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About the Document

The document for European University Strategy of 2019-2025 was being made during 2018. The process was aimed at elaborating seven-year strategic development of the university and monitoring plans.

With the participation of the university administrative and academic personnel, students, graduates and employers, the works were carried out in accordance with strategic planning methodology. In the process of strategic planning, the basic principles were maintained: Team work, participation, transparency, fairness, expediency, social responsibility.

The strategic planning process was implemented in following basic phases:

**Phase of strategic planning initiative:**

The initiative of strategic planning was made by the Rector, taking into account external and internal factors. In the initiative phase of the strategic planning process, the planning team was formed for strategy development that was approved with order of the University Rector. The planning team consisted of: Rector, Pro rector, Quality Assurance Service, Financial Service, Legal Service, Faculties, Research Institutions, Student and Graduate and Employer. Workshops were conducted with this composition. For the aim of raising efficiency of the working group, external facilitators - Synergy Group and expert David Kipiani - were invited.

**Phase of strategy plan preparation and review:**

**Revision of the university mission application and formation of future vision**
The planning team discussed the mission application and its review. They also discussed the long-term vision of the University and elaborated a primary version of the vision. The mission and vision were made public and the university community had opportunity to voice their opinions, share their own feedback.

**Analyse Organizational Opportunities and Environment**

The SWOT analysis was conducted throughout the university where the staff of the university administration as well as academic personnel was able to participate and voice their opinions. The strategic documents and materials of the university were studied.

**Strategic Directions**

Based on mission and vision, organizational capabilities and environmental analysis, the planning team discussed strategic directions and developed primary version of strategic directions. While forming each strategic direction, representatives of relevant service as well as students and lecturers, according to the topic, were invited.

**Defining mechanisms to achieve strategic direction**

After setting up a strategic direction framework, the planning team developed a primary version of a unified strategic plan document.

**Financial Plan**

The Draft Strategic Plan was transferred to the University Financial Service for examination and coordination of financial calculation. The financial plan elaborated by them was discussed at the planning group meeting.
Strategic Plan Review

Planning team held an open presentation before the university society, information on which was made public a bit earlier. All interested individuals from the university society and external actors were invited to a discussion. Strategic plan was also sent via corporate e-mail.

Phase of Strategy plan approval

The project of strategic action plan which was accepted by the planning group was finally approved by the Managing Board.

European University Mission, Vision, Values and Target Marks

European University is a higher education institution based on European values and focused on sustainable development, whose mission is to:

➢ Offer student-oriented higher education of a good quality;
➢ Prepare competitive ones for local and international job markets;
➢ Support scientific / research and creative activities;
➢ Ensure active participation and its own contribution in shaping the knowledge society and knowledge based economy in Georgia;
➢ Facilitate the self-realization and creative activities of local and international students and academic staff by developing critical thinking, innovative and academic skills;
➢ Provide academic freedom for students and academic staff;
➢ Care for development of the society, provide lifelong education, tolerance, mutual respect and intercultural dialogue, within the social responsibility.

After the mission was agreed, components of the organization vision were developed. The planning group members agreed on the basic parameters - of what scale should be the university, who and what kind of students it should have, in what directions it should be strong and how it should outstand on the market.

**By 2025 the European University** is an open academic space which develops modern, well-equipped, comfortable and adapted learning, scientific and working infrastructure, maintains financial sustainability, attracts and maintains highly qualified human resources, promotes their professional development and self-realization, also encourages academic and student mobility by active participation in the process of internationalization. For which:

➢ Within the framework of social responsibility, European University supports the lifelong learning for interested individuals, is engaged in environmental and community development activities, continuously cares about the welfare of the society inside and outside the university;

➢ The University has a wide range of educational programs of local and international accreditation and continuously develops them;

➢ Both Georgian and foreign citizens who have the skills needed to get quality education and have enough motivation learn at the university;

➢ The University has and successfully implements the effective selection of student contingent: Attraction of students is mainly carried out through targeted projects and direct communication, continuous work on the university brand development and reputation raise, and long term cooperation with reliable partners on both local and international markets;
➢ The University is distinguished with innovative / modern knowledge and teaching methods and proper quality control system;

➢ Facilitates research-scientific activities, involving young researchers and internationalization;

➢ Enjoys good reputation and reliable brand.

