



NATIONAL EDUCATIONAL UNIVERSITY

Strategic Planning Methodology



In order to effectively conduct the strategic process of the “NEU - National Educational University” (hereinafter referred to as the “University”), it was determined to effectively develop a strategic planning methodology, which should be used to implement the strategic development and action plan.

The strategic planning methodology takes into account the university’s resources and organizational management context. Accordingly, the main orientation of the methodology declared by the university was maximum involvement, which is shared by the university community, and the most important stages of the activities to be implemented are clearly established:



Stage I - Development and sharing of the mission, vision and values

The mission of the university defines: the identity of the university, its special place in the higher education space of Georgia, its distinctiveness, the preparation of an active member of a democratic society, its special contribution to the development of society, the promotion of students' personal development and ensuring competitiveness in the labor market.

In the process of developing the mission, the higher education community should form a large-scale vision of the educational sphere and develop the university's mission through the generation of ideas. The process of developing the mission will be carried out with the active involvement of the university administration, academic and invited personnel, students, graduates, employers and other interested parties, as a result of joint consultations and public discussions. Finally, the mission, vision and values of the university will be determined.

It is relevant to understand the long-term vision of the institutional development of the mission, vision and values, its alignment with the goals of higher education and synchronization with local and international requirements.

Stage II - Formation of strategic goals and objectives and development of an action plan

The formation of strategic goals and objectives follows from the mission and determination of priorities for educational activities. Goals and objectives should be achievable in time, and the results of implementation should be measurable. Strategic planning is a participatory process involving university staff, students, employers and other stakeholders. The development of a strategic development and action plan includes institutional development, quality assurance, planning and implementation of educational programs, analysis of trends in the employment market, planning of the student contingent and taking into account other existing challenges and opportunities. Based on the strategic goals and objectives, priorities are identified and a working version of action plans is formed. All persons responsible for the implementation of the task/tasks should be involved in the formation of the working version of the action plan. The action plan must necessarily include a list of activities, responsible persons/bodies, deadlines and measurable indicators. The final version of the strategic and action plans is approved by the University Senate.

Identification of responsible persons and financial resources - each strategic task should have a corresponding activity, responsible structure - person/persons, performance criteria and financial/material support.

Identification of responsible structure - person/persons and financial resources for strategic tasks ensures the effectiveness of the implementation of the goals set out in the university's action and strategic plans and adequate risk management.

Stage III - Monitoring mechanisms and response to monitoring results

The university is obliged to monitor the implementation of strategic development and action plans. In order to effectively implement the strategic process, the university, with the direct participation of the Quality Management Service, has developed monitoring mechanisms for the implementation of the strategic and action plans. The monitoring mechanisms are tailored to the specifics of the activities defined by the strategic and action plans and, accordingly, include the timing of monitoring, monitoring methods, obligations of the parties in the process of requesting and providing information, and possible forms of responding to the monitoring results.

The monitoring group prepares the relevant report according to the main indicators and develops recommendations in accordance with the results of the assessment of the strategic development and action plan report. Changes to the strategic development plan and action plans will be made upon a reasoned request from the monitoring group.

The university administration, with the direct participation of the Quality Management Service, develops

mechanisms for implementing the strategic and action plans and synchronizes them with the institution's internal regulations and procedures.

The monitoring mechanisms are:

- **Formation of a monitoring group:** The university is obliged to monitor the implementation of the strategic development and action plan. For this purpose, the members of the monitoring group are determined by the order of the rector (who heads the monitoring group), and it includes the head of the Quality Management Service, the dean/deans of the school, and an external invited person (who may be a member of another university, non-governmental organization, professional association, or other organization);
- **Data collection:** At the data collection stage, the evaluator (monitoring person/persons) collects the documents/information that are indicated in the plan in the field of the specific task/activity performance indicator.
- **Analysis of collected data:** At the data analysis stage, the information (collected at the first stage) is analyzed in relation to the performance indicator;
- **Development of recommendations:** Transfer to the group working on the mission, strategic development and action plans for response. The group also determines the level of performance of activities in accordance with the developed form (Form N1);
- **Response to the results obtained:** The ultimate goal is to achieve the goals set in the plan, when problems are identified, it becomes necessary to make changes to the plan's tasks, activities, implementation deadlines, financial resources or responsible person field;
- **Final stage:** Submit the final document to the University Senate for approval.

Monitoring deadlines: Monitoring is carried out once a year.

Action Plan Implementation Evaluation Form

Form N1

Tasks	Activities	Fully implemented	Largely implemented	Partially implemented	Not implemented	Results description