



თბილისის ჰუმანიტარული სასწავლო უნივერსიტეტი
TBILISI HUMANITARIAN TEACHING UNIVERSITY

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STRATEGIC DEVELOPMENT
PLAN
2025 – 2031წ წ

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TABLE OF CONTENTS

1. INTRODUCTION	3
1.1. METHODOLOGY AND STAGES OF DEVELOPMENT OF A STRATEGIC DEVELOPMENT PLAN	3
2. INSTITUTIONAL CONTEXT	5
2.1. MISSION AND VISION	5
2.2. CORE VALUES	6
2.3. GENERAL OVERVIEW OF THE CURRENT SITUATION	7
2.4. SWOT ANALYSIS	17
3. STRATEGIC DIRECTIONS.....	19
4. STRATEGIC GOALS, OBJECTIVES AND INDICATORS.....	22
5. MONITORING, EVALUATION AND REPORT.....	25
5.1. MONITORING PROCESS.....	26
5.2. EVALUATION AND REVIEW.....	26
5.3. TARGET BENCHMARKS	26

1. INTRODUCTION

Tbilisi Humanitarian Teaching University presents the 2025-2031 Strategic Development Plan, which identifies the development directions of our university over the next seven years. The document is based on the University's unchanged aspiration for high academic standards, ethical leadership and social responsibility and is in full compliance with the mission of the University.

The process of developing the strategy was highly representative due to its participatory approach. Academic and invited staff, as well as students, persons involved in university management, employer organizations, alumni and representatives of partner institutions were involved in the planning process, ensuring that the plan is aligned as to institutional achievements and challenges, as well as to societal needs. Extensive consultation work and data-based analysis was conducted.

The strategy is based on four main principles – quality, inclusiveness, academic integrity and civic activity. The practical implementation of the principles is presented in six interconnected pillars:

- **Increasing the quality of academic programs and learning process**
- **Student Support and Motivation**
- **Stimulating research and innovation**
- **Wide integration of internationalization processes**
- **Introduction of social responsibility in a systematic manner**
- **Strengthening institutional sustainability**

Within each direction, specific initiatives, the terms of their execution, the assessment and reporting indicators of the results are determined. With annual discussions on the implementation of SMART indicators and strategy, the university will be able to react timely and achieve continuous growth.

The university's vision is based on collaboration, resource management and a culture of continuous improvement. So, the university will strengthen its scientific activities, ensure continuous improvement of academic programs, maintain high academic and operational quality and international reputation.

1.1. METHODOLOGY AND STAGES OF DEVELOPMENT

Tbilisi Humanitarian Teaching University implements the strategic development planning based on the strategic planning methodology approved by the Academic Council of the same

university in 2018¹. The mentioned document explains both the planning methodology and its stages.

Preparatory Stage

The first phase of strategic planning involves preparatory work. In particular, the formation of a working group, the distribution of functions between the members of the working group, the determination of the deadlines necessary for the development of the document and the appointment of a group coordinator.

On January 27, 2025, the Rector's order was issued and the working group was approved. On April 30, 2025, on the basis of the order issued by the Rector, an amendment was made to the composition of the working group, which includes the academic and invited staff of the University, the heads of services, invited experts, students and representatives of the partner organization. The functions and objectives of the working group were determined by the same order.

Feasibility Study and Planning Stage

The study and planning stage includes the development of the main parts of strategic documents - strategic development plan and action plan. During this process, the working group studied all the documents and analytical reports that have or might have an impact on the activities of the university.

The research and analysis of documents in the strategic development planning process is one of the important milestones that aims to ensure the development of an informed decision-based plan and the long-term success of the university. During the study, the working group conducted focus groups and interviews with university staff, students and partner organizations. At all stages of planning publicity was ensured through the public discussions.

The following works were carried out by the working group in the research and planning stage:

1. *THE RENEWED MISSION, VISION AND VALUES OF THE UNIVERSITY WERE DETERMINED.* The members of the working group held meetings with the interested groups of the university, interviews and focus groups were held also, where various issues related to this topic were discussed. As a result of the discussions, the opinions, comments of the persons participating in the discussions were collected and finally formed views on the mission, vision, values and activities of Tbilisi

¹ Methodology of Strategic Planning / Tbilisi Humanitarian Teaching University; 2018.
<https://thu.edu.ge/img/dxp/1685556560-1685556560.pdf>

Humanitarian Teaching University, on the basis of which the mission and vision statements were updated.

2. *THE CURRENT SITUATION WAS ANALYZED AND EVALUATED.* The working group examined the university reports, the results of a survey of students and staff, and read in detail the 2024 Monitoring Session Report by authorization experts to develop situational analysis. The working group conducted the so-called SWOT analysis, created a SWOT questionnaire tailored to each interested party and conducted interviews. Based on the results, both internal strengths and weaknesses of the Tbilisi Humanitarian University were identified, as well as external capabilities and threats, and placed them on the relevant matrix. The working group identified long-term strategic goals as a result of SWOT analysis.
3. *REALISTIC TASKS AND SUBTASKS WERE DETERMINED: THE* working group as a result of SWOT analysis and stakeholder discussions, based on the data collected, determined the achievable strategic goals and objectives corresponding to the mission and vision, which the University will work on for the next 7 years (2025-2031), as well as the main objectives and activities that structural units of Tbilisi Humanitarian University plan to implement for the next 3 years (2026-2028).
4. *PERFORMANCE ASSESSMENT SUPPORT - MONITORING, EVALUATION AND REPORTING MECHANISMS.* The members of the working group determined the targets of the monitoring, established both quantitative and qualitative baseline indicators and target indicators (KPIs) to monitor progress and evaluate results. Data collection and survey mechanisms were also determined.

