

# Georgian Technical University



# Georgian Technical University

## Development Strategic Plan of 2022-2028 Academic Years

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## Introduction

Georgia, with its culture and political aspirations, has always considered itself as a part of a single European space. This aspiration is still spelled out in the main goal of Georgia: to become a full-fledged member of the European Union as a representative of the democratic space, which is based on the universal principles of equality and justice. Only such a public space opens the possibilities to protect the fundamental freedoms and, therefore, interests of not only any social, ethnic or religious groups, but also of each individual/citizen. In such a space, people become free, law-abiding and moral persons, where they, as citizens, recognize each other as free and equal persons.

The future of our country, as a part of the democratic world, depends on the creation of such an educational environment for citizens/individuals, in which the most important values of a civilized society – freedom and dignity – will be implemented. A free academic space and an autonomous higher education institution can largely create, develop and spread such an environment. Since, based on our traditions and modern requirements, our aspiration is to integrate into this space, the academic environment should be as close as possible to European standards.

The Georgian Technical University is firmly determined to become the country's leading university in the field of innovation. Accordingly, it is of utmost importance for it to implement the basic principles implemented by innovative Universities of Europe. Among them:

- **Research-based teaching and learning** – the principle that has become the slogan of practically all European Universities and which also determines the actions and reforms of the University;
- Allocation of resources based on results and opportunities, that will create additional motivation for research and opportunities for funding from both - domestic and internationally recognized donors;

- **Creation of a balanced management structure by the Rector Office (Administration)** that helps Research Institutes not to be depended on the educational processes of the faculties, but to contribute to the continuous innovation of the educational process, because the functioning of the Institutions should be based on innovative projects and concepts. This means creation of a culture of communication focused on mutual cooperation and consent that in turn promotes interdisciplinarity/multidisciplinarity and transdisciplinarity, creating fast and efficient panels.

Thus, our **pursuit of quality and constant search for improvements of management processes** should not be a novelty for the university, but should be clearly stated in its foundations. Quality management in European Universities is obliged to this tradition and is based on it, which is also the principle of operation of the Technical University of Georgia as one of the European universities.

Based on these principles, our university considers quality management as an auxiliary tool for the research and teaching-learning basic purposes. For this purpose, each structure of the University should be provided with all the tools that will help it in planning, execution, quality assurance and sustainable development.

## **Mission, Vision and Values of Georgian Technical University**

### **Mission:**

The mission of the Georgian Technical University – the center of the greatest traditions of science, education, culture, is to train competitive specialists with civic awareness, national and human values, to offer new opportunities for research, education and technology, to promote the construction of a knowledge-based economy in the country, and to conduct innovative activities for integration into the international ecosystem.

### **Vision:**

The vision of GTU is based on the Georgian and Western university conceptualization, which is based on the principles of autonomy, academic freedom, unity of learning, teaching and research, equality and transparency, internationalization of the teaching and research process, on the basis of which it will be possible to not only passively share international experience, but also international equal participation in scientific achievements. GTU's vision:

- To establish its own unique place, based on the hybrid model of modern technologies and the ethos of humanity, in today's university space;
- To create an intellectual base for the sustainable development of the country's economy;
- To introduce new organizational units for the implementation of high-standard research and teaching, which will contribute to the establishment of institutional networks between higher educational institutions at both the regional and international levels. New organizational units are interfaculty university structures of doctoral and master's phase (graduate schools and colleges). Groups of highly rated researchers – excellence clusters and knowledge transfer supporting structures, which ensure the identification of new research topics, their systematic promotion and strengthening;
- To modernize and strengthen traditional organizational units (faculty, field department, various types of educational and research institutes, etc.), because the demand for field and thematic development, which is necessary for the proper

functioning of higher educational institutions, is carried out in these structures. The same time, traditional structures should cooperate with new structures as positive as possible, which is a prerequisite for the complexity and dynamism of science development. That is why different levels and variants of the matrix organization is a necessary part of the modern university;

- To develop interdisciplinary teaching and research that contributes to the identification and development of new fields of knowledge.

Consequently, it is necessary to maintain the stability of old and new academic structures and their mutual coordination.

