

Georgian Technical University



Strategic Plan
of Construction Faculty Development
of LEPL Georgian Technical University
2018-2024

Tbilisi

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1. Introduction

The Construction Faculty of LEPL Georgian Technical University in institutional terms and academic freedom is guided by the principles of the Big Charter of European Universities and is focused both on the evolution of Georgia and introduction-development of European educational standards. The vocational, bachelor's, master's and doctoral educational programs of the construction sector, management and security ensuring service realized at the Faculty provide an integration into the Bologna process and consequently, the training of highly qualified personnel of the international level. The activity of the Construction Faculty rests upon the principles of autonomy (both external and internal), academic freedom, teaching, learning and research unity, equality and transparency. Since its establishment and up to now the Faculty of Construction is on the leading position not only in Georgia but in international scientific-educational circles.

2. Mission, Vision and Values of the Construction Faculty

The mission of the Faculty of Construction is to create an academic space and infrastructure enabling the individual to become a highly qualified specialist, grow up as an independent and full member of the free and democratic world. To further the academic self-development and self-realization of every member of the Faculty is an imperative term for the development of a free democratic society. The faculty with a 100-year old image is oriented on humanity ideals hearth of: engineering, technologies, management, security provision and development that ensures the public with reliable and educated sources.

According to this mission the faculty aims to ensure the following:

- High rate of academic higher education, innovative scientific studies in the spheres of construction and civil engineering, management and security ensuring services at all stages of training (vocational, bachelor's, master' sand doctoral educational programs);
- Realization of vocational and academic higher education in compliance with the free market requirements and at the same time preserving the importance and values of scientific and academic knowledge;
- Introduction and development of a flexible system of life-long learning (education) and raising the rate of one's skills;
- Academic freedom of the Faculty personnel (comprising freedom of academic and scientific personnel, studying, teaching and research process of the students, as well as unlimited opportunities for mobility);
- Placing education and science at the service of public and the state, regionalization and internationalization of research and teaching process, development of mutual cooperation with higher education and scientific research institutions;
- Optimization of functions distribution and joint management system between the

Faculty structural-organizational units.

View of the Construction Faculty:

- Faculty activities are rested on the principles of autonomy, academic freedom, unanimity of studying, teaching and research, equality and transparency, internationalization of teaching and research processes that provide not only the passive sharing of the international experience, but an equal participation in the international scientific achievements;
- creating such an educational -pedagogic environment on the Faculty owing to which the most important values of humanity-freedom and dignity will be realized;
- providing the intellectual foundation of sustainable development of the country's economy;
- introduction of the new organizational units for the implementation of high standard research and teaching activities, which will support institutional development of the Faculty;
- inter-disciplinary teaching and research process development.

Values:

- The Faculty autonomy is based on the unanimity of the Faculty professors and students and comprises both an independence from external factors and internal autonomy;
- The necessary component for the Faculty as a free academic space is the unity of learning,
- Teaching and research processes, which imply taking into account the latest researches results in the course of studying and teaching process, which makes studying profound and diverse and also secures the scientific-research achievements with scaled public approach, promote the useful application of scientific research results for public purpose and their adaptation and introduction into the educational program. At the same time, the students should be actively involved in the process of research analysis;
- Equality principle implies equality of all members of the Faculty –in faculty management and in organizing of educational-research process. Any kind of discrimination is inadmissible.
- The principle of transparency implies full transparency of the Faculty activities, including financial ones. In its activity the Faculty is accountable to the university and public.

3. Basis for the Strategic Plan Working Out

The Faculty, in accordance with the Georgian legislation, the University Charter and Faculty Provision, independently defines the priorities of the Faculty development considering the interests of the strategic development, society, academic and strategic partners of the country. In order to ensure the sustainable social-economic development of the country all sources of the Faculty are focused on the development of the educational, scientific and innovative activities where the Faculty has obtained significant fundamental and useful achievements, developed infrastructure and an advantage of competitiveness unlike other relevant faculties of other higher educational institutions of Georgia.