Within the vision, the following **targets are identified**:

➢ No less than 10% of the university students are successful;

➢ On one place, announced by the European University, first choice is made by at least two Georgian and international entrants;

➢ 80% of the university academic staff has undergone training in innovative teaching methods;

➢ 90% of the university academic staff is affiliated with the European University;

➢ At least 10 foreign, invited / academic personnel are involved in the study process;

➢ 75% of the university society and external actors are satisfied with activities of the University;

➢ At least 90% of university graduates are employed, no less than 70% out of them - by profession;

➢ No less than 20% of graduates continue to study at the next level;

➢ The University implements at least three joint educational programs and at least two educational programs with international accreditation;

➢ Funding for promotion of research-scientific activities by the university has increased by at least 50%; involvement of students and foreign scientists in research and scientific activity has been increased by at least 40%;

➢ The University has at least three campuses and recreational zones that are oriented on requirements of students and staff and adapted to people with special needs.
University values

➢ **Focus on Quality** - High quality assurance while carrying out learning and teaching, scientific and university management activities, as well as providing university services.

➢ **Goal** - European University is a higher educational institution focused on permanent update that seeks to find its place on the international education market.

➢ **Focus on Permanent Development** - The University will facilitate the professional and personal development of the university society. From existing alternatives, optimal decisions are made.

➢ **Teamwork** - Priority to the University is that all interested parties are oriented towards achieving common goals and share basic objectives, visions and values of the university, as a higher educational institution. In accordance with their competence, interest and responsibility, involvement of the university staff, students, employers and other interested parties in every process taking place in educational space is important for the university.

➢ **Transparency** - With regard to all the processes in the university, the organization uses open and public approaches reflected in the relevant rules, procedures and decisions.

➢ **Fairness** - Any decision made in European University, taking into consideration all the rights and opinions of all stakeholders, is based on fair arguments and objective criteria of decision-making.

➢ **Equality and Equal Opportunities** - The University is focused on encouraging intercultural dialogue, for which it develops an educational space in which every member of the university society feels as a full representative of the community, regardless of his/her race, color, sex, origin, ethnic, language, religion, political or other opinion, social belonging, property or status, place of residence or other features.
➢ **High academic culture** - The University welcomes and promotes establishment of academic ethics principles, mutual respect among colleagues, support and collegial relationships in the university environment;

➢ **Academic freedom** - the right of the academic staff, science personnel and students to carry out teaching, scientific research and study independently;

➢ **Social Responsibility** - The University considers the needs of different groups of society, and therefore contributes to the development of the country, solving social, economic and environmental issues through active participation of the students and staff.

➢ **Cooperation with external actors** - The University is open for cooperation with all interested parties and develops mutually beneficial links both in Georgia and abroad.

**Social Responsibility**

The Social Responsibility Policy of European University aims at promoting social and economic progress and sustainable development of the society. According to the social responsibility policy, the organization works in the following directions:

➢ Higher and inclusive education;

➢ Support life-long learning;

➢ Environmental protection;

➢ Popularization of Georgian historic heritage, including Georgian culture.

The university society fully shares directions and principles of the corporate responsibility of the organization which are fully oriented on ensuring sustainable development and social-economic progress of and outside the university. Students, as well as academic and administrative personnel are engaged in the activities carried out in above mentioned direction. The organization is particularly interested in developing the students as socially active and responsible citizens.
Social programs and / or events
The university is interested in providing local education, and in collaboration with public and private agencies it implements social programs, promotes engagement of the university academic and administrative staff and students in charitable activities.

Cultural programs and / or events
The University protects the cultural heritage of the country. For this purpose, it provides popularization of historical and archaeological heritage and awareness raise. The university promotes the preservation of Georgian culture, for which students have established appropriate cultural groups and carry out relevant activities. This is aimed at preserving and promoting Georgian culture traditions.