FINAL STAGE

The final stage of the planning included the following activities: The Working Group prepared a conclusion on strategic development directions; A detailed action plan was prepared, which was presented to the management of the University and agreed with the persons responsible for the performance. After discussions and final changes, the draft strategic development plan and the relevant three-year action plan were submitted to the Academic Council for approval.

2. INSTITUTIONAL CONTEXT

2.1. MISSION AND VISION

MISSION

The mission of Tbilisi Humanitarian Teaching University is to offer quality, science-based, and labor-market-responsive bachelor's, one-step, and master's academic programs to local and international students.

These programs are designed through the synthesis of innovative teaching and research, deepening international cooperation, and supporting lifelong learning processes. The university aims to prepare competitive specialists who, through their knowledge, skills, and responsibility, contribute to public welfare and the democratic, inclusive, and sustainable development of society.

VISION

Tbilisi Humanitarian Teaching University (THU) envisions the creation of a modern, innovative, high-quality, and internationally recognized educational and scientific environment grounded in ethical principles, inclusivity, and continuous development. In this environment, both students and academic and administrative staff can realize their full potential.

To achieve this vision, the university commits to:

- Offering quality academic programs that align with the evolving demands of society and the labor market.
- Promoting innovative research and integrating it into the educational process.
- Providing continuous education through certification programs and training, enhancing students' competitiveness locally and internationally.
- Delivering student-centered services that foster an inclusive and supportive environment, aiding both academic and personal development.
- Engaging in various activities and campaigns within the framework of social responsibility, actively contributing to the sustainable development of society.

These commitments are designed to cultivate specialists who are not only academically proficient but also socially responsible and capable of contributing to democratic, inclusive, and sustainable societal development.

2.2. CORE VALUES

1. **Academic Integrity** – Adherence to high standards of accuracy and ethics in both education and research processes.

2. **Innovation** – Promoting modern and creative approaches to the acquisition and dissemination of knowledge.
3. **Inclusiveness and Equality** – Supporting all students and staff within a diverse and equitable environment; respecting ethnic, religious, and cultural differences.
4. **Social Responsibility** – Recognizing the university's role in contributing to the building of a democratic society and the advancement of public progress.
5. **International Cooperation** – Encouraging active participation in the global educational and scientific communities.
6. **Lifelong Education** – Fostering an environment conducive to continuous professional and personal development.

These principles show a deep commitment to not only academic excellence but also social and ethical values, which can make a real difference in shaping both students and the wider society.

2.3. GENERAL OVERVIEW OF THE CURRENT SITUATION

Tbilisi Humanitarian Teaching University is one of the leading private higher education institutions in Georgia, which is distinguished by its high academic degree in humanitarian, social and medical disciplines and a functioning training infrastructure consistent with the standards. Tbilisi Humanitarian Teaching University operates Full compliance with the national education policy of Georgia and higher education standards, as evidenced by the decision No 43 of the Authorization Council of Higher Education Institutions of December 2 , 2019.

During the last reporting period of the University (2019-2025), within the framework of the implementation of the Strategic Development Plan, it was significantly strengthened in both educational and scientific directions: training programs were updated and diversified, which were more adapted to the requirements of the labor market, and partnerships with local and international organizations were expanded. Innovative methods were introduced in the learning and teaching and evaluation processes, and significant investments were made in the infrastructure aspect - the university dental practice base was updated, the study space was rehabilitated and amenities, with special emphasis on creating a student-centered environment and improving the quality management system.

The 2019-2025 reporting period is distinguished by a number of challenges, first of all the environment created by the COVID-19 pandemic, due to which the university successfully adapted the learning processes to the remote format and ensured rapid adaptation to the innovations.

By 2025, 646 students continue to be active at the university, including 488 foreigners, three undergraduate, one language program and three one-level educational programs. The institutional structure includes the following faculties:

1. Faculty of Law, Business, Humanities and Social Sciences, which implements Psychology, Business Administration, Bachelor's Programs in Law and the Georgian Language Program (for non-Georgians);
2. The Faculty of Health, on the basis of which Georgian, English and Russian-language Dental educational programs are implemented.

At this stage, Tbilisi Humanitarian Teaching University is implementing 7 programs. All programs are implemented by academic and invited highly qualified staff employed at the faculties. The number of staff employed at the university is 167.

The university owns 3646 sq.m of real estate, a two-fleet building (two study buildings), a sports field, a well-furnished yard and recreational space. The university is equipped with modern computers, conference room, video conferencing facilities, rich library and digital foundation, the electronic library system OPEN BIBLIO is ensured by engagement in the international library network.

There are various clinics and laboratories at Tbilisi Humanitarian Training University, which aim to acquire practical skills for students. A legal clinic operates with the Faculty of Law, Business, Humanities and Social Sciences, which provides clinical training and vocational practical component provided for by the Bachelor's Education Program in Law. The clinic helps to strengthen the theoretical knowledge gained by the student and the development of the ability to apply the knowledge in practice, the development of professional skills by the student and the real and/or simulated life of the competencies acquired in the academic environment.

