



Strategic Development Plan

Date	February 2021
Chapter	0
Page	1/18
Revision	0

“Approved”

Rector of the Georgian Aviation University

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_____ S. Tepnadze

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Statement _____

Georgian Aviation University



Strategic Development Plan

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Date	February 2021
Chapter	1
Page	2/18
Revision	0

1. Table of contents

1. Table of contents.....	2
i. Revisions.....	3
ii. Revision Records.....	4
iii. List of Active Pages.....	5
2. Documentation control.....	6
Document distribution list.....	6
3. General provisions.....	7
Article 1. Introduction.....	7
Article 2. SWOT analysis.....	7
Article 3. Strategic development plan.....	9

	Strategic Development Plan	Date	February 2021
		Chapter	i
	Revisions	Page	3/18
		Revision	0

i. Revisions

Implementation of any Revision can only be performed through participation of the Head of Quality Manager and Governing Board. No revision will have legal power, unless it is reviewed and approved.

Created by:	Approved by:
Head of Quality Manager	Rector
Date:	Date:

Deleted Pages				Added Pages			
Chapter	Page	Revision	Date	Chapter	Page	Revision	Date

	Strategic Development Plan	Date	February 2021
		Chapter	2
	Documentation control	Page	6/18
		Revision	0

2. Documentation control

Control of documentation is provided by the rules and procedures written in the Quality Manual of Georgian Aviation University. The aim of rules and procedures is to create system to identify and use all documents easily by employees within the organization. All documentation must be created, and storage by the format and terms indicated in Quality Manual. These procedures will establish effective system to create, renew and share documentations easily.

Document distribution list

Organization	Format	Copy n:
Quality service	Hard copy	Master copy
Quality service	Electronic version	Electronic version
University web page	Electronic version	Electronic version

	Strategic Development Plan	Date	February 2021
		Chapter	3
	General provisions	Page	7/18
		Revision	0

3. General provisions

Article 1. Introduction

1. Purpose of developing and implementing a strategic plan is to ensure the organizational development of the university, for which this plan defines tasks, ways of execution and expected results. The university is guided in its activities by the objectives of this plan, however, in order to more effectively address the issues identified in the development process, it is possible to change the objectives or ways to achieve them. The strategic plan is defined in accordance with the procedure outlined in the Methodology for Strategic Planning of the university.
2. The purpose of the strategic plan is to develop the university in the following areas:
 - 2.1. Planning activities for the strategic development according the mission of the higher/vocational education institution;
 - 2.2. Updating the organizational structure and management of the higher/vocational education institution in accordance with modern challenges;
 - 2.3. Educational programs;
 - 2.4. Staff of higher/vocational education institution;
 - 2.5. Students and their support activities;
 - 2.6. Research, development and / or other creative activities;
 - 2.7. Material, information and financial resources.
3. At the end of each year, the results of the implementation of the annual activities defined in the strategic plan are reviewed and evaluated, as a result of which the tasks and plans for the following year may be changed and re-planned.
4. Each direction includes a set of specific tasks, ways of implementation and results. The goals and objectives set out in the strategic plan can be described both in the long run and in the short (one year) period. Also, the general goals and objectives may be repeated every year, differing only in the ways and results of implementation. Accordingly, the development of specific segments should be permanent and dynamic.
5. The legal basis for the development and implementation of the strategic plan is the external evaluation mechanisms in the country, based on the existing internal evaluation system in the university, in accordance with the individual legal acts of the university rector.

Article 2. SWOT analysis

Strengths

1. A close cooperation with the leading airlines
2. The modern material-technical base
3. Airfield in ownership, technical maintenance organization, aircrafts and simulators
4. Experienced and certified pilot-instructors and engineering technical staff
5. Modern educational resources (materials)
6. Student-oriented modern teaching and assessment methods
7. International aviation training center
8. Students from different countries
9. Practical orientated education
10. Wide field of employment opportunities
11. Diverse choice of programs in aviation field

Weaknesses

1. Low involvement of international colleagues in processes

	Strategic Development Plan	Date	February 2021
		Chapter	3
	General provisions	Page	8/18
		Revision	0