Higher education financing
With the purpose of promoting higher education, the University implements programs for socially vulnerable groups and entrants / students with high academic performance, for which it allocates relevant amount of money.

Life-long Learning
For the purpose of providing life-long learning, the university is carrying out appropriate educational programs and various projects for all interested parties.

Inclusive education
In order to support inclusive education, the university cooperates with relevant institutions where university psychology education program students are directly involved in the activities for various inclusive educational programs.

Environmental protection For the purpose of environmental protection, the university is engaged in the creation and renewal of recreational zones as well as greening the city and the country.
History of the University

The history of European University dates back to 31 December 2012. Under the decision №1 of January 21, 2011 of the Authorization Council of Higher Educational Institutions, European University earned the status of the Teaching University for 5 years.

By 2012, the university had 3 educational programs:

Programs of Bachelor of Nursing, Bachelor of Pharmacy and Master of Health Management. The institution was functioning under a lease agreement in one study building and the student's limit was defined by 246 students.

At the end of 2013, the university earned accreditation for the Bachelor's Program on Finance and Banking. And, in 2014-15, the university obtained accreditation on educational programs that are currently being carried out, among them: the Educational Program of a Medical Doctor in English, where the largest share of international students comes.

Under the decision No. 5 of January 18, 2016, of the Authorization Council of Higher Educational Institutions, European University re-obtained a status of the Teaching University for 5 years, till 2021.

Under the decision No.30 of December 13, 2016 of the Authorization Council of Higher Education Institutions, the number of seats of students for the University was defined by 1500.

The university currently has 17 accredited programs:

➢ Teacher training educational program;
➢ Bachelor Programs in Psychology;
➢ Masters Program in Law;
➢ Masters Program in Management;
➢ Bachelors program in International Relations;
➢ One-step Educational Program of Medical Doctor in English;
➢ English Philology Bachelor Program;
➢ Bachelor Program in International Law;
➢ Bachelor Program in Law;
➢ Bachelor Program in Programming and Web-Development;
➢ Bachelor Program in Computer Systems and Networks;
➢ One-Step Education Program Doctor of Dental Medicine;
➢ One-Step Education Program Doctor of Dental Medicine in English;
➢ Bachelor Program in Tourism Administration;
➢ Bachelor Program in Business Administration;
➢ The Georgian Language Preparation Educational Program;
➢ Bachelor Program in Finance and Banking

Currently, hundreds of Georgian and international students are studying at European University. Educational programs are being implemented in two academic buildings in Tbilisi (Guramishvili 76 and Sarajishvili 17)
Current Situation Analysis

The assessment of the current situation was done by emailing SWOT analysis questionnaires to employees. The survey was confidential and the employees had the opportunity to air their own opinions openly and freely. The final results of the survey were summarized and analyzed by the planning team. The results revealed strengths and weaknesses of the University, as well as the university development opportunities and the expected threats that could have negative impact on the university activities. The results of SWOT analysis have had significant impact on defining further short-term and long-term strategic directions of the University and the projects to be implemented.

Environment (involved parties) Analysis

European University conducts educational activities through strategic partnership with the involved parties, which implies special cooperation in management, training and research with organizations that have common vision on these issues.

Students from Turkey, India, Britain, Egypt and Iran, along with the local students, study at European University.

The University employes highly qualified academic personnel and scientists with experience of many years of scientific-pedagogical work at leading universities in Georgia, Europe and the United States, as well as different scientific-research institutions. The University not only cares about the ideas of students and constant development of their knowledge, but also encourages the increase of professors' knowledge. That is why the university is supports field scientific and research work - has scientific-research institutes and publishes scientific-practical journals that are peer-reviewed and indexed in international scientific databases, such as oaji, sis, google scholar and index copernicus.
The Faculty of Medicine of European University has already made its name on the Georgian and foreign market and is recognized by the World Health Organization (WHO) and Foundation for Advancement of International Medical Education and Research (FAIMER). In addition, it is included in the catalog of World Medical Schools. Also, the faculty is recognized by the Indian Medical Council and the Higher Education Council of Turkey. European University is also a member of the Association for Medical Education in European (AMEE). The University actively cooperates with clinics where practical component in medicine is performed. The personnel employed on the medical base are actively engaged in the study and teaching process of European University.