„The Strategic Development Plan for the Faculty of Construction” has been worked out for the years 2018-2024, which fully complies with the Faculty Mission and provides strategic goals achievement. The Strategic Plan was based on:

- the unified strategy of Georgian education and science 2017 – 2021;
- Georgia-EU Association Agreement and basic recommendation documents of the Unified European Educational Area;
- the standards of authorization and accreditation of higher educational institutions;
- the standards of authorization of vocational educational schools;
- the mission, vision and values of the Construction Faculty;
- the experience of relevant faculties of the world’s leading Universities.

An Action Program of a new phase of the Faculty’s development will be based on the long-term Action Plan strategy of the development of Georgian Technical University, i.e. the main paradigms of the European educational sphere, known as Bologna, Lisbon, Copenhagen processes and Lisbon Convention, which in its turn represents a sustainable development strategy of the Faculty.

Faculty Action Plan will provide for the urgent need of Faculty educational strategy harmonization, prospects of obtaining a professional title “European engineer” with the Federation of "European Engineering Organizations "and Faculty graduates introduction in FEANI Register-providing competitiveness of the Faculty graduates at the international engineering qualifications market.

Strategic conceptualization will lengthen at the faculty in order to harmonize with Georgia’s international partners’ educational programs, where the “Washington Accord”, the “Sydney Accord” and the “Dublin Accord” are meant.

The Strategic Development Plan covers the following issues:

- provision of educational programs compliance with the current and future requirements of the labor market and academic-intellectual development of the country;
- improvement of educational process quality and accessibility at all stages of education;
- training of qualified competitive personnel focused on employment;
- synthesis of professional and higher education, science, technologies and innovations;
- preservation of the principle of life-long learning (education) (LLL);
- promotion of internationalization;
- strengthening of the public, social and cultural role of the Faculty and development of multi-sided democratic-liberal values and law awareness;

- educational infrastructure improvement.

4. Situational Analysis

With the view of: integrating in European Higher Educational Area (EHEA) and European Research Area (ERA), educational quality developing and educational system internationalizing more than one step have been made at the Construction Faculty. A three-stage teaching system of higher education has come into operation, the European system of credit transfer and money saving (ECTS) has been introduced, the internal and external quality assurance standards have been improved, the educational programs have met the requirements of national qualification framework and accreditation, the students and academic personnel mobility system has improved. Over the past few years have intensively been introduced and successfully implemented the educational programs relevant to the country's prior directions.

The Faculty of Construction is actively involved into the "Turin process", which enabled the Faculty to improve annual results in the quality of professional (vocational) education in terms of accessibility and partnership development. The Faculty of Construction cares for the professional (vocational) education, which should no longer be considered as a sphere of the narrow professional knowledge and skills development, but as a supportive system for life-long education, self-realization, social welfare, employment and self-employment. For this reason, significant changes have taken place in the sphere of professional (vocational) education in recent years in order to increase the efficiency of social partnership and private sector participation.

The situational analysis of the country's educational sphere makes us believe that student's involvement in scientific-research and practical activities is one of the important aspects of higher academic and professional education oriented at labor market and employment. From this standpoint, the Faculty provides for the students such types of educational and practical training that will enable them to check, improve and upgrade the knowledge and skills obtained in the academic surroundings and to bring them nearer to the requirements of the labor market. The students should realize the possibility of being employed in the future and should become involved in the free labor market on equal terms as competitive physical bodies.

Along with the mentioned above, the development of the Faculty infrastructure should be considered as a step taken forward; enrichment of the library stocks, creation of comfortable educational, research and working environment for students and personnel, activation of the methods of young people attraction into the higher educational system, introduction of encouragement „bonus” system for successful professors and teachers.

Despite the steps taken forward, at present there are still several issues to be solved at University. The following ones are to be considered in particular:

- the students, graduates and employers low rate involvement in the process of working out and modification of educational programs;
- the complexity of scientific component integration into the educational programs;
- insufficient involvement of academic and scientific personnel of the Faculty;
- low rate involvement of the independent scientific-research personnel in educational

process and research.