**Values:**

- The autonomy of the university is based on the unity of professors and students of the higher education institution and includes both independence from external factors and internal autonomy;
- GTU is free from the influence of social, political and religious groups and organizations, but it is tolerant towards them. Each representative of this group freely, without any restriction, carries out academic and scientific activities within his/her field ;
- Academic freedom is an idea that takes into account the types of freedom and the corresponding set of responsibilities that are defined for higher education institutions, their teachers, administration and students, and primarily implies the freedom of research, teaching and learning process. Expanding the boundaries of knowledge in the priority areas of science should be carried out in compliance with the principles of academic freedom, professional ethics and collegiality;
- For GTU, as for a free academic space, necessary component is the unity of learning, teaching and research, which means that in the process of learning and teaching we constantly take into consideration the results of the latest research, which will make learning deeper and more diverse. It will also add a larger public burden to scientific research achievements; promote the fruitful use of scientific research results for public purpose and their adaptation for to be implemented in the curriculum. The same time, the student should be actively involved in the analysis of research processes;

- GTU is a place where society learns to live in uncertain and unpredictable conditions that today's life offers us in the form of the challenges of the "postmodern" era;
- The principle of equality implies the equality of all members of the GTU in the management of the university and the organization of the teaching-research process. Any kind of discrimination is not accepted. This principle is mainly realized by the members of the GTU with equal participation in the formation of the representative bodies of the university and faculties.
- The principle of transparency implies full transparency of university activities, including financial activities. GTU is accountable to society in its work.

## S W O T Analysis

<b>(S)trengths</b>	<b>(W)eaknesses</b>
<ul style="list-style-type: none"> <li>• Great traditions and long history in the field of education;</li> <li>• University awareness;</li> <li>• Joint programs;</li> <li>• Double academic degree programs;</li> <li>• Diverse selection of educational programs;</li> <li>• Rich library resources, unique book fund of the library;</li> <li>• Powerful material and technical base;</li> <li>• High level of employment of graduates;</li> <li>• Continuing education opportunities;</li> <li>• Intensive involvement in local and international educational-scientific projects and programs;</li> <li>• Leading institution in the field of engineering;</li> <li>• High social responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of financial resources;</li> <li>• Outdated infrastructure;</li> <li>• Insufficient intensity of university-research activity (fundamental research, applied research);</li> <li>• High average age of academic and support staff;</li> <li>• Absence of student dormitory;</li> <li>• Lack of social spaces.</li> </ul>
<b>(O)pportunities</b>	<b>(T)hreats</b>
<ul style="list-style-type: none"> <li>• Transition from subject-oriented teaching to theme-oriented teaching;</li> <li>• Implementation of modern management (ISO) standards;</li> <li>• Creation of a research cluster;</li> <li>• Increasing the level of participation in international programs and exchange projects;</li> <li>• Implementation of student projects based on innovation laboratories;</li> <li>• Improving the material base.</li> </ul>	<ul style="list-style-type: none"> <li>• Threats caused by pandemics, natural disasters, hostilities;</li> <li>• Obstacles created in connection with the enrollment of foreign students;</li> <li>• Possible outflow of young scientists-researchers.</li> </ul>



# Directions and Goals of the Development of Georgian Technical University

Development Strategic Plan of Georgian Technical University of 2022-2028 academic years includes 7 strategic directions and 20 goals:

## **Strategic Direction 1 – Organizational Development**

- Goal #1.1 – Increasing management efficiency;
- Goal # 1.2 – Improving the cost efficiency of the university;
- Goal # 1.3 – Human capital development;
- Goal # 1.4 – Establishing proper communication with society, raising the image of the organization;
- Goal # 1.5 – Development of commercial activities;
- Goal # 1.6 – Development of the university's information technology infrastructure and material-technical base.

## **Strategic Direction 2 – Quality Management**

- Goal #2.1 – Updating the quality assurance system;
- Goal #2.2 – Complete implementation of the quality assurance system;
- Goal # 2.3 – Development of quality assurance culture.

## **Strategic Direction 3 – Learning and Teaching**

- Goal #3. 1 – Quality development of educational programs;
- Goal # 3.2 – Increasing the effectiveness of the educational process;
- Goal # 3.3 – Strengthening of professional education;
- Goal # 3.4 – Nurturing young innovators.

## **Strategic Direction 4 – Research and Innovation**

- Goal # 4.1 – Promotion of scientific-research and innovative activities.

## **Strategic Direction 5 – Internationalization**

- Goal # 5.1 – Strengthening of internationalization policy;
- Goal # 5.2 – Deepening of integration in the international educational space;
- Goal # 5.3 – Increase in the number of foreign students.

