



Iakob Gogebashvili Telavi State University

Strategic Development Plan

2010 - 2015

I. University mission and values

Iakob Gogebashvili Telavi State University, having its roots in the philosophy school founded by Erekle II in 1758, has been functioning since 1924 as a schooling institution and represents the only centre for Higher Education in Kakheti up to now. It has been functioning as a higher pedagogical schooling institution since 1939 and as a multi-profile university since 2001.

Telavi State University is situated in a profitable climatic-geographic and socio-cultural environment and is equipped with a modern constantly renewable powerful technical-material base. Its graduates are for years successfully involved in different spheres not only in the Region, but in the entire Republic of Georgia as well.

Besides, Telavi State University as a constituent part of the Region responds to its priorities and tries to promote their successful development with its activities. From the Region's specificity TeSaU has a unique opportunity to develop agricultural sciences (especially viticulture-wine making), branches of Georgian cultural legacy, tourism and Caucasian studies.

Thus, the main value of the University is to evaluate, respect and build on the traditions of educating younger people in the framework of regional priorities. Herewith, future-oriented educational work defines the mission of Telavi State University, by which it will keep pace with contemporary requirements. The university supports students, professor-teachers and course-graduates to adapt themselves successfully to the changing educational, social and economic environment.

II. University Vision

Telavi State University has the ambition to be a high quality teaching-research institution and a full and recognised member of the open European Higher Education Area

- ✚ with international standards; three-stage levels and programs in compliance with the Bologna process requirements (and also continuous educational provisions like higher vocational programs, certificates and additional training);
- ✚ with national, regional and international scientific research work and projects;
- ✚ with specific priorities related to the region (wine-making, tourism, ecology);
- ✚ with a well developed educational and social infrastructure, material facilities and equipment and effective financial management;
- ✚ and providing employable course-graduates who meet the needs of society.

III. University main strategic goals, tasks and ways for their implementation

The main strategic goals of Telavi State University are:

- ✚ Effective implementation of international standards, three-stage programs in compliance with the Bologna process requirements;
- ✚ Introduction of research-oriented teaching;
- ✚ Introduction of a continuous educational system (higher vocational programs, certificates and additional training) at the University;
- ✚ Improvement of educational and social infrastructure;

Goal 1.

Effective implementation of international standards, three-stage programs in compliance with the Bologna process requirements

Tasks:

- ✚ Adapting existing and developing new teaching programs at three levels;
- ✚ Implementing improvements and continuous evaluation-monitoring;
- ✚ Raising the quality the teaching and learning process;
- ✚ Implementing of joint academic degrees together with Georgian and foreign Universities;
- ✚ Providing adequate learning materials for all programs, including books and readers in Georgian language;
- ✚ Establishing adequate provisions for scientific work, including academic journals, electronic library etc.
- ✚ Raising the qualification of academic staff;
- ✚ Preparing competitive specialists for the labour market.

Implementation Ways:

- ✚ Permanent training of professor-teachers in modern teaching methodologies and techniques;
- ✚ Sharing and introducing the advanced experience in newest teaching and learning methods by local and European experts;
- ✚ Selecting adequate books and developing readers and lecture courses for all Bachelor programmes;
- ✚ Implementation of joint Bachelor, Master and Doctoral programmes together with foreign Universities;
- ✚ Increasing the incoming and outgoing mobility of students and academic staff;
- ✚ Evaluation and accreditation of programs at national and international levels;
- ✚ Formation of students' consultation centres, students' advisories and tutors' institute;
- ✚ Establishing a students' employment centre.

Indicators reflecting the implementation from 2006 (1st institutional accreditation of the University) up to 2009:

activities	2006	2009
Number of foreign students	0	30
Number of joint Bachelor, Master and Doctoral programs together with the Foreign Universities	0	1 (in process)
Students' and lecturers' participation in exchange programs in Georgian and European Universities	0	40

activities	2006	2009
Number of professors invited from European Universities	0	5
TESAU academic personnel invited in Foreign Universities	0	4
International, regional summer schools	1	2
Employing the course-graduates	10%	20%
Georgian books, readers and lecture courses for all Bachelor educational courses	10%	80%
Number of foreign Bachelor courses	0	10 courses (in process)
Number of student exchange programs	0 student	20
Number of international agreements	0	35
Number of students passing the educational courses in abroad	0	46
Number of foreign professors in TESAU	0	5
Involvement in international projects	0	about 10
International evaluation of programs	0	6
Student advisors works in all Faculties of the University (since 2008) give consultations to the students about all interesting issues taking place at the University; also the student's advisor is the mediator to their employers.		3 pilot faculties
Active consultations take place for implementing the tutor's institute		

Goal 2.

