



თბილისის ჰუმანიტარული სასწავლო უნივერსიტეტი
TBILISI HUMANITARIAN TEACHING UNIVERSITY

Strategic Development Plan 2019-2025

	Resolution #:	Date:
Approved:		
The amendment was made:		

* - The description of amendment is presented in #5



Tbilisi - 2019

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1. The History of The University

Tbilisi Humanitarian Teaching University is one of the first private higher educational institutions in Georgia, Established in 1992. On the basis of the licence issued by The Ministry of Education, Science, Culture and Sport of Georgia, the University has been entitled to implement following higher educational programs: History, Museum Service, and protection of historical and cultural monuments, Journalism, Georgian Language and Literature, Law, Foreign Languages and Art Studies.

Since 2002 the University is officially called a limited liability company – Tbilisi Humanitarian Teaching University (here in after referred to as THU) which, based of the permission of The Ministry of Education, Science, Culture and Sport in Georgia, used to implement the following higher educational programs: Finances and Credit, Management, International Economic Relations, Accounting, Control and Audit.

In 2002-2010 Tbilisi Humanitarian Teaching University implemented the programs at three levels higher education, but later, due to the legislative changes concerning the status of the universities, THU turned into a teaching university and the main objective of the university became to implement high quality of Bachelor's, Master's and One-Cycle Educational Programs. The languages of instruction at THU are: Georgian, English and Russian.

From the founding of THU until now the following faculties are functioning in the university: the Faculty of Law, the Faculty of Economics and Business Management, Faculty of Humanities and since 2009 Faculty of Medicine.

In 2008 - 2013 THU conducted educational activity on the basis on the decision N36/ს (3 December 2008) and decision N131 (12 August 2011) issued by the Council of Institutional Accreditation.

On the basis of the decision N23(10.10.2013) of the Authorization Council of Higher Education Institutions, Tbilisi Humanitarian Teaching University was granted authorization for 5 years from 3 December 2013.

According to the law on “Educational Quality Enhancement”, article 32, the higher education institutions, which were granted authorization in 2011-2015, 5-year period was extended for 1 year.

Thus, 2019 is a major challenge for the university as the terms of the strategic development plan for 2013-2018 are over and the university should work out a strategic development plan for 2019-2025, at the same time it has to prepare for authorization process, to comply with the updated standards of authorization and obtain status of authorized university.

2. The Mission of the University

Tbilisi Humanitarian Teaching University is higher educational institution – teaching university, which implements higher education programs in humanitarian education, social sciences, law, business administration and medicine.

The mission of the University is to represent the hearth of higher education at local and international level, which offers educational service and life-long learning opportunities, that fit changable needs of society and is based on current achievements of scientific knowledge, through which it contributes to the process of preparing an active member of the democratic society, and the development of an individual and the realization of an intellectual potential.

The vision of the University is to represent a provider of high quality education, which:

- Implements higher educational programmes and closely cooperates with a business sector based on the educational goals, also with different organizations, institutions, third interested parties and contributes to the integration of research activities in the educational process;
- Develops and implements the certification courses and programmes which complies with labour demands in order to ensure the continuous education.



- Introduces and develops sustainable mechanisms of quality assurance in accordance with the higher educational standards of Georgia and Europe;
- By acknowledging mutual-perception and mutual influence of different cultures, it develops international contacts, attracts foreign students and effectively uses the internationalization opportunities for the sustainable development;
- Carries out its activities by establishing corporate culture through respecting the values, as:
 - The freedom of expression;
 - Academic and intellectual freedom
 - Free development of an individual;
 - Equality, tolerance and non-discrimination;
 - Inviolability of respect, honesty and business reputation of a human being.



3. Current Situation and the analysis of challenges (SWOT Analysis)

In 2013, there were 496 students were at the university, including 20 vocational students. All programs are implemented by highly qualified academic and invited personnel. There were 40 full, associate and assistant professors, up to 60 invited senior teachers and teachers.

The University holds of 3646² sq.M real estate, where two teaching campuses with sport arena, well furnished yard and recreational areas are located. The university is equipped with modern computers, a conference hall, video-conference facilities, the library has rich book and digital funds, and electronic library system OPEN BIBLIO provides access to international library network.