The faculty of Law, Humanitarian and Social Sciences cooperates with the Court of the Council of Europe and Miami (USA). As a result, successful students of the faculty have a chance to take internship in Strasbourg and Miami. At the faculty, the lecturers invited from universities of the USA read special course in international law four times a year. There is a law-based scientific research institute at the faculty, and International Scientific Peer-Reviewed Journal "Law and the World" is published.". 

The faculty of Business and Technology cooperates with Michigan, Illinois and Chicago Universities. Professors from the US universities regularly arrive to read lectures at us. The faculty is a member of the Harvard Business School of Strategy and Competition Network. The cooperation implies periodic retraining of the university professors in the introduction of new teaching methods. The faculty has an Institute for Researching Economic and Social Problems in Globalization, and the scientific-practical journal - "Globalization and Business" is published.". 

To attract the best entrants, the university cooperates with general educational institutions. The University deepens relationships with various student organizations, as well as sports, cultural and educational institutions.
The university is equipped with modern technological base, varied library and machinery essential for relevant programs. The institution is fully oriented on students, for which the university allows grants and the opportunity to learn abroad. The University is focused on encouraging intercultural dialogue, for which it establishes an educational space in which every member of the university society feels as a full representative of the community, regardless of his/her ethnic, race, religion or other distinguishing features. For the same purpose, international and Georgian students of the university are engaged in joint projects in different directions.

**Strong Points**

Interviewed respondents unanimously admit key strength of the university - the goodwill of its managerial team, drive and intensive work to create the best conditions for learning and teaching. This opinion is shared by student and lecturers as well. They like that their initiatives are shared and actually implement. Significant contribution of the university rector was highlighted in this process. The respondents emphasize the fact that non-bureaucratic management style of the rector allows students and professors to communicate directly which improves the quality of comfort of students and academic personnel and creates pleasant environment for learning and working.

- The university was named to have strong points, such as readiness to provide students with an exciting student life; promote a variety of sports and cultural activities, and completely free of charge, which in turn gives each student the opportunity to take part in each activity they would like.

- Majority of the respondents clearly state modern and well-organized infrastructure as one of the most important strengths of the university. In their opinion, the university has modern computer and simulation laboratories, well-equipped auditoriums and conference halls with all necessary equipment for learning and teaching process.
The respondents also highlight another strong point - qualified academic personnel of the university, which is a crucial factor for ensuring high quality of teaching.

In addition, the respondents have identified other strengths of the university as well: Innovative and excellent learning programs, reasonable study fees, master classes provided by foreign professors, concentration of managerial team on permanent development, financial support of conferences and scientific journals and strong partner companies.

**Weak points**

As the analysis showed, there are issues in several major directions in the organization that the respondents would like to be improved. Among them were:

- **The weakness of organized and systematic process of decision making.** According to the interviewed one, the decisions may change in some cases that complicate the process of their execution.
- The less obvious separation of functions and responsibilities among employees.
- The respondents agree that, today, the part of the contingent at Georgian programs of the university is not strong enough.
- The majority of respondents think that mismanagement of internal communication systems, also, somewhat hinders successful course of the learning process. Complicated communication between structural units, which impedes exchange of information and hinders proper course of academic and work processes, was highlighted.
- The respondents note that despite the high quality of existing exchange programs, their number is not enough. Today, students of all educational programs do not have enough choice of programs and think that the work in this direction should be more intensive.
• There were other weaknesses as well: Less awareness about the strengths of the university in society, lack of training for academic and administrative staff, lack of team quality, lack of staff assessment and motivation systems, less clarity of clinical bases conductivity, law index of following rules and regulations, poor quality of discipline, non-systematic nature of conferences and low level of attending them, lack of PR campaigns and support for research activities.

