

International Teaching University of Management and Communication

“ALTERBRIDGE”

Strategic Planning Methodology

Discussed by Academic Board minutes #1 on 20/02/2019
Approved by Rector's order #O/1-01/07 of 22 February 2019

Preamble

The availability of the higher education and improving its quality is one of our country's priorities. Increasing competitiveness of the Georgian higher education voluntarily promotes introducing the Georgian higher education industry and the joint organizations to the international area. And this, in its way, is an important indicator of social-economic progress.

The integration of the Georgian educational system in the European space give chance to all the educational schools to have close affiliative connections to other educational systems in all over the world with help of exchange students, ensuring common educational and scientific-research conferences. Providing qualified education, every higher education school should have accurate strategic view, planning methodology and the exact ruling politics of the educational process. There should be multilateral directions to reach those goals:

1. Academic and scientific development
2. Organizational development
3. The ability of getting uninterrupted education
4. Personal and professional growth and development of the staff
5. Developing partnership relations
6. Brand positioning and reputable management
7. Developing international programs
8. Developing of student employment support

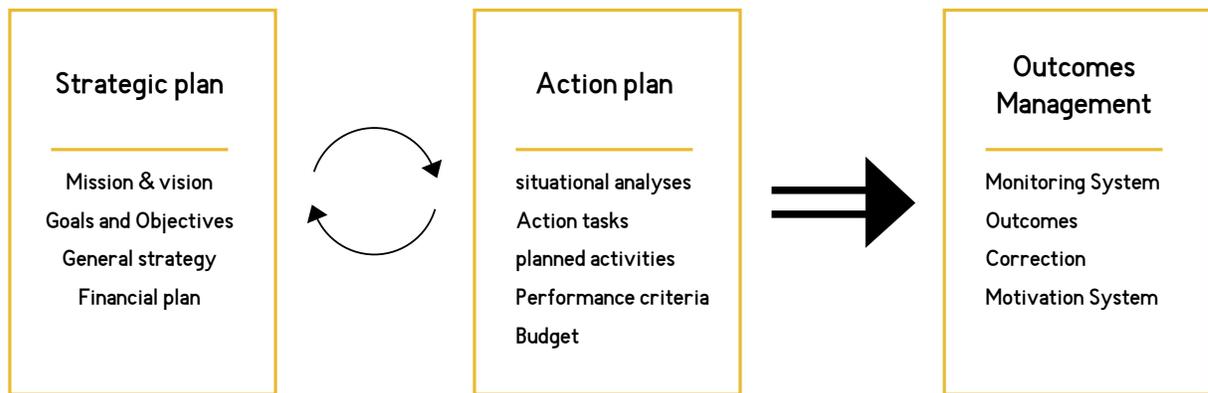
The present document is elaborated by the University of management and international communications "Alter bridge" (later Teaching University) to determine strategic planning methodology.

Article 1. General Overview of Strategic Planning

- 1.1. Strategic planning goals detecting directions of long-terming perspectives of organizational development, identifying existing resources, demands of employers and consideration of encircling factors.
- 1.2. Strategic planning methodology of the Teaching University is based on studying the existing environment, the international standards of arranging learning place and the analysis of market research, which defines all the necessary processes and procedures for managing the Teaching University and ensuring its strategic development.

1.3. Strategic planning considers factors which has influence on the development of the Teaching University, such as: demographic trend, policy of education, existing social – economic state of the country, legal environment, school-leavers', students' and graduates' attitude towards higher education institutions, variable demands of the employers, changes in the existing professions. Those stated above define internal or external characteristic factors, potential risks, challenges and new opportunities of the Teaching University.

Scheme 1



- 1.4. The Teaching University reviews the elaborated planning strategy and when needed corrects it every semester/year.
- 1.5. Depended on the international standards strategic planning includes 7 years of period and elaborates appropriate goals/, which ensures setting mark by missions and visions, fulfilling criteria to carry out the goals and constant improvement of the quality.
- 1.6. The effectiveness of planning and implementation is ensured by the involvement of all the members of the interested parties in the process, verification and joint decision-making with the participating structural circles.
- 1.7. One of the key tools for determining efficiency is the flexibility of the strategic plan, the compliance of the entire budget and correct distribution of priority tasks.
- 1.8. The strategic plan consists of the following key components:
 - History of the Teaching University
 - Strategic development checkpoints
 - Mission, vision, values
 - SWOT analysis results
 - Strategic goals
 - Facilities to achieve the goals
 - Activities to be performed and the sequence of implementation

