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Strategic Planning Methodology of Central University of Europe"LLC

2020



*Strategic Planning
Methodology*

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Article 1. General Provisions

1. The document "Strategic Planning Methodology of Central University of Erupe LLC " defines the guiding principles related to the development, implementation and evaluation of the strategic development and action plans of Central University of Erupe LLC (hereinafter - the "University").

2. Strategic development and action plans represent the fundamental basis of the university's sustainable development, the monitoring of which is carried out in accordance with the document "Mechanisms for Monitoring the Implementation of Strategic Development and Action Plans and Responding to the Results".

Article 2. Principles of Strategic Planning

Regarding the strategic planning process, the University takes into account 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 above, the work process relies on the following principles:

a) **Synergy** - strategic planning is perceived by the university as a participatory process based on teamwork, where special importance is attached to the agreed involvement of all structural units of the university, where a fair and equal working environment is ensured, all interested subjects have the opportunity to express a critical opinion and present recommendations. Openness is of particular importance for comprehensive planning, as structural units are the main source of information about existing resources, opportunities, risks and challenges. Therefore, it is important that any changes and updates to the university's strategy are presented in a bottom-up manner. Therefore, it is important to ensure both horizontal and vertical synergy for successful strategic planning.

b) **Transparency** - in strategic planning, the university acts on the principle of openness and universal publicity. The University realizes that any kind of information concealment, or incomplete representation, or sharing with the team may have a negative impact, both directly on the process of developing the strategic development plan and the action plan, and overall put the sustainable development of the University at risk. Therefore, in the process of strategic planning, it is important to ensure an open, free and timely exchange of information between the involved entities.

c) **Appropriateness** - at any stage of the strategic planning process, it is important that each decision is the result of thoughtful deliberation, where arguments are based not only on the best interests of the university as a single organism, but also on information based on research and analysis. This significantly slows down the process of both strategic development and practical implementation and monitoring of the action plan.

d) **Social responsibility** - the strategic planning process is carried out within the competence and capabilities of the university, taking into account the needs of socially vulnerable groups of the society. Within the framework of its activities, the university strives to contribute to the development of the state, the construction 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/Persons Responsible for Strategic Planning

1. The rector of the university is responsible for leading the strategic planning process of the university. In order to lead the strategic planning process, a strategic planning group is created, which is responsible for developing the draft of the strategic development plan, making changes if necessary, involving the wider community of the university in the said process and sharing information. The strategic planning group is headed by the rector. The preparation of the action plan is carried out by small working groups that concentrate on specific strategic directions.

2. 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 is the creation of a three-year action plan based on the aforementioned strategy. The strategic planning process is preceded by an assessment of the institution's strengths and weaknesses, as well as existing risks and opportunities (SWOT analysis).

SWOT analysis is an effective tool that helps the institution to identify and evaluate its own strengths and weaknesses, as well as expected risks, threats and opportunities arising from current market processes.

3. Strategic planning group is responsible for conducting SWOT analysis and finding relevant information/data. During the preparing process of the SWOT analysis, the group gathers information from the relevant structural units. Information is collected both within the university, and current processes and challenges in the education market are taken into account, which may have a positive and/or negative impact on the university's activities. The process takes place in the format of meetings facilitated by the Strategic Development Office. Within the framework of the meetings, information/data about trends in the market and competing higher educational institutions must be discussed, as well as identify the services/directions that must be offered to attract and satisfy the main beneficiary - the student. The analysis of the local and international educational space, the analysis of the dynamics of the labor market should be taken into account; Monitoring reports on the implementation of action plans (if any) in order to correctly assess the challenges or opportunities in the educational and labor market and to make their proper use in order to increase the effectiveness of the university's activities; It is important to analyze one's own resources and/or opportunities for improvement in this regard, it is essential to identify the university's strengths and achievements, which distinguish it from other higher education institutions and which should be properly used in the future planning process. Weaknesses should also be identified objectively and openly, in order to work on their improvement in the future. Correct detection of risks is very important for their timely prevention.

4. In accordance with paragraph 3 of this article, a strategic development plan is prepared, on the basis of which a 3-year action plan is developed. Review and approval of strategic development



and action plans is carried out by the management board. After approval, the documents are published publicly on the official website of the university.