Main educational units are four faculties:

1. Faculty of law
2. Faculty of Economics and Business
3. Faculty of Humanities
4. Faculty of Medicine

Legal clinic operates at faculty of law, which provides implementation of clinical trainings and professional practical component provided by Bachelor's educational program of law. The clinic supports the development of theoretical knowledge obtained by the student, theoretical application of the knowledge in practice, development of professional skills of the student, and application of the knowledge – skills and awareness (acquired in the academic environment) - in real life and/or simulated environment.

The dental clinic is functioning at the faculty of Medicine and aims at developing student's professional and practical skills. The clinic is equipped with modern medical as well as dental equipment.

By the end of 2018 the university summarized the implementation of university 2013-2018 Strategic Plan based on the founder's decision, the working group was established to monitor and evaluate management efficiency. With the active involvement of all branches of the university, university started working on the strategic development plan (2019-2025) and the action plan (2019-2021), based on the strategic views of THU faculties.

In order to ensure successful strategic planning, a special working group was created by the THU Rector's order, where the university administration, heads of departments, professors, students and employers are involved in. The independent expert-consultant was invited to define strategic goals for the university an to provide qualified assistance in elaborating an action plan.

Working out the strategic development plan of the university was preceded by updating the mission and vision statement. In addition, on December 25, 2018 the council of founders of Tbilisi Humanitarian Teaching University listened to the implementation of the strategic development plan for 2013-2018 and summarized the achievements. The meeting also identified the challenges that the university faces nowadays, with the initiative of founders, a working group was created for monitoring and evaluating the management efficiency of the university.

The indicators of the last 5 years (2013-2018) allow us to evaluate the university as a dynamically developing university, which aims at improving educational activities in accordance with modern demands and challenges, for which it intends to introduce sustainable and developing practices within university management, quality assurance and internationalization mechanisms.



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Parameter	2013	2017	2018
Number of students	410	542	617
Including:			
Foreign students	102	274	341
Vocational students	20	-	-
Academic staff	40	64	81
Invited staff	60	40	40
The ratio of academic and invited staff / number of students	1:4.1	1:5.2	1:5,1
The ratio of avademic staff/ invited staff	1:1,5	1,6:1	2:1

On January 11, 2019 the council of founders listened to the report by management efficiency monitoring and evaluation group. It has been concluded that it is necessary to revise the structure of the University for improving the efficiency of management.

The University strategic development plan was based on SWOT analysis. Swot analysis was based on the study of student and faculty needs. SWOT analysis helped the university to evaluate their capabilities and resources for the purpose of determining the ways of efficient application. THU analysis and provides the priorities and main directions of the university

Strategic development plan and action plan consist of the targeted activities to develop the weakness of the university's activities, maximizing efficient use of the strengths.



3.1. SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • 30 years of experience in the field of higher education <ul style="list-style-type: none"> • Positive and comfortable teaching and working environment: • Convenient geographical location <ul style="list-style-type: none"> • Two teaching campuses with sport arena, well furnished yard and recreational area. ○ Well-equipped study rooms, sanitary nodes and central heating system ○ Library resources and services ○ Safety and healthcare services for the staff and students • Prioritization of quality assurance mechanisms • Foreign educational programs • Implementation of accredited programs <ul style="list-style-type: none"> • Electronic study process management 	<ul style="list-style-type: none"> • Management efficiency and accountability system • Insufficient use of international co-operation and internationalization mechanisms; • Plagiarism detection, prevention, response procedures and mechanisms • Scientific-research activities • Human resource development strategy • Lack of lifelong learning courses and programs
Opportunities	Threats
<ul style="list-style-type: none"> • Establishing sustainable mechanisms for quality assurance based on international experience • Development of study process management electronic system • Establish human resources management sustainable mechanisms • Strengthen internationalization and attract foreign students • Use of the advanced technologies for educational purposes • Support and development of research • Student services and career support • Improve material-technical base and ensure multifunctional use of existing ones • Support sharing experiences and cooperation • To cooperate with partner organizations, business sector, vocational associations and public organizations working in the field of educational profile 	<ul style="list-style-type: none"> • Competitiveness in higher education • Decreased demand for the programs that university offers <ul style="list-style-type: none"> • Threat of not receiving planned student amount • Reducing the member of foreign students • Legislative changes in financing • The constraints over affiliated staff and increased competitiveness on high qualified personnel • Labor market and employment instability