- Performance Indicators / Expected Results
- Plan of action according to the goals / tasks
- Persons responsible for the implementation of the plan, their rights and obligations

Article 2. Stages of Strategic Planning

2.1. Strategic planning consists of two stages:

I. Determining the goals and tasks of the Teaching University.

II. Monitoring and evaluating of the performed activities.

2.2. The Teaching University uses the current planning process involving collaborative or stakeholder engagement, which, in turn, consists of several procedures: organizing - gathering participants and collecting data, formulating - analyzing results, vision and mission formation.

2.3. The initial stage of planning requires a thorough research on the institutional level and on this basis improving the process of formation.

2.4. Strategic planning team is composed of:

2.4.1. Permanent members – Rector, Vice-Rector, Chancellor, Head of Quality Management Office, School Dean, Heads of Financial service and HR Management Office.

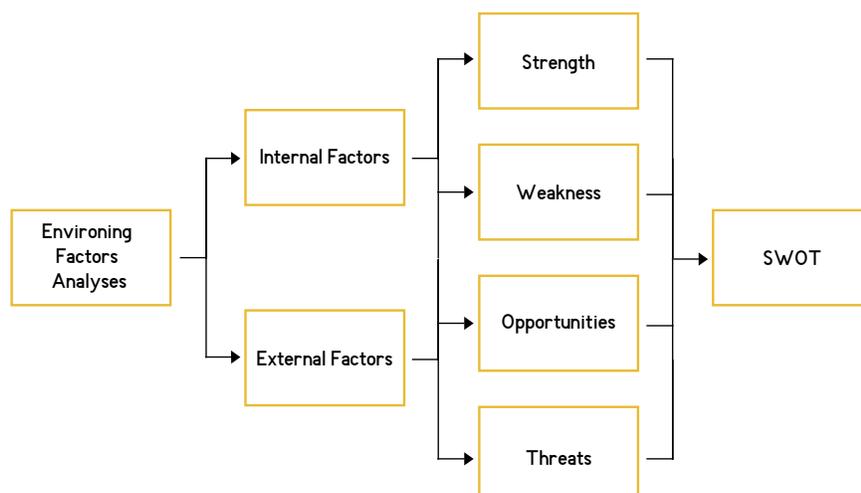
2.4.2. Temporary members – academic staff, employers, students.

2.5. The beginning of the strategic planning process, group composition, work format and frequency of meetings are determined by the Rector's order.

2.6. The current situation, environment and environmental factors are studied by the SWOT analysis, which provides the strengths and weaknesses of the university, opportunities, threats and creates the necessary strategy. At the same time, PESTEL analyzes political, economic, social, technological, environmental and legal factors. Strategic Planning Group evaluates collected data and current situation and defines the aspects which need improvement.

2.6.1. The SWOT and PESTEL analysis a complete picture of how to develop an appropriate strategy by grouping external and internal factors. It should be considered that sometimes the external factor can be assessed as a threat, sometimes as an opportunity. For instance, educational reform or any kind of political change.

Scheme 2. Analysis of the Environmental Factors



2.6.2. External factors also involve market analysis, including students, academic staff, graduates, employers survey and demand-supply determination, market price, public opinion studies and image / awareness identification.

2.6.3. Compliance of resources means how much resources (academic or administrative staff, building, financial, physical ...) are enough to achieve the goal. By reviewing the strengths and weaknesses, the conformity of resources is measured in terms of quantitative, qualitative and availability.

2.7. The next stage of analyzing the information is to elaborate mission, vision, goals and tasks of the Teaching University and determine the priorities for the future planning cycle.

2.8. Strategic directions include the following:

2.8.1. Scale - what you need to expand / decrease

2.8.2. Field of activity - which direction is paid more/less attention, what is new

2.8.3. Target group – attracting new contingent, maintaining existing ones

2.8.4. Partners – establishing new partnerships, enhancing existing ones.

2.9. Based on strategic directions, goals are defined in terms of concrete, realistic, realistic, result-oriented, time-based. For each purpose, the actions, deadlines, persons responsible for the performance and the necessary resources are established.

