved in the process of strategic planning.
- C) **Expediency** - At any stage of the strategic planning process, it is important that each decision to be made as a result of thoughtful reasoning, where the arguments are based not only on the best interests of the university as a whole, but also on the information based on research



and analysis. The mentioned above greatly facilitates practical implementation and monitoring of both the Strategic Development and Action Plans.

- D) **Social Responsibility** - The strategic planning process is carried out taking into account the needs of socially vulnerable groups in society, within the competence and capabilities of the University. Within its activities, the University seeks to contribute to the development of the state, the building of a democratic society, the social and economic development of the country, the construction of a society free from all forms of discrimination, and the protection of the environment.

### Article 3. Structural units / entities in charge of strategic planning

1. The Rector of the University is in charge of leading the strategic planning process of the University.

2. The administration of strategic planning process is carried out by the Head of the Strategic Development Service, who provides information-analytical support to the structural units involved in the strategic planning process, communicates with various structural units of the University, coordinates the work process and is responsible for synergistic work of the parties involved.

3. A strategic planning group, which is responsible for drafting the strategic development plan, making amendments if necessary, involving the university community in the process and sharing information, is established under the order of the Rector to lead the strategic planning process. The head of Strategic Planning Group is the Rector. The preparation of the action plan is carried out by small working groups created under the order of the Rector, which concentrate on specific strategic directions.

4. External facilitator / facilitators may be invited to increase the effectiveness of the Strategic Planning Working Group.

### Article 4. Structure and basic requirements of the Strategic Development Plan

1. The Strategic Development Plan is one of the guiding documents for the sustainable development of the University, presenting the main priorities for the development of the University, which are in line with its the mission, goals, visions and values.

2. The strategic development plan is presented in the following structure:

- The mission of the University;
- The vision of the University;
- The values of the University;
- Strategic directions and priorities.



3. The mission of the university is a statement of the higher education institution about its identity, in particular, how the latter sees itself in the Georgian and international educational space, what it offers to the society.
4. The vision of the University is derived from its mission, therefore, first of all, it is a description of the main goals that are necessary to achieve the role and position defined by the mission, as in society as well in the national and international educational space.
5. The values of the university reflect the moral-ethical and working principles and approaches based on the organizational culture of the university.
6. Social Responsibility Statement is an integral part of the Strategic Development Plan, in which the University presents a vision of its own social function; defines its own contribution to the development of the state and society and presents a vision for supporting socially vulnerable groups.
7. Strategic directions and priorities are determined as a result of a complex understanding of the components described above, as well as based on an analysis of the current situation. The analysis of the current situation reviews the environment in which the university operates in accordance with its own mission and visions. Perception of the environment is important as it includes the analysis of existing risks and challenges, as well as the understanding of the needs of society and the state in the field of higher education, the adequate perception of the demands of the labor market. Complex understanding of these factors is the main precondition for sustainable and stable development of the University. At the same time, it is important that each field to be defined on the basis of an empirical evidence-based analytical product, which ensures the practical relevance of the action plan, determination of deadlines, the proper understanding of the challenges and opportunities, and the determination of evaluation indicators.
8. Considering these components, the following issues should be taken into account in the process of developing a strategic development plan:
  - A) Institutional development of the University;
  - B) Development of an Internal Quality Assurance System;
  - C) Elaboration of educational programs, development of the existing one;
  - D) Promoting and strengthening scientific-research activities;
  - E) Promoting the internationalization of teaching / learning and scientific-research activities;



- F) Introduction of student services, and development and improvement of existing ones;
- G) Planning the student contingent;
- H) Development of human and material resources;
- I) Development of infrastructure;
- J) Proper positioning of the university in the local and international educational space and ensuring its recognition.

9. Strategic directions are defined taking into account the mentioned issues. The strategic direction should clearly describe its purpose, area of operation and activities related to the development of the goals of the University. It should reflect the reality that the university wants to achieve during the strategic plan action period. The outcomes should be specific, easy to evaluate and present the results of the implementation of the tasks.