## **Strategic Direction 6 – Student Life**

- Goal # 6.1 – Development of cognitive environment for students;
- Goal # 6.2 – Creating a healthy and free student environment.

## **Strategic Direction 7 – Social Responsibility**

- Goal # 7.1 – Strengthening the image of an organization with high social responsibility.

## Strategic Direction 1

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### Organizational Development

The development of the modern European university academic space is mainly marked by two signs. On the one hand, with the development of traditional intra-university structures, such as faculties and its structural units: branch departments/chairs, scientific research/educational research institutes, and on the other hand, the so-called institutions that arose and developed between faculties, or beyond faculties, such as colleges/clusters for different levels of education, intra-university or inter-university regional and international networks/research clusters of research products.

What these two types of institutions have in common is that they have a high degree of autonomy, which is the main condition for conducting research, teaching and learning at a high level, that is, bringing relevance to the fore. Based on this modern principle, the Georgian Technical University creates its structure and principles of organization.

Many social entities participate in the evaluation of the activities of the higher education institution. Together with the state and private sectors, including students and their families, professors and teachers, legislative authorities, mass media and professional societies determine the relevant demands of the society towards modern universities.

Consequently:

Traditional universities are becoming competitive market players. The result of their works is a special, innovative product. Because of this, modern universities need market competencies;

Universities retain their identity - they maintain the universally recognized values of research, development and education;

They face a very difficult task of organizational culture: it is necessary to combine optimally the "free association of professionals", the traditional university culture and the highly productive culture of the "mind factory".

Accordingly, universities are obliged to replace the administrative methods of process management with modern methods of development, which requires much more effort and initiative in management activities.

In terms of Industry requirements 4.0 it became necessary to change the organizational structure of the university, optimize management, form the university community and create a digital service system.

GTU, as a higher education institution focused on solving modern challenges, prefers to strengthen the decentralized component of management – instead of a vertical, linear-functional approach to management; a flexible, results-oriented, project-team administration form of management. The advantage of the latter is that it contributes to the deepening of cooperation between subdivisions and increasing the responsibility of each employee for activity results, due to not only the results of their own work, but mainly the results of the entire activity (process) become important for them.

All activities of the Georgian Technical University are divided into 3 groups:

1. Main activity – processes creating values (added value). For example: educational, methodological and research activities. These are these processes that determine the university's income;
2. Supporting activity – necessary for the infrastructural and institutional development of the university. These are: financial, material-technical and informational support;
3. Administrative activity – provided for managing the university, increasing competitiveness and ensuring development.

Global trends in the change in the education system clearly show that today innovative development and a successful organization (state) are meaningfully synonymous and innovative activity for the moment it is a constant, persistent process of exploring possibilities beyond controlled resources.

Modern universities are emerging as competitive market players, mainly focused on income-generating, independent and proactive activities in the current legal space. Accordingly, for

the Georgian Technical University, in order to create and exploit a new segment of the market priority is to increase the scale of additional income-generating economic activities (innovative projects, consulting, expert and educational services).

In recent decades, the innovative university management model has been firmly established in the educational practice of the civilized world - USA, Western Europe, Japan, etc. There are fundamental differences between traditional (conservative) and modern innovative universities:

#### Comparative Analysis of Traditional and Innovative Universities

Criterion	Traditional University	Innovative University
Form of organizational culture	Status Administration	Project-team administration
Rate of change	Relatively slow, conservative	Main value is rapid changes and development
Dominant model of teaching	Traditional lecture-seminars, subject-oriented education	Research and topic-oriented education
Learning outcomes	Relatively weak relationship between theory and practice	Public value of learning and research results and promotion of the creation of a knowledge society
Participation in the development of the region	Life with relatively closed educational and research activities	Open active based on regional development cooperation
Management style	Hierarchical-administrative, official subordination	Optimal combination of hierarchical and project approaches, delegation of responsibilities
Basic structural unit	Department, chair, research institute	A hybrid form of activity that involves the coexistence and interaction of traditional and modern innovative structures; Development of the system of scientific and pedagogical clusters

As an innovative university of a modern type the entity relies on the principle of academic freedom and independence in solving tasks, overcomes market constraints through innovation and knowledge transfer. An innovative university constantly takes care of initiating a new type of activity, its own transformation and modification of relations with society.