Introduction of research-oriented teaching

Tasks:

- ✚ Approbation and introduction of modern research methods at different teaching levels;
- ✚ Strengthening the research component in teaching programs (Master, Doctoral courses);
- ✚ Publishing periodically collected scientific works in order to stimulate the Master and Doctoral students at the University and gain the experience;
- ✚ Creating incentives to stimulate postgraduate students to continue scientific work in a Doctoral programme;
- ✚ Creating incentives to stimulate academic staff to continue scientific work and publish their results in international scientific journals;
- ✚ Participation of lecturers and students in joint scientific projects at national and international level with other Universities and scientific-research institutes;

Implementation Ways:

- ✚ Participation of students and lecturers in local and international conferences;
- ✚ Developing research activities considering the regional needs, opportunities and priorities;

- ✚ Searching grant foundations, providing service for researchers through a special web-page where they may find the addresses of different funds and organizations according to the different scientific fields;
- ✚ Publishing joint scientific journals in cooperation with partner universities;
- ✚ Integration of scientific-research and educational processes;
- ✚ Establishing interdisciplinary scientific centres and conducting appropriate researches;

Indicators:

activities	2006	2009
Students' participation in university, regional and international conferences	15%	about 30%;
International educational-scientific grants	0 GEL	2050000 GEL
Interuniversity scientific grants	0 GEL	80000 GEL
Index of academic staff citation (by ISI evaluation)	3	about 10
PhD degrees awarded	0	20
Post Doctoral researches by university lecturers in foreign countries	1	4
Researches by PhD students at partner European Universities	0	about 10
Publications in international scientific periodicals (articles and monographs)	about 10	about 35
Publishing joint scientific journals together with the International Black Sea University, Gavar State University (Armenia) and Ganja State University (Azerbaijan)	0	3
Participation in international scientific conferences	15	not less than 70
Interdisciplinary seminars	2	about 10
Interuniversity scientific fund	0 GEL	80000 GEL
Developing scientific-research infrastructure: creating archaeological and Caucasian research centres (2009), establishing a laboratory for research of cosmic rays (2008), modernizing of chemistry and biology labs (2009, 50000 GEL).	0	5

Goal 3.

Life long learning – higher vocational school

Tasks:

- ✚ Establishing a centre for additional training of teachers;
- ✚ Developing and realizing programs at LLL certificate levels.

Implementation Ways:

- ✚ Developing LLL programmes;
- ✚ Founding higher vocational schools (tourism, wine-making, nursery school and others);
- ✚ Founding joint international higher vocational schools;

Indicators:

activities	2006	2009
Higher vocational schools function with the following programs: “Automation and administration of the production”, “wine-making-viticulture”, “ranger”, “nursing work with 3 specialties”. Two of them were prepared in cooperation with German specialists from Heilbronn University	0	6 programs
The LLL program for upgrading the math teachers from Georgia is functioning	0	1
The LLL program on “teacher training” is under development	0	In process

Goal 4.**Improving the educational and social infrastructure****Tasks:**

- ✚ Improving the material-technical infrastructure of Telavi State University;
- ✚ Improving the social infrastructure of Telavi State University.

Implementation Ways:

- ✚ Modernizing the Telavi State University computer centres with equipment in compliance with the modern standards;
- ✚ Equipping the library with modern material-technical facilities;
- ✚ Complete rehabilitation of other facilities: redecoration of halls, lecture-rooms, labs and administration offices; rehabilitation of electricity and fire prevention; rehabilitation of water constructing and sanitary equipment, rehabilitation of heating systems;
- ✚ Expansion of hostels for incoming lecturers and students and improving their conditions;
- ✚ Rehabilitation of the canteen;
- ✚ Complete rehabilitation of gyms and courts;
- ✚ Complete rehabilitation of TeSaU main auditorium.