**Opportunities**

• Most of the respondents agree that the university has great potential and resources for improvement of learning quality and control systems. They believe that improvement of quality control mechanisms will enable speed up the process of responding to the drawbacks and increase the level of teaching-learning.

• Employees deem that retraining academic and administrative personnel at certain times serves as an opportunity to increase their level of qualification and speed up the pace of the university success.

• The respondents believe that, on the one hand, it is important to introduce internal entrance barrier for students and, on the other, strengthen promotion and brand development to increase the reputation of the university and consequently, ensure more prospective students have desire to study at European University.

• The respondents also indicate that, in order to develop the medical faculty it is necessary to find additional clinics and cooperate with them or establish their own medical base. In their opinion, new partner clinics will enable the university to enhance and raise the quality of learning and teaching in medical direction.

• The surveyed staff of the university see untapped reserves in the level of motivation of students and academic personnel - to do their work with higher quality. Consequently, they think that it is
necessary to improve and introduce performance assessment and motivation systems in timely manner.

- During the analysis, additional opportunities were revealed, which the respondents thought would help the university with further development, like: taking more active steps towards employment of students, adding more exchange programs for the students and academic personnel, sharp separation of functions of structural units and detailing duties and responsibilities, improving discipline, establishing an assessment system of existing human resources, ensuring transparency of criteria for university internal funding, developing academic personnel affiliation systems, introducing internal work processes and implementation, and strengthening internationalization of the university.

**Treats**

- The respondents think that the first and foremost hazard for the university is the restriction of accepting students it faces. Absolute majority thinks that this restriction can seriously hurt the University rating, as today it does not have a high index of awareness. In addition, this fact hinders further development of the university and makes it difficult to stabilize its activities.

- Frequent change in legislation and education regulations was emphasized. Respondents think that under these circumstances, directing main resources of the University to implementation of the changes will hinder timely performance of other activities planned by the University.

- A large number of competitors in the field of education was named as a threat.

- Respondents also considered the social-economic situation in Georgia as a threat; creating visa problems for foreign students is also hazardous for the welfare of the university.

**Strategic Directions and Priorities**
In order to solve the issues highlighted by SWOT analysis and agreed parameters of the vision, strategic directions, which the members of the Working Group have given priorities to in terms of three years and seven years, have been defined. In total, there were seven strategic directions:

1. **Sustainable development and internationalization of educational programs, learning/assessment methods and quality of teaching in collaboration with local and international universities**;
2. **Development of effective system of the university resource management**;
3. **Develop an effective system of innovative research / creative activities and share best research practice in collaboration with local / international partners**;
4. **Brand development and social responsibility rise**;
5. **Establishing and implementing the effective system of students' contingent planning, quality raise and attracting promising students**;
6. **Sustainable development and effective implementation of quality assurance mechanisms**;
7. **Student Services and Environment Development**.

The working group agreed that the seven years' priority is to spend the special time, resources and attention of the university management group for the following directions:

**Development of an Effective System of Innovative Research / Creative Activities and Share Best Research Practice in Collaboration with Local / International Partners**

Development of scientific research activities and the introduction of best research practice have been named as the first and foremost strategic priority of the university in the long run which means outcome-oriented, important for internal, joint and interdisciplinary research / creative activities with international partners including research / creative centers, universities and donor organizations; catching interest of younger and progressive scientists, stimulating students'
engagement in research activities, creation of required manuals and literature in Georgian Language and developing translation activity; introduction of internal procedures for financing researches that will be public, transparent and fair and maximizing support of attracted researchers to obtain needed funds and carry out scientific activities with relevant standards. Also, developing and implementing mechanisms for commercialization of research results, so that to enable the university to make its own contribution in establishing new knowledge, visions, approaches and prospectives in the field of medicine, law, psychology, business and economy, sharing this knowledge to society and hold desirable place in the international ranking system for universities. To advance scientific research activities and accumulate valuable knowledge, the university shall work proactively on solving the following tasks:

- Develop and internationalize an international research institute of Law;
- Develop and internationalize a research institute of Economic and Social Issues of Globalization;
- Promote interdisciplinary research initiatives;
- Stimulate involvement of students and international scientists in research activities;
- Develop research activities in medicine;
- Commercialize of conducted scientific researches;
- Adapt the knowledge accumulated through the researches to the academic programs and processes;
- Assess the university research potential and determine new scientific-research priority directions.