There is a dental clinic functioning at the Faculty of Health and its goal is to develop professional and practical clinical skills by the student. The clinic is equipped with modern medical equipment and dental equipment.

In December 2024, the Academic Council of the University summarized and evaluated the results of the implementation of the university's 2019-2025 strategic plan and determined that the goals and objectives provided by the strategy were largely successful.

PERFORMANCE RESULTS OF THE STRATEGIC PLAN (2019–2025)

The 2019–2025 Strategic Development Plan for the University was a period of dynamic transformation, institutional solidification and systemic development. The strategic goals set under the plan responded to the challenges and opportunities that were relevant in the Georgian and international education system at the time.

By minimizing unfulfilled tasks and rationalizing resources, the University was able to achieve significant progress in all four strategic areas - organizational development, educational development, student support, internationalization and public relations - to make significant progress. Both structural and content reforms were implemented, the university's governance and academic skills were strengthened, new mechanisms were introduced that were the basis for maintaining progress.

Strategic Goal 1: Organizational Development: Significant changes were made during the reporting period in terms of strengthening the organizational structure. Modern management systems were introduced, quality assurance mechanisms were strengthened, human resource management policies were improved, and information technology and library infrastructure developed. A student-centered and employee-oriented corporate culture and social responsibility practices were formed, which contributed to the establishment of transparent, stable and responsible governance.

STRATEGIC GOAL 2: DEVELOPMENT OF EDUCATIONAL ACTIVITIES: ~~THE~~ content of educational programs has been modified and improved, which has been implemented in line with international and labor market standards. Teaching methodology and evaluation systems were significantly improved, which was reflected in student satisfaction and academic outcome dynamics.

In 2018, according to the resolution of the Academic Council, the "methodology and evaluation mechanism for planning, developing, developing and evaluating academic educational programs" was enacted², which is the procedure for planning, developing, cancelling, developing an educational program in an updated format and implementing changes to it.

In 2019, under the leadership of THU Quality Assurance Service, the process of compliance with the new qualifications framework for learning outcomes of current programs and the classifier of learning fields (Order No 69/5 of 10 April 2019) was launched.

² "Methodology and Evaluation Mechanism for Planning, Development, Development of Academic Education Programmes" Hu/2018: <https://thu.edu.ge/img/dxp/akademiuri-saganmanaTleblo-programebis-dagegmvis.-SemuSavebis.-ganviTarebis-meTodologia-da-Sefasebis-meqanizmi---6628c502678db.pdf>

Changes were made to the one-step programs of dentistry and bachelor's programs in psychology, law and business administration. The programs reflected labor market demands. In 2024, new teaching methods were introduced in the dentistry program such as OSPE , MiniCex, PBL, CBL and Case Studi³. It should also be noted that the University provided the training of relevant personnel when introducing each innovation, which aimed at the development of competencies of academic staff. This University implemented this both with his own resources and with the help of partner organizations.

During the reporting period, short-term certification programs and lifelong learning promotion mechanisms were developed.

In 2023-2024, the university paid special attention to strengthening the research component. For this purpose, a number of activities were carried out: a strategy for the development of scientific activities⁴, the Code of Ethics of Research was ⁵developed, scientific conferences were held with the involvement of academic staff and students. step by step the research component was integrated into the learning process, Research initiatives were funded and research engagement of academic staff was strengthened.

STRATEGIC GOAL 3: STUDENT SERVICES DEVELOPMENT: A range of student services has been expanded, which included career counseling⁶, sports and cognitive activities, student conferences and meetings with successful people. A number of student initiatives were also supported, creative projects were funded. On these issues, the University actively cooperates with the student self-government. University students were involved in 11 student scientific conferences, a number of sporting events⁷, music events and cognitive projects ⁸like "What? Where? When?" (2019

As a result of all these efforts, the university has developed a practice-oriented approach, strengthened student engagement in university management processes, and created an environment that promotes the academic, personal and professional development of the student.

Strategic Goal 4: Public Relations, Internationalization and Attracting Foreign Students: The University has developed the direction of public relations, strengthened partnerships with local and international organizations. Important steps were taken in terms of

³ Decision of the Academic Council of THU 24.06.# 8 of 2024

⁴ Scientific Activities Development Strategy/THU / 2023 <https://thu.edu.ge/img/dxp/1747207953-1747207953.pdf>

⁵ კვლევის ეთიკის კოდექსი/თპუ/2024 <https://thu.edu.ge/img/dxp/1740050061-1740050061.pdf>

⁶ <https://www.thu.edu.ge/ka/news/598>

⁸ <https://www.thu.edu.ge/ka/news/1010>

internationalization: international memorandums were signed, the volume of exchange programs increased, and by 2025 the number of foreign students reached 488. Offering educational programs in a multilingual format has contributed to the global positioning of the university and the activation of the process of attracting foreign students.

EMPLOYMENT FORECAST AND LABOR MARKET COMPLIANCE

The University uses labor market analysis in the planning process of programs, organizes consultations with stakeholders and predicts trends. This provides an innovative, evidence-based approach to higher education development and reinforces the role of the university in both modern and labor market-oriented institutions.

It should be noted that in addition to using international market research, the University itself conducts research to make sure that the professions that students master at Tbilisi Humanities University are relevant and there is a need for specialists in this field both locally, regionally and internationally.

In response to the ongoing changes in the labor market in Georgia and the priorities set out in the national socio-economic strategies, the University places special importance on the development of academic programs in line with the current and predicted needs of the labor market.