Indicators:

activities	2006	2009
Number of computers	1 computer for 20 students	1 computer for 13 students
Additional training of the University academic and administrative personnel in information technologies	0	50%
Electronic library catalogue	0	year 2007
Equipping the reading hall with computer techniques and other necessary inventories	0	year 2007
Equipping the reading hall with computer techniques and other necessary inventories	0	year 2007
Connecting TeSaU library network to international library network	0	year 2009
Inauguration of the hall with training equipment, rehabilitation of the gym by providing appropriate	0	year 2009

activities	2006	2009
conditions (shower-baths, heating and others)		
Complete rehabilitation of TeSaU auditoriums and presentation hall	0	year 2008-2009
Rehabilitation of hostel and canteen	0	In process
Number of readers	1248	1939
Equipping the library with the program of EBSCO Host electronic journal-magazines	0	In process
Book fund	145,746	149,060
Renewing the book fund with contemporary literature: increased till 2500 units from 2006 up till now;		
Reading hall equipped with 20 computers	0	20
TeSaU became a member of the Library Association of Georgia.	0	2009

IV. Administrating the University

All strategies of the University are implemented by the effective administrative work of the University management, which has the following goals:

- ✚ Decentralization of administrative procedures and decisions;
- ✚ Continuous monitoring and improvement of the quality of teaching and learning;
- ✚ Continuous monitoring and improvement of the quality of research activities;
- ✚ Effective financial-budgetary management at the level of the University and Faculties;

Implementation Ways:

- ✚ Creating a central administrative unit for continuous monitoring and improvement at University level;
- ✚ Creating a support system for the academic and administrative structures in the computer network of the University;
- ✚ Effective functioning of the Quality Assurance service at University and Faculty levels;
- ✚ Introducing effective system of labour compensation and stimulation;
- ✚ Organizing trainings in the sphere of administration;
- ✚ Periodic evaluation of the academic, administrative and supportive staff;
- ✚ Participation of international and local experts in improving the administrative systems.

Indicators:

activities	2006	2009
The Centre for University Development (CUD) was established in 2007	0	2007 year
Periodic evaluation of staff		
Trainings for administrative staff at least once a year		
Ratio of academic and administrative and supportive staff	1-1,22	To be determined
Ratio of students and administrative staff	13-1	To be determined

V. Image of the University:

In the growing competitive environment of modern society great importance is given to the University's image and name. Hence, for representing a real and reliable image of the University to the society at large, our **GOAL** is to make a transparent description of the processes taking place at the University. Next to that we want to inform the society about our achievements in education and research and about the potential contribution of the University to further regional development. With our emphasis on quality and improvement Telavi State University is determined to be a reliable gateway to knowledge for all relevant stakeholders.

Implementation Ways:

- ✚ Publishing guides and leaflets, reflecting the processes and activities taking place at the University;
- ✚ Organizing society-oriented, especially education- and research-oriented arrangements;
- ✚ Promoting the newest achievements and outcomes of the University to the society via press, radio and television;
- ✚ Organizing meetings with TeSaU course-graduates;
- ✚ Organizing meetings with relevant stakeholders.

Indicators:

activities	2006	2009
Collaboration agreements with the management of schools providing general education, teachers and pupils	0	
Presentations about TeSaU scientific researches and teaching results in University newspaper, local and regional press		
Presentations about the latest TeSaU achievements and results at local and national television		
Annual guides for first course students and for broader society	1	2
Periodical revealing of the developments taking place at the University in special booklets and leaflets	0	6

Appendix №1

Evaluation of the University strong and weak points – SWOT Analysis 2006-2009:

Strong points of the University:

- University status, as the only centre for Higher Education in Kakheti region;
- High demand on education among the population of Georgia;
- Long traditions of regional work of University professors;
- The University actively implements the consequences of the education system reform taking place in Georgia.

Weak points of the University:

- Low quality of adaptation to modern market conditions;
- Lack of high qualified staff in some fields of sciences;
- The quality and level of some educational programmes need improvement;
- Many professors and students have a low level of proficiency in foreign languages.

Opportunities of the University for solving these problems:

- Improved University material-technical facilities (Computer classes equipped with internet, library enriched with new books and electronic literature and others);
- Dynamics of increasing the lecturers' and students' exchange programs;
- Increased opportunities for participating in local and international conferences by lecturers and students;
- State and international grant programs;
- Transparency of management in the academic and administrative spheres of the University.

Threats:

- Financial limitations;
- Discontinuity in management structure and procedures;
- Lack of initiatives from lecturers' and students' side.