2. Increase the involvement of interested parties in surveys according to quality mechanisms
3. Low amount of English language programs
4. Lack of alternative funding
5. Low number of students involvement in scientific-research activities
6. Improving the commercialization of scientific-research activities
7. No dormitory in Tbilisi

Opportunities

1. International relations in the aviation field with experienced universities - development of joint programs
2. A government strategy in Georgia as a regional hub (civil aviation open skies policy)
3. Lack of competition in local and partially regional market
4. Employer involvement in the educational and research processes
5. Develop new programs according to market demands
6. Lack of aviation law specialists

Threats

1. Frequent changes in legislation
2. Inflation
3. Visa regulations with partner countries (in relation with international students)
4. Pandemic



Article 3. Strategic development plan

Strategic priority 1: institutional strengthening			
Strategic aim	Strategic objective	Strategic outcome	Success indicator
Aim 1: human resource development	Objective 1: personnel capacity building	1. Evaluation of the staff activity. 2. Personnel training / retraining 2021-2022. 3. Increase the participation of staff in international events 2021-2027.	Conducted surveys Orientation meetings / trainings / workshops held by the University (number per year) Participation in conferences / seminars and work trainings - at least 5 events per year
Aim 2: ensuring effective management	Objective 1: improving the management of university activities	1. Develop a strategic development plan 2021-2027 and an action plan 2021-2023. - 2021. 2. Performance report 2021-2027	Quantitative and qualitative indicators of the implementation of strategic and action plans
	Objective 2: development of information systems	1. Electronic proceedings management system 2021. 2. Updated electronic LMS (learning management system) 2021.	Percentage of user satisfaction
Aim 3: improvement of the infrastructure	Objective 1: arrange / improve appropriate spaces for student events	1. Use of unused spaces, as well as add new spaces for student events 2. Increasing the activity for student life / number of events 2021-2027. 3. Student satisfaction survey 2021-2027.	Spaces for students Number of student events held in the university space Degree of satisfaction of the surveyed students in relation to infrastructure
	Objective 2: improving working environment for university staff	1. Modern and comfortable working environment / space 2021-2027. 2. Staff satisfaction survey 2021-2027.	Improved infrastructure according to established needs



Aim 4: image promotion	Objective 1: an effective promo campaign	1. Develop an effective PR strategy - 2021. 2. Creating of photo-video / printed materials fund 2021-2027.	PR strategy Photo-video / printed materials
	Objective 2: regional positioning of Georgian Aviation University	1. New partnership agreements 2021-2027. 2. Frequent participation in international events 2021-2027.	Agreements Invitations for participation in regional festivals Quantity of the invitations of Georgian Aviation University representatives as a speaker
	Objective 3: frequent updates of the web page	1. Posting the information about university's activities and educational process related news on a web page 2021-2027.	Number of unique visitors

Strategic priority 2: international strengthening of the university

Strategic aim	Strategic objective	Strategic outcome	Success indicator
Aim 1: improvement of international cooperation	Objective 1: development of the institutional as well as joint / exchange programs, according to national education policy	1. The international best practice / methodology implemented in the administrative and academic activities of the university 2021-2027.	Number of agreements / memorandums of understanding with international aviation partners Quantity of the joint programs / projects Examples of implementation of the international methodology / best practice in university activities



	Objective 2: improvement of international reputation	<ol style="list-style-type: none"> 1. Agreements / agreements with aviation universities and organizations 2021-2027. 2. Invitation of the academic personnel of the aviation university by partner universities from other countries 2021-2027. 3. Agreement on academic personnel exchange programs with the universities from other countries 2021-2027. 	<p>Number of contracts</p> <p>number of invited academic personnel</p>
	Objective 3: increase access to university programs and services at the international level	<ol style="list-style-type: none"> 1. Develop English language programs / study courses / modules and projects 2021-2027. 2. Adaptation of the university website for international users 2021-2027. 	<p>Increasing the number of English-language programs</p> <p>Increasing the number of students on English-language programs / study courses / modules</p> <p>Increasing the number of international student applications through the English-language website</p>
	Objective 4: increasing funding from international sources	<ol style="list-style-type: none"> 1. Increasing involvement in international projects 2021-2027. 	<p>Projects funded from international sources</p> <p>Ratio of submitted and funded projects</p>
Aim 2: internationalization of educational programs	Objective 1: development of educational programs based on best international experience (higher, vocational)	<ol style="list-style-type: none"> 1. Positive evaluation of programs by local and international evaluators / positive findings 	<p>Number of programs positively evaluated by local and international experts</p> <p>Number of staff participating in exchange programs and program development processes</p>