4. Strategic goals and objectives of Tbilisi Humanitarian Teaching University

Goal 1 : Organizational Development

Goal 1.1 Implementation of modern systems management

Goal 1.2 Implementation, development and improvement of quality assurance unified policy

Goal 1.3 Establishment of corporate culture and social responsibility

Goal 1.4 Development of human resource management system

Goal 1.5 Improvement IT infrastructure and administration



Goal 1.6 Development of infrastructure and material resources

Goal 2. Development of educational activities

Goal 2.1 Development of educational programs to comply with constantly changing environment

Goal 2.2 Learning/Teaching quality enhancement

Goal 2.3 Lifelong learning certificate courses and programs

Goal 2.4 Support and development of research

Goal 3. Development of student services

Goal 3.1 Support student initiatives and creative activities

Goal 3.3 Student services and career support

Goal 4. Public relations, Internationalization and attraction of foreign students

Goal 4.1 Public relations and development of mutually beneficial relationships

Goal 4.2 Strengthening internationalization and attracting foreign students



5. Description of the amendment during 2019-2025

#	Resolution # and Date:	Amendment History:	
		Strategic direction, goal and subgoal	Detailed description of the amendments and attachments

Strategic Development Plan of Tbilisi Humanitarian Teaching University – 2019-2025

Used Indications:

√ - The process is current, the target marks are set and subjected to monitoring

O - The process is planned, preparation work is in progress

X - The process is current, the responsible person assesses the existing condition and reflects in annual report

Goals and Subgoals	2019	2020	2021	2022	2023	2024	2025	Key Indicators and Target Marks	Basic Structure/Person
1. Strategic Goal – Organizational Development									
Goal 1.1. Implementing Modern Systems Management									
1.1.1. Modernization of the university structure	√							<ul style="list-style-type: none"> Revised structure for February 2019 	Rector and Academic council
1.1.2. Review/modernization of the university statute	√							<ul style="list-style-type: none"> New statute for the February 2019 	Legal Office Academic council
1.1.3. Modernization/development provisions of university services	√							<ul style="list-style-type: none"> New regulations of university offices for February 2019 	Academic council Legal Office
1.1.4. Modernization of faculty provisions	√							<ul style="list-style-type: none"> Revised faculty provisions for February 2019 	Academic council Legal Office
1.1.5. Introduction of electronic system of record management	√	X	X	X	X	X	X	<ul style="list-style-type: none"> In April, 2019 the electronic system of record management is implemented on the eflow bases. 	Rector
1.1.6. Development of electronic system of learning process management	√	√	√	√	√	√	√	<ul style="list-style-type: none"> Satisfaction university community about the study process is growing at least 5% annually 	Electronic database administrator Information Technologies Office
1.1.7. Monitoring and evaluation of management efficiency	O	X	√	X	X	X	X	<ul style="list-style-type: none"> By 2021, at least 70% of respondents in management efficiency assessment are satisfied with the university and faculty management By 2021, the evaluation of three-year management efficiency shows at least 'satisfactory' results 	Rector
Goal 1.2. Implementation, development and improvement of quality assurance service unified policy									
1.2.1. Evaluation and improvement mechanisms of educational programs	O	X	√	X	X	X	X	<ul style="list-style-type: none"> Evaluation and improvement of all programs is based on complex assessment (including the survey and engagement of interested sides) 	Quality assurance Office
1.2.2. Students and other persons survey mechanisms	O	X	√	X	X	X	X		Quality assurance Office
1.2.3. Improvement of external evaluation procedures of educational programs	O	√	√	√	√	√	√	<ul style="list-style-type: none"> An external evaluation will be applied according to the relevant procedure for new or fundamentally modernized educational programs 	Quality assurance Office