Sustainable Development and Internationalization of Educational Programs, Teaching / Assessment Methods and Teaching Quality in Collaboration with Local / International Universities
Sustainable development and internationalization of learning and teaching quality was named as the most important priority of the university for both short and long terms. This means adding new, diverse internal and international exchange programs and ensuring compliance of existing programs with local, international educational standards and requirements of potential employers, as well as establishing innovative, modern and comfortable learning - teaching methods and learning practice centers and finding and introduction of the relevant material-technical base.

In particular, by proactive work and strengthening cooperation with international advanced universities, graduates and employers, the university should provide regular update of existing training programs, incorporating the latest knowledge and materials, development of joint learning and professional exchange programs for students and academic personnel. Also, in accordance with the academic principle, ensure identifying the innovative and modern methods of teaching and introduce them in practice, so that the graduates have valuable knowledge applicable in practice and for career success. In addition, it is important for the university to raise awareness of its academic staff and students on plagiarism and academic honesty for the aim of bringing the learning and teaching quality in compliance with standards. In order to take effective steps in these directions, it is important to focus attention and resources on solving the following tasks:

- Assess and develop existing educational programs, integrate the latest knowledge in accordance with local and international standards and job market requirements;
- Develop and introduce new programs in accordance with local and international standards and job market requirements;
- International accreditation, internationalization of the programs, development of joint, exchange and dual educational programs and international projects;
- Introduction of innovative, modern methods of learning and teaching, including distance education course in practice with relevant material-technical base and essential equipment;
Establish own training practice centers and add bases of external practices relevant to the education programs;

Take effective measures to raise awareness on academic honesty and plagiarism in order to bring the teaching quality in compliance with standards.

Brand development and social responsibility raise

Primary strategic priority, for both short-term and long-term, is to shape European University as a reliable brand with high social responsibility and settle on the educational market, which contributes to the development of society. With the help of its own academic staff participates in discussing important topics for the society, sharing expert knowledge and takes care of shaping students as the citizens of high social responsibility and ethical principles. In addition, it is actively involved in various cultural, economic and environmental events. By extensive sharing of information on success and achievement of the University, it takes care of the university recognition, credibility and reputation in educational circles, students and public in general, so that more prospective students, qualified academic personnel and partner universities get interested in learning, teaching at and cooperating with European University. To achieve this, it is important to solve the following tasks:

- Development of the University brand and establishment on the market;
- Establish and introduce the system required to create additional public benefit and increase social responsibility of the university.

Development of Student Service and Environment
Also, in the long run, strategic priority of the university is to develop and improve student services and environment, that means – To add informative, consulting and other supporting services required for the students' satisfaction, unhindered providing of existing services with high quality and constant improvement of service quality; support in organizing the diverse, interesting and active student life and promote incitement and implementation of their initiatives in sports, cultural or cognitive activities; Ensure convenient working and service spaces, recreation zones, proper entertainment spaces, including to satisfy the needs of the disabled, and proper functioning according to sanitary-hygienic norms; Support students in career development and relationships with preferred employers, so that each student of the university feel safe, get required information, support in learning and career development process in timely manner and have an impressive, active and unforgettable student life. In order to implement this strategic priority, it is important for the university to work actively on the following subgoals:

- Support students to shape as active members of democratic society;
- Develop information services;
- Promote career development of students;
- Provide diverse and interesting student life;
- Develop student environment and spaces.