The purpose of this approach is to ensure that graduates have relevant competencies, practical skills and professional skills that will increase their competitiveness in the employment market and improve their employment prospects.

Recent studies and forecasts have shown that demand and employment prospects for professions taught by Tbilisi Humanitarian Teaching University, in particular law, dentistry, psychology and business administration, are steadily high. There has also been a demand for the professions of health administration and English philology, which is why the University plans to add bachelor's programs in these two fields during the next reporting period.

➤ DENTISTRY

Georgia's labor market analysis shows that the demand for the dental profession continues to grow during the period 2025–2031. According to the data, by 2024, approximately 2,900 **valid dentists are registered in the country**, which is **7.2 dentists per 10,000 inhabitants**.⁹ This

⁹ <https://www.geostat.ge/ka/modules/categories/54/jandatsva>

indicator indicates a lack of professionals and increases the need for growth, especially in the regions.

It should be noted that the university carries out the dentistry program in Georgian, Russian and English. The introduction and development of the English-language program of dentistry is one of the strategic priorities of the University, which is due to both national health needs and the growing internationalization of higher education. The program responds to the shortage of qualified dental staff in Georgia and serves the country's long-term goal of becoming a regional hub for medical and dental education.

The positive trend of employment of dentists for -2031 is due to the following factors:

- **Demographic changes** (population aging, urbanization) and expanded demand for health services;
- **uneven geographical distribution of professionals**, especially in regions;
- **Growth of private investments in the dental sector**, mainly in Tbilisi, Kutaisi and Batumi.

According to the data ([World Salaries](#)), the average annual salary of dentists in Georgia is about **GEL 150,000–200,000**, which reflects both the shortage of specialists and the high cost of the profession in the labor market.

As for the implementation of English and Russian-language programs, according to labor market studies, they have the following strategic advantages:

- **Attracting international students** from neighboring countries and regions where quality dental education is less accessible;
- **Increasing academic reputation** through compliance with international standards;
- **Promote international mobility of graduates**, ensuring their competitiveness in the European space;
- **Expanding global partnerships** in scientific, research, clinical and accreditation areas.

Within the framework of the Strategic Development Plan (2025–2031), the University commits to:

- Submit a one-step dentistry program developed in all three languages for accreditation;
- Continue to develop the capabilities of dental laboratories, simulation technologies and clinical practice with partner institutions;
- Attract international professors and ensure continuous development of pedagogical and clinical competencies;

- Strengthen quality assurance systems based on labor market requirements and feedback from employers;
- Carry out information and preventive activities to promote oral health in society.

As part of the strategic development plan, the University plans to work closely **with the Ministry of Health, professional associations and regional medical institutions** to ensure maximum employment opportunities and professional growth of graduates.

➤ JUSTICE

According to the latest data, there are about **3,500 lawyers working in Georgia**. The average monthly salary of lawyers in Tbilisi is **2,000 GEL**, and in the case of corporate lawyers, the annual average salary reaches **202,267 GEL** and more, which indicates the competitive and profitable market in this profession¹⁰.

The demand for lawyers in the Georgian labor market is due to the following factors:

- **Economic Development:** Increasing Georgia's economy increases the demand for legal services, especially in the areas of corporate, real estate and international trade.
- **Legal reforms:** Harmonization of the legal system with European standards creates new opportunities for lawyers, especially in the areas of human rights, environmental protection and regulation.
- **Growth in foreign investment, which requires** strengthening legal services, especially in the field of international transactions and investment law.

Quantitative analysis of vacancies (jobs.ge) showed that 45-60 vacancies are announced at Jobs.ge every month at the request of the staff of the legal profession. In the last three months, a total of 157 jobs have been placed on the cadre of this profession. If we generalize the data, there will be about 628 new staff per year, the qualification requirement of which includes higher education in law and jurisprudence.

The university plans to strengthen the teaching and teaching methods of the law program in the following directions:

- Development of multifunctional specializations and practical training (European law, human rights, commercial law);
- Development of professional skills, including strengthening legal writing and multilingual language competencies;

¹⁰ დასაქმების ტრეკერი, საქართველო (2025) – PMCG; <https://pmcg-i.com/app/uploads/2025/04/Employment-Tracker-Mar-2025-GEO-1.pdf>

- Cooperation with legal organizations and professional associations for maximum employment support.

➤ PSYCHOLOGY

Accurate statistics on the number of psychologists in the Georgian labor market are limited. However, according to the available data, the employment of psychologists is mainly concentrated in the following areas:

- **Clinical Psychology:** Psychologists who work in mental health centers and hospitals provide diagnosis and therapy for patients.
- **Educational Psychology:** Psychologists who work in schools and educational institutions assist students in academic and personal development.
- **Social Psychology:** Psychologists who work in public organizations and non-governmental sectors help society solve various social problems.

Employment prospects in the field of psychology are increasing in Georgia, which is due to the following factors:

- **Growing attention to mental health issues:** As a result of a growing interest in mental health issues in society, the demand for psychological services is increasing.
- **The need for psychological support in the education system:** the need for psychological support for students and students in schools and universities is increasing.
- **Development of social programs:** NGOs and state programs are actively looking for psychologists for the implementation of social projects.