Based on the current changes in the modern education system, Georgian Technical University seeks to move to an innovative university management model, as the result of which it will perform several important functions:

- Training of innovators in various fields of activity (economy, management, finance, technology, education, culture...) who are distinguished by innovative thinking and the ability to work in a new type of knowledge economy;
- To turn students into professional researchers that produce relevant knowledge and develop professional, research competences, as well as communication skills, through which the graduates of GTU in their turn establish new schemes and models of relations, including business organization and management;
- Use modern technologies in the teaching-research process to prepare young scientists-researchers;
- Active participation in the socio-economic development of the country.

Georgian Technical University organically combines modern values with traditional academic values. It is strategically important for it to strengthen communication with industry, society, graduates and employers for whom GTU is actively involved in the process of forming new structures that ensure the protection of intellectual property and innovation. University-based research should be market-oriented, applied (realizable) and socially relevant. The interest of the state and private business, the variety of grants and contracts is important.

The university stated that organizational development (first of all) should mean increasing the efficiency of the university management system, ensuring economic efficiency, continuous growth and development of human capital, deepening ties with society and becoming a socially significant unit.

Georgian Technical University strives to contribute to the formation of a healthy organizational culture that determines the level of collegial relations, agreement on the overall goals of the organization and opinions.

## Strategic Direction 2

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### Quality Management

The quality assurance process is derived from the main goals and objectives of the university. It is a tool that contributes to the unity of the basic functions of the university – research, learning and teaching. Therefore, precisely for the purpose of promotion, all bodies of the university should have access to the information and data that will ensure their further achievements and the planning, implementation, quality management and future development of the research areas. New quality assurance tools will be created in the university, which will be organically integrated into this system during the structural reform process.

The quality management system of the Georgian Technical University, based on the goals, is focused on the following main principles:

**Cooperation:** individual Faculties, Departments, Institutes as well as students of all levels will be systematically involved and participate in every level of quality regulations;

**Usefulness/Need:** The methodological efforts of quality management must be in constant proportion to its need. The quality management process does not set goals, but is focused on achieving the goals set by the university.

**Accuracy:** Quality assurance tools, such as evaluation, should be based on both quantitative and qualitative methodologies and data. An important tool for quality assurance in the field of research remains the so-called Peer-Review method - evaluation by recognized colleagues (this is especially true for the research component and the learning process integrated with it).

**Communication and Dialogue:** The results of quality assurance, especially monitoring and evaluation, will be discussed by the relevant university bodies and decision makers in an open-minded/neutral position and in the form of a substantive discussion with process participants.

**Clarity/Transparency:** Quality management is guided only by the established procedure, criteria and methodology, as well as by clear responsibilities and obligations. All this is expressed in clear systematic procedures.

**Goals and Areas of Action:** The quality management system of Georgian Technical University includes all areas of the university's activities:

- Academic – research, learning and teaching, promotion of young scientists;
- Administrative – central and non-central administration;
- Service – central and non-central services.

The qualitative goal of the quality management system is the continuous assurance and further development of quality in these areas. All this is expressed in the following:

- Facilitation of the decision-making process planning, with relevant information and data at all levels of decision-making;
- Clear systematization, documentation and forecasting of strategic and administrative processes;
- Permanent control over own activities, expression of the responsible position of the central authorities in relation to research and training, consensus and decisions reached with the participation of employees – these are activities that represent relevant tools for assessing and monitoring the achievement of goals.

**Competencies, Responsibilities and Tools.** GTU's Quality management is based on quality goals, clear structures and procedures, continuous monitoring and evaluation, as well as strategic decisions made as a result of mutual consultation between the Rector Office and Faculties. Currently, the main responsibility for quality management lies with the Rector Office, due to it forms the headquarters body for the implementation of quality management. It can be thought of as an ongoing task that involves planning, executing, reviewing, and developing major tasks and areas of work. This cycle is in consent with the University's quality management tools. The foundation establishes quality assurance goals that flow from the general concept of the university and form the basis for faculties and individual research cells. Whether or not the set goals have been achieved, this process is checked by continuous

evaluation and monitoring, the results of which are the subject of intensive discussion and improvement measures in the course of strategic conversations with faculties and various commissions, as well as with the Rector Office. Process management will be ensured by an open, efficient and visible progress of the optimization processes. However, while these different components and tools are in principle used in all areas, they have different meanings in each area. In the field of research, peer review has been and remains an important quality assurance tool. In learning and teaching, the monitoring method is an essential tool for quality assurance, but in administrative and governance fields the correctness of process management is the main criterion.