5. In order to increase the effectiveness of the work of the strategic planning working group, it is possible to invite an external facilitator/facilitators.

6. Work on each next 7-year strategic development plan of the university begins at least 1 (one) year before the expiration of the current strategic development plan. The process of developing a strategic development plan will be conducted in accordance with the rules established by this article.

Article 4. The 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, where the main priority directions of the university's development are presented, which is consistent with the university's mission, goals, visions and values.

2. The strategic development plan is represented by the following structure:

- University mission;
- University vision statement;
- University values;
- Strategic directions and priorities.

3. The mission of the university is the statement of the higher educational institution about its own 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 derives from the mission of the university, therefore, first of all, it is a description of the main goals that must be achieved in order to occupy the role and place defined by the mission, both in society and in the national and international educational space.

5. The values of the university reflect the moral-ethical and working principles and approaches, which are based on the organizational culture of the university.

6. The social responsibility statement is an organic part of the strategic development plan where the university presents a vision of its own social function. Determines own contribution to the development process of the state and society and presents a vision of support for socially vulnerable groups.

7. Strategic directions and priorities are determined as a result of a complex understanding of the components described above, at the same time, based on the analysis of the current situation. Analysis of the current situation reviews the environment in which the university operates in accordance with its mission and vision. The perception of the environment is important as it includes both the analysis of existing risks and challenges, as well as the understanding of the needs of the society and the state in the direction of higher education, and the adequate perception of the demands of the labor market. The complex understanding of the mentioned factors is the main prerequisite for the sustainable and stable development of the university.



8. In the process of developing a strategic development plan, the following issues should be considered:

- a) Institutional development of the university;
- b) Development of the internal quality assurance system;
- c) Development of educational programs, development of existing ones;
- d) Promotion and strengthening of scientific research activities;
- e) Promotion of internationalization of teaching and scientific-research activities;
- f) Introduction of student services, and development and improvement of the existing ones;
- g) Planning the contingent of students;
- h) Development of human and material resources;
- i) Infrastructure development;
- k) Correct positioning of the university in the local and international educational space and ensuring high visibility.

9. Taking into account the mentioned issues, strategic directions are defined. The strategic direction should clearly describe its purpose, scope and activities related to the development of the university's goals. It should reflect the reality that the university wants to achieve during the period of the strategic plan. Results should be specific, easily measurable, and represent the results of accomplishing tasks.

10. In the strategic development plan, in addition to the directions, it is appropriate to describe the tasks that must be performed in order to achieve the goals set by the strategic directions.

Article 5. Action Plan Structure and Basic Requirements

1. The action plan is a guiding document based on the strategic development plan, which determines the measures corresponding to the directions and tasks defined by the strategic development plan in the short and medium term.

2. The action plan includes:

- a) Tasks interrupted according to strategic directions;
- b) Measures to be implemented according to each task;
- c) Deadlines for the implementation of each measure;
- d) Event implementation verifiers;
- e) The entity/structural unit responsible for the event;
- f) Supporting entities/structural units involved in the event implementation process;
- g) The list of human and other resources necessary for the implementation of the event;
- h) The financial resource allocated for the event;
- i) Risks related to the event;
- j) performance of the measure, which combines the indicator¹ and the target mark ².

¹ A description of the performance of a specific event;

² A measure of the performance of a particular event.



3. The action plan is designed for three academic years. Only the action plan of the first academic year is detailed taking into account the requirements established by paragraph 2 of this article.

Article 6. Rules for Revising Strategic Development and Action Plans

The basis for the review of strategic development and action plans is:

a) A substantiated report of the Strategic Development Service on the implementation of the change, which will be submitted to the Rector. The rector reviews the presented report together with the strategic planning group and, in case of making a decision to make a change, initiates the issue before the governing board;

b) Report on the evaluation of the implementation of the action plan, which contains the justification for the implementation of the change. Issues will be submitted to the Governing Board for response.

c) At the initiative of the rector, in case of external or internal factors that affect the development of the university and require a strategic response. The issue will be discussed with the strategic planning team and will be presented to the governing board for further action.