Professional specializations and remuneration (on the example of Tbilisi):

Specialization	Average annual salary	Source
Clinical Psychologist	265,000 GEL	WorldSalaries.com http://worldsalaries.com/
Social Psychologist	117,065 Gel	ERI Economic Research Institute
Experimental psychologist	134,124 Gel	https://www.erieri.com/salary/job/psychologist-social/georgia/tbilisi
Clinical Therapist	90,125 Gel	SalaryExpert.com https://www.salaryexpert.com/salary/job/clinical-therapist/georgia/tbilisi

Tbilisi Humanitarian Teaching University plans to develop a bachelor's degree program in psychology during the current reporting period:

- Regular review of the bachelor's program in psychology with respect to labor market indicators;
- Strengthening specialization lines (clinical, educational, social, organizational psychology);
- Practical component-oriented training – practices in medical institutions and schools;
- Introduction of interdisciplinary programs (e.g. Psychology and social work);
- Vocational English language teaching – for mastering psychological terminology.

➤ *Business Administration*

Taking into account Georgia's economic development, digital transformation and national priorities for integration with global markets, the development of the Business Administration Education Program is an integral part of the strategic mission of the University. This direction fully responds to the growing demand for qualified managers and analysts who have modern entrepreneurial and strategic skills.

Unfortunately, accurate employment statistics for graduates of the Business Administration Program across Georgia are not publicly available. However, the general labor market review gives us a positive picture of the employment prospects of graduates of this direction.

- **Unemployment rate:** As of 2024, the unemployment rate in Georgia has decreased to about 13.9%, which is a sharp decrease compared to 20.6% [in 2021](#).
- **Lack of qualified personnel:** In the first quarter of 2023, 48% of Georgian business organizations noted that one of the main obstacles to employment development is the lack of qualified specialists¹¹ ([PMCG](#)).

Georgia's economy continues to develop through SMEs that make up more than 90% of registered businesses. Consequently, the demand for project management, financial planning, marketing and digital business skills is steadily high in the labor market. International partnerships, foreign direct investments, and state entrepreneurship support programs further strengthen employment prospects in business administration.

Taking into account these trends, the university aims to:

¹¹ საქართველოს შრომის ბაზრის მოხილვა, PMCG, 2023 https://pmcg-i.com/app/uploads/2023/05/Labor-market-overview_ENG-1.pdf

- To offer students modern, theoretically and practically balanced courses in finance, marketing, human resource management and digital economics;
- Promote entrepreneurial thinking through practical projects and incubation initiatives;
- Develop analytical and digital competencies in line with labor market requirements;
- Strengthen cooperation with the private sector for regular renewal of internships, employment opportunities and training programs.

Within the framework of the Strategic Development Plan (2025–2031), the University plans to modernize the business administration program, improve the qualification of academic staff and expand partnerships with employer organizations to ensure maximum competitiveness and professional development of graduates.

Strengthening the program will contribute to the employment of graduates as well as to promote Georgia's economic development, which is an important expression of the university's social responsibility.

➤ *Adding new programs: Healthcare Management and English Philology*

Within the framework of the Strategic Development Plan (2025-2031), the University plans to add two new programs to the Tbilisi Humanitarian Training in 2026-2027. Request for these programs

Health Management: In the process of health care reform and the improvement of public health services, the demand for highly qualified managers who possess the skills of health administration, policy planning and effective care is increasing. The University plans to develop a bachelor's program in this direction, which will combine administrative, economic and clinical components, which will allow graduates to play a managerial role in hospitals, clinics, NGOs and state agencies.

English Language and Literature (Philology): According to employment market studies, with the growth of globalization, international cooperation and multilingual communication, the demand for English language specialists in various sectors – education, media, international organizations, diplomacy and In tourism. As part of the current strategic development plan, the University plans to develop the English Philology Program as a multi-profile academic direction that will combine theoretical knowledge, practical language skills and competencies for cultural integration.

Based on this forecast, the University undertakes to take the following steps within the framework of the Strategic Development Plan:

- **Regular review of academic programs and update if necessary:** This includes the integration of content and skills, tailored to the needs of the labor market.
- **Strengthening Practical Components:** The University will support internships, laboratories and work on real-life projects.
- **Deepening connections with employers:** This will expand partnerships with professional sector.
- **Increasing regional availability:** The university will support development of specialists from regions with shortages, especially in dentistry and psychology.

2.4. SWOT ANALYSIS

The main **strengths of the university** are **diverse academic programs, qualified academic staff, affordable tuition fees, and support services for local and international students**. These components shape the university's positioning as a practical and affordable education-oriented institution.

Despite the strengths, the university needs some internal improvements given the demand for a changing labor market and the ongoing higher education reform in the country. One of the important **challenges is strengthening the research component and increasing international recognition**. The university's global ranking is currently low, and the lack of public access to research activities indicates the need for targeted development in this direction.

The external environment, at the same time, offers the university many opportunities for institutional empowerment. The University has the opportunity to **expand international cooperation, introduce new educational programs demanding in the labor market and develop a research-oriented culture**. It is especially important to develop interdisciplinary directions and digital competencies, which are in active demand both in Georgia and internationally today. The University has the opportunity to strengthen these areas and develop innovative and practice-oriented programs tailored to the requirements of the labor market.

The university also needs to carefully manage external risks, including **competition from other universities, economic fluctuations that can affect the flow of students, and possible changes in regulations in the field of education**.

It is important that THU firmly develop high-quality academic programs, deepen the connection with the labor market, strengthen the development of academic staff and research

infrastructure, and establish a long-term strategic vision that will be in line with the goals of both national and international education.