## **Strategic Direction 3**

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### **Learning and Teaching**

Modern information technologies require education that creates updated knowledge, thereby increasing the relevance (essence) and quality of education. In the industrial society education was focused on equipping the individual with information, in the knowledge society it is replaced by a creative approach. In addition, the traditional education system was mainly aimed at acquiring knowledge at a young age and applying knowledge invariably in practice. The modern system of education requires lifelong learning, which means the generation of educational knowledge and is the main characteristic of modern Western society. Moreover, significant attention is paid to education in adulthood, as it becomes vital to adapt to the significant changes taking place in the global world.

At the modern stage, education is becoming a value of personal importance, because fundamental and educational knowledge appear as an objective need of the future specialists and society. In addition, in the modern western educational system, the component of inseparability of teaching and research is very important, because the educational process should not lag behind the changing demands of society and the achievements of scientific knowledge.

A direction of strategic importance for Georgian Technical University is the harmonious development of the sectoral directions provided by the educational programs at all three levels of higher education, in order to be able to establish a full-fledged place in the unified university space.

In order to respond to the demands and challenges of the modern educational space, it is important for Georgian Technical University that educational programs not only cover all levels of education, but also that their development takes place in a mode of constant updating and compatibility with the real needs of society, consequently - compatibility with international standards, systematic updating of programs and full internationalization should be ensured.

One of the defining prerequisites for the sustainable development of GTU is accumulation and creation of new educational knowledge, sharing of the best European practices, for these purposes it constantly strives for the implementation of new exchange projects, active participation in joint programs and consortiums, both at the regional and international levels. Georgian Technical University recognizes the necessity of compatibility of existing and new educational programs, both for students and entrants, as well as with the modern requirements of the labor market. Accordingly, for the full involvement of employers, professional, academic and expert circles, students and graduates in the process of working in this strategic direction is given special importance.

Georgian Technical University in parallel with continuous development of existing educational programs and quality assurance procedures, takes care of development of constantly updated modern educational programs/projects, their implementation, internationalization and knowledge transfer.

In order for the scientific research and teaching-learning process to be unified and successful in the university, it should be based on and at the same time contain certain types of targeted knowledge. Where knowledge itself consists of the following components:

I. **Knowledge creation** (implies):

- a) relevance of the scientific project;
- b) social and academic relevance;
- c) reasonable and adequate distribution of research tasks by the academic personnel involved in the project and their timely execution as accurately as possible;
- d) knowledge, adequate analysis and application of the level of modern research in the world in relevant fields.

II. **Knowledge transfer:**

- a) unity of research, teaching and learning process, respectively,

- b) the involvement of doctoral and master's students in the research process;
- c) preparation (performance) of doctoral and master's theses in relevant scientific and research institutions;
- d) involvement and employment of postdocs in specific research projects in educational programs;
- e) implementation of research results at higher levels of the educational process (master's degree, doctorate);
- f) development of interdisciplinary and transdisciplinary research and teaching.

### III. **Knowledge sharing(includes):**

- a) partnership and collaboration both with related scientific subjects and HEI, as well as with foreign scientific training centers;
- b) the involvement of foreign partners in the ongoing research processes directly in the scientific-research centers;
- c) assistance and involvement of leading foreign scientists-specialists in the process of evaluation and analysis of the results of the educational process.

### IV. **Knowledge use:**

Implementation and application of the researches carried out in scientific and research centers in practice in various sectors of the economy, in the more efficient functioning of the legal, political, educational and other social systems of society. In the educational activity of Georgian Technical University, it is especially important **to grant a joint academic degree and issue relevant diplomas as a result of the implementation of joint programs created within the framework of regional and international collaboration.**

Georgian Technical University constantly strives to be a full-fledged member of the unified European educational space, moving from subject-oriented learning to topic-oriented learning, which fundamentally changes the university standard of knowledge creation and transfer.

Georgian Technical University, as a full-fledged member of a civilized university family, constantly takes care of members of the university community with special educational needs and creates a favorable environment for them to create, transfer and receive knowledge.

With the full support of the state policy, as well as public interests and realizing the critical need for the development of professional educational directions, Georgian Technical University implements and in close cooperation with employers will further expand the selection of quality professional educational programs.

In order to increase the availability and effectiveness of the University services, Georgian Technical University is committed to continuously strengthen the role of information technologies in the teaching-learning process and its management, which constantly responds to the need, modern global challenges and simplifies processes.