1.2.4. Students' academic performance monitoring mechanism	O	√	√	√	√	√	√	<ul style="list-style-type: none"> The monitoring of students' academic achievement is completed per semester and its results are used for further improvement of the learning process 	Faculties and Quality Assurance Office
1.2.5. Evaluation mechanisms of provided services and resources	O	√	X	X	X	X	X	<ul style="list-style-type: none"> The evaluation is based on the survey, analysis and annual reporting of students and other persons is done by 2020 	Quality Assurance Office
1.2.6. Personnel evaluation system	O	√	X	X	X	X	X		Quality Assurance Office Human Resource Management Office
Goal 1.3. Establishing corporate culture and social responsibility									
1.3.1. The THU community shares and observes rules of ethics, conduct and performance and are aware of the procedures for responding to violating of these rules	√	√	√	√	√	√	√	<ul style="list-style-type: none"> The introductory meetings for the new students and personnel are held on the issues of ethics and behaviour, academic freedom and good faith At least 80% of targeted groups in annual survey confirm that they are familiar with the relevant rules and adhere them 	Quality Assurance Office Human Resource Management Office
1.3.2. THU community shares and observes the principles of academic freedom, honesty and plagiarism.	√	√	√	√	√	√	√		
1.3.3. Plagiarism detection, prevention mechanisms and procedures of responding on plagiarism cases	O	O	√	X	X	X	X	<ul style="list-style-type: none"> From December 2019, a special program for antiplagiarism is being implemented in pilot mode A special program against antiplagiarism is introduced and used by 2020 	Quality Assurance Office
1.3.4. Improve the reduction of paper use and the specialized collecting practice	O	√	X	X	X	X	X	<ul style="list-style-type: none"> The recycled waste (paper and plastic) will be separated by 2020 	Head of administration
1.3.5. Charity events with the participation of students and university staff	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 2 charity events annually 	Public Relations Office
1.3.6. Material, legal and dental assistance for socially vulnerable and parental careless persons		O	√	X	X	X	X	<ul style="list-style-type: none"> The mechanisms for legal and dental assistance are being implemented in practice by 2020 	Public Relations Office Relevant faculties
1.3.7. The university will deepen the partnership with professional associations and public organizations working in the field of higher education and will enable them to use university infrastructure for different activities	X	√	X	X	X	X	X	<ul style="list-style-type: none"> By 2020 close cooperation with at least 2 organizations 	Public Relations Office Relevant faculties
1.3.8. The university will cooperate and take care of the public schools near the locality and will implement projects, practices, conferences and other programs	O	O	√	X	X	X	X	<ul style="list-style-type: none"> By 2021 close cooperation with at least 2 public schools 	Public Relations Office Relevant faculties
1.3.9. The university will organize meetings with successful people that are distinguished by educational, social and cultural or business activities	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 2 meetings with successful people every year 	Public Relations Office
Goal 1.4. Development of Human Resource Management System									

1.4.1. Update personnel management policy	√	X	X	X	X	X	X	<ul style="list-style-type: none"> In March 2019, a renewed policy of personnel management has been developed 	Human Resource Management Office
1.4.2. Consistent improvement of personnel management policy	○	√	√	√	√	√	√	<ul style="list-style-type: none"> By February 2020 the personnel functions and job descriptions are modernized and updated The results of the survey of personnel shows that no less than 80% positively evaluates the functionality and job descriptions of the personnel with the work done 	Human Resource Management Office
1.4.3. Elaboration, introduction and improvement of qualified recruitment plan	○	√	√	√	√	√	√	<ul style="list-style-type: none"> Ratio of affiliated academic personnel to full academic and invites personnel Ratio of affiliated academic personnel to the number of students 	Human Resource Management Office
1.4.4. The university uses clearly established principles of encouragement of personnel based on the assessment of its activities	○	√	√	X	X	X	X	<ul style="list-style-type: none"> By 2020 the principles of encouragement of personnel is modernized and updated based on the assessment of its activities By 2021 the results of the surveys show that no less than 60% positively assesses the university principles of encouraging personnel 	Human Resource Management Office
1.4.5. The university establishes and develops a procedure that provides integration of the new employees with the working environment and their effective involvement in the working process	○	√	X	X	X	X	X	<ul style="list-style-type: none"> By September 2020 the package of integration has been prepared for new employees At least 70% of new employees are satisfied with the existing service 	Human Resource Management Office
1.4.6. The university supports activities planned for professional development of personnel, including: Including:	√	√	√	√	√	√	√	<ul style="list-style-type: none"> Financing fund will be annually 0.5% of the budget fund 	Human Resource Management Office
1.4.7. Funding of scientific trips and support of young scientists	○	√	√	√	√	√	√	<ul style="list-style-type: none"> In 2019 the rule of funding of scientific missions has been developed No less than 2 scientific trip/support 	Head of administration
1.4.8. Invitation and training of experts for relevant persons about authorization/accreditation standarts	√	√						<ul style="list-style-type: none"> The minimum number of attendants at accreditation standarts training equals to 60 The number of attendants at authorization trainings equals to 80 	Quality Assurance Office
1.4.9. The university takes care of the qualification of academic and invited personnel, will support their participation in various trainings and organization of trainings at the university	√	√	√	√	√	√	√	<ul style="list-style-type: none"> The total number of staff engaged in qualification - raising trainings annually will be increased by at least 3-5 % 	Quality Assurance Office