Advantages	Weaknesses
<ul style="list-style-type: none"> - Participatory, transparent, decentralized, and innovation-based management practices - A wide range and diversity of extracurricular activities - A work environment, which is based on ethical standards, integrity, and effective communication - A representative and flexible process for the development of educational programs - Prioritization of the protection of students' rights and interests - Continuous renewal and development of the teaching-learning process and institutionalization of innovative mechanisms - Constantly updated and effective human resource management policy - Sustainability of qualified academic and administrative staff - Formalization of support for staff professional development (approved strategy) - Effective mechanisms for student support, career development, and needs-oriented counseling - Practical cooperation between an active student self-government and the university - Institutional and regulatory mechanisms for both financial and informational support and encouragement of research and scientific activities - Diversity of research and scientific projects implemented within the framework of the internal grant program - A work environment based on ethics and integrity - A budget focused on supporting research and knowledge creation - Educational infrastructure equipped with modern technologies and inventory, adapted for persons with special educational needs (SEN) - Ensuring awareness and transparency through a regularly updated website 	<ul style="list-style-type: none"> - Limited research activity and international rating - Insufficient integration of innovative technologies into the learning process - Lack of international accreditation and recognition of academic programs - Lack of lifelong learning certification courses and programs. - Indicators of internationalization - Improvement of internal quality mechanism - Rebranding and insufficient awareness
OPPORTUNITIES	Threats
<ul style="list-style-type: none"> - Development of new programs tailored to labor market demands, including the addition of master's programs, and submission of all existing programs for accreditation. 	<ul style="list-style-type: none"> - Increasing competition on the higher education market - Global Volatility (War Risks) and Demographic Decline

<ul style="list-style-type: none"> - Expansion of international cooperation through greater involvement of students, academic and administrative staff in international programs and projects. - Improvement of the education quality assurance system through the strengthening of human resources. - Enhancement of the reporting system on the outcomes of the implementation of strategic and action plans. - Diversification and expansion of the university's public engagement areas. - Development of the Russian-language section of the website for students enrolled in Russian-language programs. - Institutional and programmatic strengthening of the Life-long Learning Center. - Encouraging greater involvement of young researchers and scientists in academic activities. - Strengthening the involvement of sectoral associations and business entities in the development, implementation, and evaluation of academic programs. - Development of interdisciplinary fields and digital competencies - Rebranding of the university and strengthening of its international recognition. - Diversification of the university's funding sources. 	<ul style="list-style-type: none"> - Rapid change on labor market and technological changes - Possible tightening of legal regulations
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3. STRATEGIC DIRECTIONS

The 2025-2031 development strategy of Tbilisi Humanitarian Teaching University is grounded in the University's mission, vision, and values, as well as the latest national and international trends in education and the labor market. In the development of this document, a thorough evaluation of the strategy's performance for the 2019-2025 period was conducted, which informed the formulation of the current strategic framework.

The University's overarching objective for the period 2025-2031 is to continuously enhance academic and administrative processes, increase the competitiveness of its graduates, foster internationalization, deepen engagement in public life, and integrate innovative teaching methodologies into the educational process.

The strategic goals outlined in this document address the fundamental aspects of the University's development and set the key priorities required to achieve these goals. These areas have been defined through comprehensive analysis, including assessments of internal resources, labor market trends, educational quality needs, and the principles of social responsibility. In comparison to previous strategies, the current document reflects an expanded set of goals to more effectively address the evolving educational landscape.

Strategic Goals for 2025-2031

Strategic Goal 1: Strengthening the Quality of Education and Modernizing Program Diversity

This goal focuses on enhancing and diversifying academic programs, incorporating integrated and multi-level processes to ensure continuous improvement in the teaching and learning system. The University aims to modernize its training programs and ensure that their content aligns with the demands of the labor market and international standards.

Key Actions:

- Ensuring the continuous development and modernization of existing educational programs.
- Developing and accrediting new educational programs in high-demand areas.
- Strengthening the planning and implementation of the learning process, with widespread integration of innovative teaching and evaluation methods.

Strategic Goal 2: Developing Research Potential and Promoting Innovation

This goal emphasizes the systematic integration of research and analytical activities into the University's structure. It aims to increase research engagement among students and faculty, improve the quality of research outputs, and promote a culture of innovation. The University is committed to fostering a high-quality research ecosystem, supported by a favorable research environment, access to necessary resources, and multidisciplinary collaboration.

Key Actions:

- Enhancing faculty involvement in research activities.
- Encouraging and facilitating student participation in research endeavors.
- Strengthening the University's participation in both international and local research programs.

Strategic Goal 3: Strengthening Internationalization

Internationalization is a strategic priority for the long-term development of the University, aimed at integrating educational and research processes with the global academic landscape. This goal is not only essential for enhancing the University's external image but also for fostering a platform for knowledge exchange, academic mobility, cultural diversity, and international quality. Under this strategic goal, the University plans to bolster international cooperation, expand its global outreach, promote academic mobility, increase the number of multilingual programs, and enhance the attractiveness of the University to foreign students and researchers.

Key Actions:

- Promoting international mobility for students and academic staff.
- Strengthening the internationalization of educational programs.