2.10. Budgeting and financial planning should also be realistic and correctly designed to ensure effective implementation of the plan.

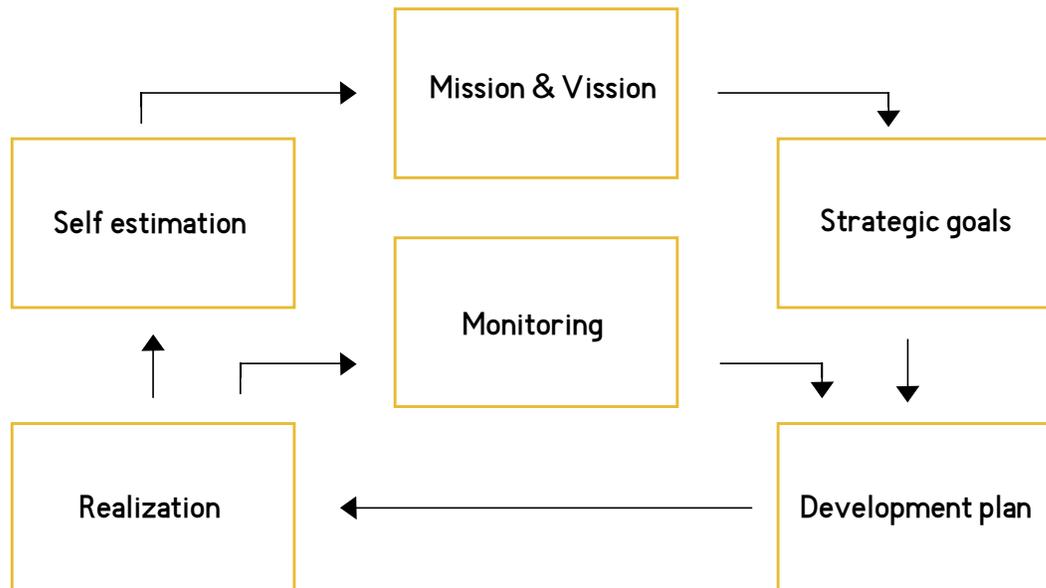
Article 3. Introduction and Monitoring of a Strategic Plan

3.1. The strategic plan is a continuous, dynamic process involving multi-year schedule of activities. The efficiency of the implementation of the plan depends on the rational calculations, the realistic assessment of 1 year action activities and the relevance of 3 and 7 years of the implementation of the measures to be followed consistently.

3.2. The year plan provides the highest priority tasks, simplicity, importance and availability of their performance.

3.3. The strategic plan includes the activity to be implemented for each purpose, the expected outcome, the timeframe, achievement criteria and evaluation method, necessary resource, responsible person or structural unit. It answers the most important question - "How can we prove that we have achieved our goal?"

Scheme 3. Strategic Development Cycle



3.4. An approved plan should be posted on the website and/or published publicly and should be provided to all interested parties by any means of communication.

3.5. An integral part of strategic planning is the monitoring: self-assessment, feedback and internal/external audit. The internal audit is conducted by the Quality Management Office according to the preliminarily developed plan-schedule and the plan implementation will be checked within it.

3.6. The head of all relevant structural units produces self-esteem and sets a report on the fulfillment of obligations imposed on them by semester. Valuation reports will be submitted to the Vice-Rector, who, together with the Quality Management Office, creates a summary document and finally agrees with the Rector of the Teaching University.

3.7. The summary report contains the following information:

3.7.1. What measures have been accomplished and what goals are achieved in the planned period;

3.7.2. What was not implemented in the pre-planned timeframes and what factors were detected;

3.7.3. What effect will the partially executed actions have on the overall goals and objectives?

3.7.4. Which strategic initiative should be checked for the next year.

3.8. On the basis of the amendments in the summary report, the existing strategic plan will be adjusted and posted on the Teaching University website.

3.9.1. Relevance: How relevant strategic goals and priorities are with the existing requirements; 3.9.2. Efficiency: How well does the strategic plan ensure to achieve goals;

3.9.3. Effectiveness: Whether a strategic plan is implemented in a time and favorable manner;

3.9.4. Impact: What changes have been made by its implementation.

3.10. If necessary, a strategic plan may be reviewed with the influence of external factors. (e.g. change of educational standards, as a result of any legislative act).