1.4.10. The university takes care of the personnel's foreign language (English) competence through appropriate trainings	√	√	√	√	√	√	√	<ul style="list-style-type: none"> • In 2019 20 persons were involved in English training courses • 30 persons annually during 2020-2025 	Rector Faculties Quality Assurance Office
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Goal 1.5. Improve IT infrastructure and Administration									
1.5.1. Improve IT administration	√	X	X	X	X	X	X	<ul style="list-style-type: none"> In 2019 information technology management policy and procedures are updated 	Head of Administration Information Technologies Office
1.5.2. Permanent and stable access to information technology infrastructure (computer hardware, software, internet) for students and personnel <u>Activities to be implemented:</u>	X	√	X	√	X	X	X	<ul style="list-style-type: none"> At least 75% respondents confirm that information technology infrastructure is constantly accessible 	
• Update existing network devices	√	√						<ul style="list-style-type: none"> In April 2019 a network device is updated (switch – 3 pieces) By 2020 the new additional teaching space of the university is enabled on network 	
• Computer park update	√	√						<ul style="list-style-type: none"> In May 2019 computer park is updated By 2020 a new computer center 	
• Technical improvement of internet wireless delivery	√	√						<ul style="list-style-type: none"> By May 2019 WIFI new devices have been purchased and installed. The system is improved By 2020 the new additional teaching space of the university is provided with WIFI devices 	
• Purchase of university server and system setup				√				<ul style="list-style-type: none"> 2020 – The server is purchased and the system is setup 	
1.5.3. The official website of the university performs the information and communication function and operates in a constantly updating mode	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 75 % of respondents that are interviewed annually confirm that the official website of the university serves informational and communication functions. 	Information Technologies Office
1.5.4. The official website of the university serves as a communication and information function in the social network and operates in constantly updating mode	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 60 % of respondents that are interviewed annually confirm that the official website in the social network serves informational and communication functions 	Information Technologies Office

Goal 1.6. Material and Library resources development										
1.6.1. Increase the teaching and additional space of the university	O	O	√						<ul style="list-style-type: none"> By 2021 the total area of the university will increase by 300 m2 	Head of Administration Infrastructure Management Office
1.6.2 Developing material-technical base with the purchasing the modern equipment, materials and inventory	√	√	√	√	√	√	√		<ul style="list-style-type: none"> Financing fund will be annually 5% of the budget fund By December 2019 a space is arranged for an objectively structured clinical exam (OSC) for the faculty of medicine 	Head of Administration
1.6.3. Modernization of library by improving working spaces	√	X	X	X	X	X	X		<ul style="list-style-type: none"> By April 2019 the hall of university library is renewed with the improvement of working spaces Not less than 80 % of students and personnel is satisfied with this service 	Head of Administration
1.6.4. Update and enrich the library fund with foreign language literature	√	√	√	√	√	√	√		<ul style="list-style-type: none"> Annually collecting information about the latest literature in the field and the library fund is updating 	Library Head of Administration
1.6.5. Improve adapted environmental quality for the people with special needs	√								<ul style="list-style-type: none"> In September 2019 the elevator is installed 	Head of Administration
2. Strategic Goal – Development of Educational Activities										
Goals and Subgoals	2019	2020	2021	2022	2023	2024	2025	Key Indicators and Target Marks		Basic Structure/Person
Goal2.1. Development of educational programs compliance with constantly changing environment										
2.1.1. The university is focused on renewing and developing educational programs and ensures their compliance with the requirements of the modern labor market	X	X	X	X	X	X	X		<ul style="list-style-type: none"> Please see 1.2.2-1.2.4 subgoals Annual update-modernization of programs will be based on analysis of labor market and employer demands. 	Faculties and Quality Assurance Office
2.1.2. Foreign educational programs will be implemented and developed	√	X	X	X	X	X	X		<ul style="list-style-type: none"> In 2019 at least one foreign educational programs will be prepared and presented for accreditation 	Faculties and Quality Assurance Office
2.1.3. The number of elective courses in English will be gradually increased	√	√	√	√	√	√	√		<ul style="list-style-type: none"> At least 1 English language training course annually 	Faculties