Strategic Goal 4: Enhancing Governance, Administration, and Efficiency; Diversifying Funding Sources; Brand Development and Increasing Awareness

Establishing an effective management system, optimizing resource management, and ensuring the transparency of administrative processes are critical for the sustainable development of the University. Additionally, in an increasingly competitive educational environment, it is essential to diversify funding sources, develop the University's brand, and clearly communicate its value to the public. This goal seeks to reinforce governance frameworks, ensure financial stability, promote the digital transformation of processes, and enhance the University's institutional reputation both domestically and internationally.

Key Actions:

- Strengthening governance and internal administrative systems.
- Enhancing financial sustainability and diversifying funding sources.
- Promoting brand development and increasing public awareness of the University's achievements and contributions.

Strategic Goal 5: Promoting Student Academic Success and Personal Development

At the heart of the University's development is the student. Tbilisi Humanitarian Teaching University (THU) is committed to creating an environment that enables students to realize their full potential, both academically and personally. Achieving this goal involves not only

ensuring the delivery of high-quality education but also developing student-friendly services, support systems, and opportunities for self-realization. This goal further encompasses inclusivity, ensuring access to education, providing psychological and career support, and encouraging student leadership and initiative.

Key Actions:

- Developing student support systems, including enhancing academic motivation, diversifying student life, and offering career mentorship.
- Expanding the Center for Continuing Education and diversifying training programs.

Strategic Goal 6: Strengthening Public Engagement and Social Responsibility

As a key institution for societal development, the University holds a responsibility to respond to the needs of the community. This goal aims to enhance the University's engagement in socially responsible activities, promote civic awareness, and strengthen its role in public processes. The University seeks to foster active involvement from both students and academic staff in initiatives that promote social solidarity, environmental protection, human rights, healthcare, and access to education. In this way, social responsibility becomes a tangible expression of the University's core values.

Key Actions:

- Increasing the University's engagement with the local community.
- Supporting environmental sustainability and inclusive projects.
- Promoting initiatives that advance social responsibility and community development.

4. STRATEGIC GOALS, OBJECTIVES AND INDICATORS

<i>Strategic Goal 1: Strengthening the Quality of Education and Modernizing Program Diversity</i>			
Objectives	RESPONSIBLE UNIT	Timeline of execution	Indicators (KPI)
1.1. Ensuring the continuous development and modernization of existing educational programs	Vice Rector; Program leaders; Quality Assurance Service; Faculty Administration	2025-2026	<ul style="list-style-type: none"> - the number of updated educational programs; - Employer satisfaction level; - Employment rate of graduates.
1.2. Development and accreditation of new educational programs in on-demand fields;	Vice Rector; Program leaders; Quality Assurance Service; Faculty Administration	2025-2028	<ul style="list-style-type: none"> - Labor market research and analysis for specific areas; - Development of new programs and preparation for accreditation;

			- Submission to accreditation of undergraduate, master's and single-level programs.
1.3. Strengthening the quality of planning and implementation of the learning process, the widespread introduction of innovative methods of learning and teaching and evaluation.	Quality Assurance Service, Program-Sectoral Commissions	2027-2031	<ul style="list-style-type: none"> - Number and feedback of teachers participating in the trainings; - Indicator of the quality of teaching assessed by students.
Strategic Goal #2: Developing Research Potential and Promoting Innovation			
2.1. Increasing involvement in personnel research activities	Center for Research and Development, Vice Rector	2025-2031	<ul style="list-style-type: none"> - Number of student research projects implemented; - Number of internal grants issued; - Number of organized conferences and seminars.
2.2. Encouraging and facilitating the involvement of students in the activities;	Rectorate, Research and Development Service, Vice Rector	2025-2031	<ul style="list-style-type: none"> - Number of submitted grant applications; - Number of funded research projects received; - Number of international partners and the intensity of cooperation.
2.3. Strengthening participation in international and local research programs.	Rectorate, Research and Development Service, International Relations Service, Vice Rector	2025-2031	<ul style="list-style-type: none"> - Number of submitted grant applications; - Number of funded research projects received; - Number of international partners and the intensity of cooperation.
			-
Strategic Goal #3: Strengthening Internationalization			
3.1. Promoting international mobility of students and academic staff	Program Leaders, Faculty Administration, Quality Assurance Office	2025-2031	<ul style="list-style-type: none"> -Number of students and staff participating in mobility programs -Number of foreign language staff invited to the university (at least 1 on the faculty)
3.2. Strengthening the internationalization of educational programs	Vice Rector, Faculty Administration, International Relations Service.	2025-2031	-Partnership relations with at least 2 foreign universities have been established to internationalize programs

<i>Strategic Goal #4: Enhancing Governance, Administration, and Efficiency; Diversifying Funding Sources; Brand Development and Increasing Awareness</i>			
4.1. Strengthening governance and internal administrative systems;	Rector, Administration, Case Management Service/Chancellery, Legal Office	2025-2027	-Updated procedures and digitized administrative operations
4.2. Strengthening financial sustainability and diversifying funding sources;	International Relations Service, Faculty Administration, Continuing Education Center, Research Center, Student Support Service.	2025-2031	-During the reporting period, the University will join at least 2 international associations -Additional services created for income growth
4.3. Improving digital and physical infrastructure	IT Service, Administration, Legal Service, Quality Assurance Service	2027-2030	- Number of facilities in updated technical infrastructure - Increasing level of student and staff satisfaction - Number of infrastructure projects implemented
4.4. Brand development and increasing awareness.	Public Relations Service, Legal Service, Administration	2025-2028	- Number of new online followers (Facebook, LinkedIn, Instagram, Tik-Tok, X) - Number of visitors to the updated website - Mention of the University in national and international media - Brand Awareness Assessment Survey Results
<i>Strategic Goal #5: Promoting student academic success and personal development.</i>			
5.1. Development of student support systems, including strengthening academic motivation for students, diversification of student life and career mentorship	Student Support Service, Logistics Office	2025-2031	- Number of students using the support system - Number of psychological sessions conducted - Level of student satisfaction with academic environment (based on research)
5.2. Development/diversification of student services and development of career mentorship	Student Support Service, Logistics Office	2025-2031	- Number of current student clubs - Number of career meetings and mentorship events - Employer Engagement in Student Activities
5.3. Development of the Center for Continuing	Student Support Service, Logistics Office	2025-2028	- Number of training programs created