10. In addition to the directions, it is advisable the tasks, that are needed to be performed in order to achieve the goals set by the strategic directions, to be described in the strategic development plan.

#### Article 5. Structure and basic requirements of the Action Plan

1. The Action Plan is a guiding document based on Strategic Development Plan, that outlines the activities appropriate to the directions and objectives set out in the Strategic Development Plan for the periods of short and medium term.

2. The action plan includes:

- A) Tasks in accordance with the strategic directions;
- B) Activities to be carried out according to each task;
- C) Deadlines for the implementation of each activity;
- D) Verifiers of the implementation of the activity;
- E) An entity / structural unit responsible for the activity;
- F) Supporting entities / structural units involved in the implementation of the activity;
- G) A list of human and other resources required for the implementation of the activity;
- H) Financial resources allocated for the activity;
- I) Risks related to the activity;
- J) Carrying out the activity, that combines an indicator and a target point.

3. The action plan is designed for three years. Only the first year action plan is given in details in accordance with the requirements set out in paragraph 2 of this article. The interim evaluation of the planned tasks is done once a quarter, and the final accomplishment is monitored annually, which





should be completed no later than March 15 of the following year. The quarterly report must be prepared no later than 15 working days after the end of the quarter. The completeness and quality of the work to be performed for the reporting period is evaluated, the outcomes are analyzed, the challenges and difficulties arising in the implementation process are studied, as well as the contributing factors and achievements are analyzed. At the end of each reporting period, the activities to be carried out for the next reporting period are reviewed, if necessary, new activities are added, as well as the terms of each activity are specified, the financial resources required for their implementation are reviewed, the performance measurement is revised.

## Article 6. Rules for developing and reviewing Strategic Development and Action plans

1. The strategic planning process includes two stages: the first stage involves the development of a seven-year strategic development plan of the university, and the second stage involves the development of a three-year action plan based on this strategy.

2. The process of strategic planning is carried out in accordance with the following procedure:

- A) Initiation phase of strategic planning;
- B) The phase of preparation and revision of strategic planning and action plans;
- C) Phase of approval of strategic development and action plans.

3. The initiation phase of strategic planning process involves the formation of a strategic planning group / groups. The planning group is in charge of developing strategic development and action plan projects. The members of the group are approved under the legal act of the Rector. The work of the group is coordinated by the Strategic Development Service.

4. The phase of preparation and revision of strategic development and action plans includes the following stages:

- A) Assessment of the existing status quo, analysis of the obstacles and achievements of the University, assessment of strengths and weaknesses;
- B) Analysis of local and international educational space, analysis of labor market dynamics;
- C) Analysis of monitoring outcomes;
- D) Revision of the University mission and formation of the University vision accordingly;
- E) Identification strategic directions in accordance with the mission and vision;
- F) Determining the tasks appropriate to the objectives of the strategy;
- G) Creating a three-year action plan based on the strategic development plan.

5. Drafts of strategic development and action plans are reviewed and approved by the Board of Directors of the University. Once approved, the documents are published on the official website of the University.



6. The basis for reviewing strategic development and action plans is:

A) Substantiated report of the Strategic Development Service on the implementation of an amendment, which shall be submitted to the Rector. The Rector reviews the submitted report together with the Strategic Planning Group and initiates the issue with the Board of Directors in case of making the decision in favor of implementing the amendment;

B) The report of the monitoring group on the assessment of the implementation of the strategic development plan, which contains the substantiation of the implementation of the amendment. Quarterly monitoring report. Issues are submitted to the Board of Directors for response.

C) Initiated by the Rector in case of existing external or internal factors, which affect the development of the University and require a strategic response. The issue shall be discussed with the Strategic Planning Group and submitted to the Board of Directors for further response.