Goal 2.2. Learning/Teaching Quality Improvement									
2.2.1. Sharing experience and creation of mechanisms to facilitate cooperation, which will enhance the quality of teaching and learning	O	√	X	X	X	X	X	<ul style="list-style-type: none"> By 2020 the mechanisms for sharing experiences and co-operation are introduced in practice 	Quality Assurance Office
2.2.2. Development of dental clinic services aimed at strengthening students' practice and internships	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 2 successful students in 1 month of internship 	Faculty of Medicine Public Relations Office
2.2.3. Development of the legal clinic which will implement students' practices, internships and services for citizens	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 2 successful students in 1 month of internship Days dedicated to citizens' consultation – at least 3 days per month 	Faculty of Law Public Relations Office
2.2.4. Development of the learning environment for practical skills	√	√	√	√	√	√	√	<ul style="list-style-type: none"> Please see 1.6.2 	Faculties
2.2.5. Expansion and effective use of practices bases	√	√	√	√	√	√	√	<ul style="list-style-type: none"> The number of practice bases increases by 3% annually The usage of practice bases is at least 70% 	Faculties Public Relations Office
2.2.6. Training for academic and invited personnel on modern approaches to assessing learning outcomes	√	√	X	X	X	X	X	<ul style="list-style-type: none"> At least 2 trainings annually in 2019 and 2020 	Quality Assurance Office
Goal 2.3. Lifelong learning certificate courses and programs									
2.3.1. The university will introduce and develop certification courses and programs	√	√	√	X	X	X	X	<ul style="list-style-type: none"> At least 2 certificate courses/programs are implemented and developed annually in 2019-2021 	Faculties
2.3.2. The university will introduce and implement training courses	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 2 training courses annually 	Faculties Quality Assurance Office
Goal 2.4. Support and development of research									
2.4.1. Identify the priority directions of the research and evaluate their development	√	√	X	X	X	X	X	<ul style="list-style-type: none"> By November 2019, the evaluation of research activities is carried out and priorities are set The research priority directions is funded by internal grants in 2020 The priority directions of the research is evaluated annually in 2021-2025 	Research and development centre
2.4.2. Introduction and development of internal grant funding system	O	√	X	X	X	X	X	<ul style="list-style-type: none"> An internal grant funding system has been developed by 2019 The competition for internal scientific grant of university is announced in 2020 The internal scientific grants of university are funded in 2020 The internal scientific grants of university is funded annually in 2021-2025 by university 	Rector Head of administration Research and development centre

2.4.3. Organizing university and regional student conferences	√	√	√	√	√	√	√	• At least 2 conferences annually	Faculties Research and development centre
2.4.4. The university will support local and international scientific conferences, symposiums, congresses, workshops	√	√	√	√	√	√	√	• At least 2 relevant events annually	Faculties Research and development centre
2.4.5. The university will invite famous scientists for public lectures on topical issues and for scientific discussions	√	√	√	√	√	√	√	• At least 2 public lectures annually	Research and development centre
2.4.6. The university will provide the academic/invited personnel and the students with updated information related to grant competitions organized by scientific foundations	√	√	√	√	√			• The satisfaction of the target audience on the quality of the information provided by the university increases annually to at least 8%	Research and development centre
2.4.7. The university will support the participation of academic and invited personnel in local and international scientific conferences	√	√	√	√	√	√	√	• Funded at least 5 persons annually	Research and development centre
2.4.8. The university cares about improving the competences of personnel research competences by conducting trainings, master classes, workshops Including:	√	√	√	√	√	√	√	• The number of attendees in 2019 = 120 • At least 3 events in 2020 • At least 3 events annually during 2021-2025	Research and development centre Quality Assurance Office
2.4.9. Trainings on the work of scientific electronic bases	√	√	√	√	√	√	√	• At least 3 trainings in 2019 • The use of electronic databases increased at least 10 % by 2020 • The use of electronic databases is increasing at least 8% during 2021-2025	Research and development centre
2.4.10. Trainings about publication of scientific articles in International High Impact Facilities	√	√						• At least 2 trainings in 2019 and 2020	Research and development centre