Education and Diversification of Training Programs			<ul style="list-style-type: none"> - Number of Participants in Continuing Education Programs - Employer Evaluation on Course Content
<i>Strategic Goal #6: Strengthening public engagement and social responsibility.</i>			
6.1. Increasing university involvement in the local community	Student Support Service, Student Self-Government	2025-2031	<ul style="list-style-type: none"> - Organization of at least 3 volunteer programs per year - 20% of university students and 10% of staff actively participate in volunteer activities.
6.2. Support for ecological and inclusive projects Main Activities	Continuing Education Center, Student Self-Government	2025-2031	<ul style="list-style-type: none"> - Number of separated waste bins located on campus - 80% of university students and staff are informed about the waste recycling system
6.3. Formalization of the Social Responsibility Strategy of the University	Center for Continuing Education	2025-2026	<ul style="list-style-type: none"> - Completion and approval of the Social Responsibility Strategy Document until December 2026

5. MONITORING, EVALUATION AND REPORT

The Strategic Development Plan (2025–2031) of Tbilisi Humanitarian Teaching University is one of the key documents developed with the active participation of the University’s community and partner organizations. It defines the main directions of the institution's development and the strategies to achieve these goals.

The University regularly monitors and evaluates the implementation of its strategic development plan and prepares reports on the outcomes achieved. This process is governed by the regulation “Mechanisms for Monitoring Management Efficiency and the Evaluation System,”¹² approved on April 25, 2019.

¹² <https://www.thu.edu.ge/img/dxp/-marTvis-efeqtianobis-monitoringis-meqanizmebi-da-Sefasebis-sistema---682d92c2ac081.pdf>

The purpose of this is to ensure institutional effectiveness, results-oriented management, and continuous quality improvement. The process serves as a mechanism for assessing progress towards the goals defined in the plan, responding promptly to challenges, and making evidence-based decisions.

Monitoring, evaluation, and reporting are also linked to the University's responsibility to ensure both academic and administrative transparency, as well as compliance with national and international quality standards. This demonstrates the University's commitment to the principles required during external evaluation and accreditation processes.

5.1. MONITORING PROCESS

Monitoring is carried out **annually** and aims to evaluate the process of performing activities determined by the strategic implementation plans **through** pre-established indicators. This process includes:

- Surveillance of the implementation of strategic initiatives;
- Assessment of operational efficiency;
- Ensuring compliance with institutional priorities.

5.2. EVALUATION AND REVIEW

The group created for monitoring shall prepare an **annual assessment report** on the implementation of strategic and action plans. The report shall be submitted to the **Academic Council** for review. Based on the report, the Academic Council may respond appropriately, if necessary, engage external partners in the process or submit recommended amendments to strategic document. Based on monitoring and evaluation results, the following decisions can be made:

- (a) making changes to the strategic plan;*
- (b) making appropriate changes based on the findings received;*
- (c) taking incentive measures;*
- (d) Taking disciplinary measures as needed.*

5.3. TARGET BENCHMARKS

The targets to be achieved by 2031 of Tbilisi Humanitarian Teaching University were set as follows:

	Actual indicator	Target benchmark	Estimated date of reaching target benchmarks
Ratio of the number of academic and scientific staff to the total number of administrative and support staff	92/39 2,4:1	150/50 3:1	2027
Ratio of academic and scientific staff to the total number of staff of the institution	92/158 1:1,7	150/200 1:1,3	2027
Ratio of academic and scientific staff to the number of invited personnel	92/27 3,4: 1	150/50 3:1	2027
Ratio of number of academic, scientific, invited staff to number of students	118/495 1:4,2	200/1250 1:6,3	2027
Ratio of the number of academic, scientific, invited staff to the number of higher education programs	119/7 17:1	200/12 17:1	2027
Ratio of number of administrative staff to number of students	31/495 1:15,9	50/1250 1:25	2027
Ratio of the number of affiliated academic staff to the total number of academic and invited staff	46/119 1:2,6	75/200 1:2,7	2027
Ratio of the number of affiliated academic staff to the number of students	46/495 1:10,8	75/1250 1:17	2027
The ratio of the number of heads and masters	-	10/30 1:3	2028
Academic Staff Retention Rate	74%	85%	2027
Retention rate of invited staff	57%	75%	2027
Maintenance rate of administrative and support staff	76%	80%	2027
Employment rate of graduates (during the last authorization period)	79%	95%	2028
Employment rate of graduates according to the qualifications received (during the last authorization period)	70%	85%	2028
Ratio of administrative expenses to the total budget	30,37%	27,83%	2026
Ratio of the amount allocated for research/art, development and creative activities to the total budget of the university	0,3%	1,9%	2026