		2. Participation of the educational program developing staff in exchange programs 2021-2027.	Increase the number of students in exchange programs
	Objective 2: involvement of international lecturers / professional teachers in educational activities and program development involvement	<ol style="list-style-type: none"> 1. Involvement of international lecturers / vocational teachers in the learning process 2021-2027. 2. Participation in Erasmus + projects - staff mobility 2021-2027. 3. Participation in the Fulbright program 2021-2027 	<p>percentage of international lecturers compared to total number</p> <p>Open lectures / seminars and other events held by international lecturers</p> <p>Increased number of lecturers arriving / sending under Erasmus + and Fulbright exchange program</p>
	Objective 3: increasing the number of international students	1. The growing number of international students in 2021-2027.	Increasing the number of international students compared to previous admission
	Objective 4: increasing the representative role of international students	1. Involvement of international students in student self-government 2021-2027.	Number of international students in student self-government and other relevant structural entries



Aim 3: internationalization of research activities	Objective 1: involvement of international academic personnel in scientific research activities	<ol style="list-style-type: none"> 1. Opportunity to elect an international supervisor / co-supervisor in PhD programs 2021-2027. 2. Increasing number of international academic personnel 2021-2027. 3. Improved scientific-research infrastructure / environment 2021-2027. 	<p>Ratio between Georgian and international co-supervisors</p> <p>Percentage of international academic personnel involved in research activities compared to total academic personnel</p> <p>Modern research infrastructure</p>
	Objective 2: develop cooperation with international research organizations	<ol style="list-style-type: none"> 1. Cooperation agreements with international research organizations 2021-2027. 2. Participation of the scientific-research staff of the university in research projects 2021-2027. 	<p>Number of joint projects with international research organizations</p> <p>Number of researchers involved in scientific research projects</p>
	Objective 3: increase the number of scientific publications / articles and studies in international journals	<ol style="list-style-type: none"> 1. Conduct activities to support scientific research publications / articles 2021-2027. 	<p>Publishing scientific articles / publications and research in international journals</p>
	Objective 4: participate in scientific research conferences / symposium	<ol style="list-style-type: none"> 1. Promoting participation in scientific research conferences / symposium 2021-2027. 	<p>Research staff reports</p>

Strategic priority 3. Quality development

Strategic aim	Strategic objective	Strategic outcome	Success indicator
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Aim 1: raise quality system awareness	Objective 1: inform staff and students involved in the learning process	<ol style="list-style-type: none"> 1. Guidelines and instructions for students and relevant staff 2021-2027. 2. Conducting informative events 2021-2027. 	Level of student and staff satisfaction about the access to rules and regulations at the university
Aim 2: improving the quality of research activities	Objective 1: increase the motivation of staff involved in research activities	<ol style="list-style-type: none"> 1. Activities for membership and cooperation with research organizations of the field 2021-2027. 2. Possibility to obtain internal grant financing in 2021-2027. 	Membership in research organizations of the field Funded projects
	Objective 2: development of professional and research skills of scientific-research staff	<ol style="list-style-type: none"> 1. Conducting the necessary training for filling out grant applications 2021-2027. 2. Scientific-research visits to partner organizations 2021-2027. 	Conducted trainings Number of visits
Aim 3: improving the quality of educational programs	Objective 1: supporting of the program quality development	<ol style="list-style-type: none"> 1. Cyclic evaluation of higher education programs 2021-2027. 2. Involvement of interested parties in the development of the program 2021-2027. 3. Annual evaluation and analysis of students' academic achievements in 2021-2027. 	Positive findings of accreditation and other external assessors Increase in the number of applicants wishing to pass in the university as a first priority Number of students wishing to continue their studies after graduation Increasing rate of student mobility (coming to the university) Annual assessment of students' academic achievement