3. Strategic Goal - Development of Student Services

Goals and Subgoals	2019	2020	2021	2022	2023	2024	2025	Key Indicators and Target Marks	Basic Structure/Person
Goal 3.1. Support student initiatives and creative activities									
3.1.1 The university will finance student self-government activities to develop student life and self-creation	√	√	√	√	√	√	√	• Financing Fund will be budgeted at 0.3% annually	Head of Administration Student self-government
3.1.2. The university will gradually develop sport clubs and creative sections (theater, song and dance)	○	√	√	X	X	X	X	• Priority sections will be identified according to students' interests in 2019	Head of Administration

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√ - The process is current, the target marks are set and subjected to monitoring ○ - The process is planned, preparation work is in progress; X - The process is current, the responsible person assesses the existing condition and reflects in annual report

ensembles) according to students' needs and capabilities								<ul style="list-style-type: none"> The university will gradually develop at least one club/section from 2020 	Student Support and Career Development Office
3.1.3. The university will announce a competition for students: "THU Creative "	O	√	√	√	√	√	√	<ul style="list-style-type: none"> Development of competition conditions in 2019 Conduction and implementation of the winner project in 2020 At least 1 project funding annually 	Rector Student Support and Career Development Office
Goal 3.2. Student services and career support									
3.2.1. The university will continue to grant students benefits (social projects) and implement a scholarship program	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 2 scholarships annually At least 1 social project in every semester 	Head of Administration Student Support and Career Development Office

3.2.2. The university will offer students a job-oriented training course	√	√	√	√	√	√	√	• At least 2 trainings per year minimum number of participants = 40	Student Support and Career Development Office
3.2.3. The university will invite successful people to share their experience with students	√	√	√	√	√	√	√	• At least 2 meetings annually	
3.2.4. The university will create a permanently updated employer base for employment opportunities/vacancies	○	√	√	√	√	√	√	• The employer's base will be created by September 2019 • The number of organizations will be increased at least 2% annually	
3.2.5. The university will create a base of graduates and monitor the career development of graduates	○	√	X	X	X	X	X	• A base of graduates will be created by September 2020	
3.2.6. The university will implement internship programs for students	√	√	√	√	√	√	√	• Please see 2.2.2 and 2.2.3 subgoals • At least 4 students' internship annually	Faculties and Student Support and Career Development Office
4. Strategic Goal - Public relations, Internationalization and attraction of foreign students									
Goals and Subgoals	2019	2020	2021	2022	2023	2024	2025	Key Indicators and Target Marks	Basic Structure/Person
Goal 4.1. Public relations and development of mutually beneficial relationships									
4.1.1. The university will create a network of partner organizations, with which they will have special mutually beneficial relationships	○	√	X	X	X	X	X	• The network of partner organizations will be created by September 2020	International Relations Office
4.1.2. The university will actively cooperate with the association of Private Universities	X	X	X	X	X	X	X	• The university participates in the events of the association	Rector International Relations Office
Goal 4.2. Strengthen internationalization and attract foreign students									
4.2.1. The university will support and finance the international mobility and business trips of academic personnel at partner universities	√	√	√	√	√	√	√	• At least 2 academic personnel annually	International Relations Office
4.2.1. The university will invite foreign lecturers within bilateral agreement	√	√	√	√	√	√	√	• At least 1 foreign lecturer annually	Rector International Relations Office
4.2.2. The university will support students mobility in partner universities, Invites/receives foreign students within the bilateral agreement	√	√	√	√	√	√	√	• At least 2 students annually	
4.2.3. A business trips will be implemented for administration personnel for the purpose of receiving and sharing experience		√	√	X	X	X	X	• At least 1 visit during 2020-2021	
4.2.4. The university will activate cooperation with foreign higher education institutions and will sign new agreements	√	√	√	√	√	√	√	• At least 2 new memorandums will be signed annually	

4.2.5. The university will organize international summer schools and will attract foreign students	O	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 1 summer school will be held annually 	Faculties International Relations Office
4.2.6. International advertising on the target market	√	√	√	√	√	√	√	<ul style="list-style-type: none"> At least 2 promotional events involving social networks, foreign booklets, foreign students and graduates annually 	International Relations Office Public Relations Office
4.2.7 The university will activate co-operation with the intermediary agencies and sign new contracts to attract foreign students	√	√	√					<ul style="list-style-type: none"> At least 1 new agreement will be signed annually 	International Relations Office