Establishment and implementation of an effective system for planning students' contingent, quality raising and attracting promising entrants

Planning students' contingent and quality raise was named as the short-term strategic priority. This means setting up marketing channels and selection system so that the university can find, get interested and attract as many prospective, talented, enthusiastic entrants and students with high
academic performance as possible. Establish fair and transparent internal systems of their selection and create additional incentives for students to learn, so that the university can have strong contingent who are focused on study and have relevant skills. However, in order to achieve this, the university needs to fully and honestly satisfy the requirements of accreditation, authorization and regulation regarding the program quotas and be able to exempt from restriction of accepting contingent by proper methodology for planning the student contingent, which takes into consideration the university resources, indicators and targets. Consequently, in order to implement this strategic priority, management shall strengthen its concentration on the following tasks:

- Develop and introduce the methodology to define students' contingent
- Exempt the university from restriction to accept contingent
- Planning and implementing various marketing activities to attract minded entrants / students with best skills
- Attract prospective, learning oriented entrants / students through partners
- Improvement and development of student reception and internal selection system
- Improve the learning quality of the existing student contingent

Sustainable development and effective implementation of quality management policy and effective control mechanisms

Setting up and development of the quality control systems have been selected as a primary, short-term strategic priority that means creating an independent source in the university, which, on the one hand, will create and introduce systems for assessment of learning-teaching quality and activities of the academic staff and, on the other hand, will seek and process objective information on bending from standards, drawbacks and problems in the quality of educational programs and
syllabuses, in the course of the study process, in the activities performed by the academic staff and the students and in the quality of students and academic personnel service, so that, based on the results of the objective assessment of the quality service, the University can provide both one-time and regular measures to respond to the identified violations and thus maintain desired quality standards of learning and teaching. For proper development of the quality control systems, it is important to:

- Develop methodology and instruments for academic programs and learning-teaching process taking into account the specifics of the program;
- Improve the system for the students and academic personnel service quality control;
- International institutional accreditation in the agency recognized by ENQA and WFME;
- Re-obtain the status of the Teaching University (Authorization);

**Development of Effective Systems for the University Resource Management**

In the short term, establishing effective resource management systems and constant improvement/betterment of them was defined as a primary strategic priority of the university. First of all, it means to review the organization's strategic directions annually, so that the strategic priorities of the university are relevant, envisage current situation and meet new challenges in the field. From the point of view of the human resources management it implies: – setting up the system of attracting academic and administrative personnel of desired qualification and values, their recruitment, evaluating activities of existing personnel, increasing their motivation, development policy and
loyalty; Forming an organizational structure that will facilitate the implementation of an agreed strategy, properly benefit from competences and leadership potential of the existing staff, making responsibility of each structural units more clear and simplifying communication and coordination between them, in order to avoid duplication of functions, difficulties in exchange of information and enhance the quality of the decisions made. In regard to the financial resources management it means: - Forming and implementing budgeting policies, unified budget planning and management procedures with relevant involvement of all structural units; forming investment policy and improving the financial recording / accounting system, so that the university can make a stable increase in financial efficiency in the long run. In terms of material resources and infrastructure management it means - keeping/ maintaining the existing buildings, their proper functionality and optimal utilization of its spaces, as well as the development of a new academic building, library and other spaces for various student activities, so that the university can manage to continue its activities in uninterrupted and efficient manner by proper management of existing, human, material and intangible resources. For this, it is important to:

- Review strategic priorities and agree on the action plan;
- Form and introduce effective organizational structure;
- Develop academic and administrative personnel management systems;
- Develop financial resources planning and management process;
- Develop risk assessment and management systems;
- Develop and utilize material resources and infrastructure in proper ways.

On the ground of the seven-year strategic plan, a three-year action plan has been elaborated that reflects the priority directions that the University has set to implement in 2019-2021.
With a view to solving the strategic priorities set, a small working group, that is composed with relevant positions and qualified staff, was established for each strategic direction. In total, seven working groups have been formed, that unifies representative employees of the senior management, middle and lower circles.

The small working groups developed strategically priority directions and their objectives, generated ideas on the activities and projects to be implemented to address these tasks. As a result of work in small working groups, an integrated list of activities and projects to be implemented in each strategic direction during 2019-2021 were selected and prepared, Where the relevant responsible structural unit and the deadline for implementation was set for the activities and projects.

In 2019-2021 Action Plan, detailed activities for 2019 tasks have been defined.