	Objective 2: professional skill development of the teaching staff	1. Qualification development of the teaching staff (program / syllabus / module development, teaching methods, etc.) 2021-2027. 2. Improving the qualification of the program implementing staff in 2021-2027.	Level of student satisfaction with program implementers
	Objective 3: library resources renewal	1. Library renewal 2021-2027. 2. Access to international scientific databases 2021-2027.	The updated library International scientific databases
Strategic priority 4: develop the cooperation with interested parties (applicants, students, graduates, staff, employers)			
Strategic aim	Strategic objective	Strategic outcome	Success indicator



Aim 1: communication with interested parties	Objective 1: effective mechanisms of communication to interested parties	<ol style="list-style-type: none"> 1. increase the involvement of interested parties in the process of monitoring the implementation of the strategic development plan 2021-2027. 2. Increase the involvement of interested parties in the development of educational programs, as well as practical components, 2021-2027. 3. Creating a constantly updated database of employers / partner companies by 2020. 4. Employers / partner companies survey and summary meetings 2020-2027. 	<p>Increased participation number of interested parties</p> <p>Number of the involved parties in the development of educational programs as well as practical components</p> <p>The increased number of practical facilities.</p> <p>Increase of the number of memorandums of understanding with employers / partner organizations</p> <p>Increase the number of research participation of interested parties / partners</p>
	Objective 2: informing the interested parties	<ol style="list-style-type: none"> 1. International participation in the exhibition 2021-2027. 2. Visits to schools in 2021-2027. 3. Doors open days 2021-2027. 4. Orientation meetings for students 2021-2027. 5. Employment forums / meetings 2021-2027. 	<p>Number of entrants admitted to the university during the exhibition / school visits</p> <p>Number of partners acquired during the exhibition</p> <p>Number of applicants for doors open days</p> <p>number of university employment forums / meetings</p>
	Objective 3: developing a graduate network	<ol style="list-style-type: none"> 1. Creating and constantly updating the base for graduates 2021-2027. 2. Study of the needs of the graduates in order to promote their career advancement 2021-2027. 	<p>Number of graduates participating in university surveys</p> <p>number of meetings with successful graduates (twice a year)</p>



		3. Integration of successful graduates in university activities 2021-2027.	Graduate employment rate
Aim 2: develop services according to interests of interested parties	Objective 1: Development of employment and career advancement services	1. Access to information about vacancies 2021-2027 2. Carrying out measures to promote career development 2021-2027. (trainings, workshops, public lectures, individual consultations and other)	Level of satisfaction of interested parties in relation to these services Number of people interested in information about vacancies / trainings Increase the number of career development activities
Strategic priority 5: flight training infrastructure development			
Strategic aim	Strategic objective	Strategic outcome	Success indicator
Aim 1: upgrade of training and flight infrastructure in accordance with modern requirements	Objective 1: upgrade of the aircraft fleet with modern equipment in accordance with modern requirements	1. Upgrades according to the standards and recommendations of the civil aviation agency 2021-2027.	Increase / upgrade / replacement of the number of aircraft
	Objective 2: aerodrome improvement	1. Annual implementation of technical works according to the requirements of the flight requirements 2021-2027.	Work carried out
Aim 2: control of the operation of flight-training infrastructure	Objective 1: compliance with the standards of the civil aviation agency	1. Audit report of the civil aviation agency 2021-2027.	Positive audit report of the civil aviation agency

	Strategic Development Plan	Date	February 2021
		Chapter	3
	General provisions	Page	18/18
		Revision	0

	Objective 2: raising the qualification of pilot instructors and engineering and technical staff	<ol style="list-style-type: none"> 1. Annual needs analysis 2021-2027. 2. Action plan developed taking into account the needs 2021-2027. 	Number of events / trainings held
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