## Strategic Direction 4

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### Research and Innovation

The future of the country significantly depends on the cultural and scientific-technical progress that is taking place in the educational and research units of the universities.

Promotion and development of scientific-research activities is the most important direction of the strategic development of the university, because only by generating new knowledge and transferring it is possible to fulfill the mission of the university as a higher educational institution. Thus, the long-term strategy of the University, as well as the action plan based on this strategy, is focused on the development of scientific research activities within the University and the implementation of the best foreign or national research practices. The above mentioned implies both the promotion and strengthening of university research units, and the initiation and implementation of various research projects.

The University is focused on the establishment of strong educational and research structures and sustainable development. It constantly takes care of attracting young professionals and their multifaceted support, as well as interest of international partners.

The university consists of both traditional and new innovative teaching-research units (faculties, departments, scientific-research institutes, teaching-research clusters), which are mainly built on the basis of interdisciplinarity/multidisciplinarity and, in exceptional cases, monodisciplinarity and unite departments and chairs of different directions.

A necessary prerequisite for the establishment of research units at Georgian Technical University is the relevance of the research topic, which must meet the requirements of **interdisciplinarity, transdisciplinarity and internationalization**. The results of the research presented by the research units should be available to the general public, and this is a prerequisite for establishing educational knowledge and raising public self-awareness.

Research units (institutes) can be founded in Georgian Technical University in several ways.

For instance:

- **Research units operating within the faculties**, the formation of which is based on the research projects presented in the priority directions of the faculties and will be united under the name of an Umbrella Institute;
- **Inter-faculty institutes**, which are particularly in demand due to modern challenges and at the same time are the basis for the implementation of one of the main components, interdisciplinarity;
- **General University Institutes** that function in the case of research projects of special importance, and the results of the research will be used in the educational process.

In order to conduct educational and research processes at a high level and gain international recognition, new structural units based at the university could be united under one title, the excellent initiative, within the framework of which the so-called formation of research clusters and doctoral (master's) graduate schools.

GTU takes care as much as possible to create appropriate conditions for research units (Institutes) for full collaboration in the university, so that the research component is effectively integrated into the educational process.

In order to increase the importance and scale of research processes, Georgian Technical University is focused on ensuring the high involvement of other regional universities, non-governmental organizations and public groups, as well as business entities interested in research and research results.

At the same time, the university strives to ensure that the research results presented by engineering, technological and natural science institutes are possibly oriented for market requirements (which will contribute to the country's economic progress), while the research results of the humanitarian sciences institutes have public, legal and cultural relevance.

The establishment and operation of Faculties and, therefore, institutions for the University is largely determined by the establishment of the right system of their financing. At GTU members of research institutes (professors, visiting researchers, young researchers, such as

doctoral students and excellent masters) are given a good financial opportunity to receive the so-called the basic funding if a relevant project, the minimum amount of which is determined by the University's Administration, however, in the case of successful research (based on expert evaluation), the upper limit of reimbursement may not be determined.

In addition, the activities of all institutes in the University are evaluated on the basis of regular monitoring and evaluation. Any project presented by an institution and its research process are monitored and evaluated by the expert council, which consists of local (Umbrella University) and foreign scholars-experts selected by the Rector Office or the Head of the Rector Office and Faculties. The main criterion in the process of evaluation and monitoring is the internationalization of the research results presented by the Institute, this is why foreign professors and students should participate in the researchers conducted within the framework of the Umbrella University, and the results have to be published in the form of collections and books in Georgian, and every two years they will be published in a journal with an impact factor in any European language. (eg in English, German or French).

The same time, since the value of research in the University is determined by its use in the educational process, GTU evaluates the educational process based on various criteria and methods (eg: student survey, alumni evaluations, etc.). If positive conclusions are not obtained as a result of monitoring and evaluation, it is possible to terminate the existence of both the individual project and the Institute.

For the normal functioning of the educational and research structures at the university, it is necessary to have a high-ranking personal academic staff. To achieve this, the University established new standards of the academic competition, based on which academic staff will be selected. One of the main requirements of these standards is the presentation of concept-projects of high academic value, their internationalization, interdisciplinarity, and, in most cases, it will be required to satisfy the transdisciplinary component.

## Strategic Direction 5

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### Internationalization

Internationalization of universities has a special role in the constantly changing and increasingly globalized world. It is an integral part of the strategic development of GTU. The university is constantly taking care to adequately respond to demands and challenges arising from globalization and to gain international recognition accordingly.

In the direction of internationalization development, the main goal of GTU is integration into the international educational space and ensuring global competitiveness, raising and strengthening the international recognition/visibility of the university. Accordingly, the University constantly aspires locally and internationally to establish the name of a university providing quality education, which is distinguished by innovative programs and teaching methods, a high rate of employment of graduates, competitive academic staff, excellent opportunities for participation in scientific research and programs.

GTU's priority is the continuous process of deepening internationalization in research and teaching, which includes mobility of students and academic staff, joint educational programs and international cooperation within the framework of research projects.

The university develops a policy towards international quality assurance and cooperates with many universities of the world.

Georgian Technical University offers students joint educational programs with international standards with various European and American universities, thereby contributing to the development of the fields of science and technology, as well as the improvement of Georgia's human capital and thus the country's economic growth. In case of successful completion of the mentioned programs, the diplomas of both GTU and the partner university will be awarded to the students.

It is a priority for the University to introduce and develop international collaboration with Universities, this implies: a) implementation of joint research projects and active



involvement of doctoral students and young scientists in these projects; b) introduction of joint educational programs for different levels of education.

In order to increase the quality of internationalization of GTU, it is important to operate an international evaluation mechanism, through which the relevance and scientific value of the projects and the (existing) research units created on their basis will be evaluated. In addition, institutions should ensure project-based fundraising from both local and foreign scientific and public funds, organizations, which is one of the main criteria for confirmation that the project is not only regionally, but internationally relevant.

In order to develop and support cooperation with international donor organizations, the Grants Service Office was established as a structural unit in the Department of International Relations of Georgian Technical University, which is responsible for holding and coordinating the grant process in the University, as well as assisting professors, administrative/support staff and students in finding sources of funding for institutional and research development. in the process of finding, preparing a grant proposal and administering it.

The development of interdisciplinary trends required the selection of scientific topics and the targeted identification of new thematic fields as the main task of the university, which mostly takes place at the intersection of several disciplines. Accordingly, there is a need to establish and develop joint scientific projects and cooperative structures, for which Georgian Technical University aims to fulfill new organizational priorities in the form of clusters and collaborative-international research centers. These structural units make the development of GTU dynamic and significantly increase its educational and research potential.

New interdisciplinary organizational structures contribute to the attraction of high-ranked scientists-researchers of the international level, which significantly contributes to increasing the competitiveness of the GTU and its internationalization process. The new organizational structures, along with the old, bring a kind of innovation to the institutional design of GTU. As a result of the mentioned trend, the university is being strengthened as a consistent socio-academic performer.

The number of partner organizations of Georgian Technical University is growing and expanding every year. The university is a member of many international networks and associations. In addition, more than 200 memoranda have been signed with local and international higher educational institutions (organizations), including those of the USA, European and Asian countries.

Georgian Technical University, as a higher educational institution actively involved in the process of internationalization, pays significant attention to the process of attracting foreign students and increasing their contingent. In this direction, GTU plans to strengthen the recruitment process, which involves developing/implementing a recruitment action plan, participating in international educational exhibitions and forums, establishing relations with international recruiters, conducting marketing campaigns in the target market and etc.

## Strategic Direction 6

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### Student Life

Creating a student-oriented environment and, accordingly, developing student services and environment is a strategically important direction of a modern university.

Georgian Technical University accounts this matter systematically and does not consider the student environment only from the point of view of creating comfortable learning conditions for students, but considers that it is necessary to create an atmosphere that will promote not only professional growth among students, but also raising legal self-awareness and respect for the law, high social responsibility, respect for the principles of democracy, human rights, existential values and the formation of civil society.

An important component of the development of a student-oriented learning environment is the offer of high-quality consulting and career support services, and in order to ensure the diversity of student life, it is necessary to plan activities corresponding to the interests of students, which will not only promote the development of healthy communication between students and the university, but also increase the social, cultural, sports and public activity of students.

In order to improve student life, GTU constantly takes care of conducting relevant action-stimulating measures and ensuring specific achievements in this direction.

The rights and duties of the students of Georgian Technical University are determined by the statutes of the university, the code of ethics and individual agreements. They are actively involved in the management process of the university, are members of the senate and faculty councils, create student self-governments and act within the framework of the relevant regulations.

Georgian Technical University, through the development of technologies and the centralization of electronic platforms, constantly takes care of the strengthening of student

services. It also ensures that students have equal and continuous access to modern student services.

Students' involvement is considered in the process of developing educational programs, they are involved in the activities of special sectoral committees and systematically participate in student surveys. Their services are provided by relevant structural units and representatives of student services at relevant faculties.

The cultural and sports services and events strongly represented at Georgian Technical University make the University life very interesting for students, which promotes their personal development, realization of interests and increase of satisfaction.

The department of student services, culture and sports functions in the university. They are actively involved in the organization and financing of extra-curricular activities, constantly take care of promoting sports and culture, establishing a healthy lifestyle among students and young people, ensuring the identification of talented students and their participation in world and national universities on behalf of GTU. The university provides support to students by participating in local and international events, attracting international exchange projects and managing them effectively.

## Strategic Direction 7

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### Social Responsibility

Traditionally, a higher education institution has always served the national interest - training qualified staff and creating a scientific product, but in recent years, significant changes have taken place in the developed countries of the world: today, a university is not only an educational and research institution that creates, evaluates and disseminates knowledge through research and teaching, but also it is an institution bearing high social responsibility to society and the state. Therefore, the main purpose of the traditional university - to provide knowledge to young people - is being transformed and nowadays it should be extended to the whole society.

Georgian Technical University, as a public institution, is a cultural institution. From this point of view, a special place is occupied by humanitarian and social sciences, which, based on humanistic thinking, contribute to the process of forming society on humane principles. The university, as the custodian of European humanistic traditions, constantly strives for enlightened knowledge based on universal values.

Thanks to its profile, GTU, as a developing institution of engineering and natural sciences, constantly ensures that the benefits derived from these sciences, on the one hand, serve humanistic ideals, and on the other hand, they contribute to the development of these ideals in accordance with the requirements of modern society. It transcends geographic and political boundaries in carrying out its tasks and confirms the vital need for mutual respect and mutual acceptance of different cultures.

Georgian Technical University, as a socially active entity, promotes the development of the social system in all directions by making recommendations. However, GTU constantly strives to provide the next generation with an education that teaches them how to live in harmony with natural and living environment.

For the purpose of sustainable and stable development of the Georgian Technical University, the priority is to strengthen the image of the university as a reliable and highly socially

responsible organization in the national and international educational space. In order to achieve this, GTU constantly cares to contribute to the development of the state and society, is involved in the discussion of topics relevant to the society. It is important for the university not only to develop its students into competitive professionals, but also to raise them as citizens with high social responsibility and ethical principles.

One of the determining factors of the organization's credibility is the university's high social responsibility and high-quality educational programs (services) offered to students, which ensure the education of professionals with the above-mentioned values.

GTU considers the principle of equality as one of the main characteristics/indicators of the quality of teaching and science. Ensuring equal opportunities, eliminating discrimination and instilling a culture of respect for diversity form is an essential basis for implementation of these principles in research, teaching and university management.

GTU takes high social responsibility and fully shares the main provisions of the European Convention on Human Rights and the Universal Declaration of Human Rights, according to which the fundamental rights of democratic values should be extended to all people regardless of race, skin color, gender, language, religious or political beliefs, national and social origin, rank and property qualification. In addition, it is especially important for the university that every person enjoys the right to receive education. Accordingly, GTU makes great efforts in the direction of providing access to education for students.

Georgian Technical University is an open, inclusive and intercultural institution focused on gender equality and family values, which considers the diversity of its members as a productive resource and opposes any kind of discrimination based on personal or social characteristics. The University is focused on creating a supportive and motivating working environment for students and university staff; thus, it will oppose any kind of discrimination based on ethnicity, gender, religion or worldview, age, special needs or gender identity.

Georgian Technical University recognizes the principle of gender equality as a fundamental value. It supports the observance of the mentioned principle and expresses its commitment to its implementation in the university's gender equality plan.

GTU devotes considerable attention to the problems and challenges related to the university staff. The same time, it takes care as much as possible to respond immediately to possible autocratic cases and individual misdemeanors in the administration process.

Georgian Technical University, as an institution involved in solving social issues, pays special attention to the needs and requirements of disabled students and students with chronic illnesses (their families), employees. An inclusive education team has been created. In order to include in the educational process students studying at the university who need special educational programs, and the implementation of an educational process adapted to them, various methods are used, which are fixed in individual educational plans for persons with disabilities. In addition, GTU has mechanisms to support socially vulnerable students.