Furthermore, the complex of measures supporting the organization of "knowledge economy" at the Faculty will be on, which implies an innovative infrastructure (laboratories, virtual laboratories, computer classes, computerized library, design and consulting groups) and active cooperation between the science and production.

The infrastructure of the Faculty will be altered: lecture halls, laboratories, quality assurance service, managerial service, dean's office, corridors and modern furnishing design. In the lecture halls the equipment for electronic teaching will be installed as well.

With great effort and owing to the high international prestige of the rector of Georgian Technical University- Academician Archil Prangishvili an accord has been reached between the Governments of Austrian Republic and Georgia on the matter of brand new hydro facilities research laboratory construction and its equipment.

The educational-scientific center for bridge testing has been set up where studies and tests of the constructions take place. In 2016 the center has undergone accreditation and the Asian Development Bank has allocated a loan for the re-equipment and further professional advancement of the center. It is a three-stage loan. At the first stage, the Italian company will analyze the current situation and owing to this analysis the list of needed equipment for the center will be determined, as well as the place of their allocation and major repairs. The structure of the center will be recommended. The project will be jointly realized by the Fund of Municipal Development of Georgia and Georgian Technical University.

The „hybridization” of this type creates a new reality for the provision of the main composite part of the agenda - “an agreement of association with Europe”, ensuring the modernization process of higher education, which can be achieved by means of high level studies conducted at scientific-research institutes (various large infrastructural projects will become completed current year and in the future the tendency will lengthen on the basis of the brand new technological equipment) and further implementation of the results of the survey at all stages of teaching. Besides the internal factors, high-level modern research outcome attraction from partner institutions with high international prestige will take place with the view of improving drastically the degree of our Faculty's educational programs.

11. „SWOT“Analysis

Strong points	Weak points
<p>Great tradition in the field of education, the image of the brand and reputation; Experienced and highly qualified academic, scientific and support personnel; Cooperation in large-scale international scientific projects; Accredited/authorized educational programs for all three standards of higher education both in Georgian and foreign languages; Promotion of vocational education; Modern centralized examination centers; Facilitation of online supporting for the students; Experience of participation in local and international scientific-research projects and exchange programs; Scientific-research institutes with great traditions; Modern experts service centers; Capital constructions and their favorable location; Powerful logistics base;</p>	<p>Poor demand on educational service on the part of foreign students; Absence of students social infrastructure (dormitories); High rate of middle-aged academic personnel; Low rate of involvement of some of the departments in international projects; Irregularity of interdisciplinary teaching and research; Low rate of doctoral students involvement in the teaching process; Absence of students cessionary and long- term loans. Low rate of requisitioning owing to the hard social situation</p>
Abilities	Risks
<ul style="list-style-type: none"> • Foreign students involvement; • Realization of students projects on the basis of innovative laboratories; • Logistics base improvement; • Students career center creation; • Topic oriented teaching; • Involvement of foreigners - acting and emeritus professors in the educational-research process. 	<ul style="list-style-type: none"> • Lack of infrastructure relevant to modern European standards.

6. Priority Directions and Strategic Objectives (2018-2024) for the Construction Faculty Development

Priority Direction I-Institutional Development;

Priority Direction II-Development of Quality Oriented Educational and Scientific Research Activities;

Priority Direction III-Creation of Supporting Environment for Students 'Life;

Priority Direction IV-International Relations Development and Promotion of Internationalization.

Strategic Objectives of Development

Strategic Objective 1-Improvement of Management Quality System;

Strategic Objective 2- Human and Financial Sources Promotion;

Strategic Object 3-Planning of Students Contingent;

Strategic Objective 4- Upgrowth of Institutional Efficiency by means of Infrastructure and Material –Technical Resources Development;

Strategic Objective 5-Quality Assurance of Teaching and Educational Process;

Strategic Objective 6-Development of Life-Long Learning (Education);

Strategic Objective 7-Enhancement of Scientific-Research and Creative Activities

Strategic Objective 8-Development of Students Services;

StrategicObjective9-Upgrowth of Internationalization Quality and International Awareness

Strategic Objective 10 - Development of Public Relations;

Strategic Objective 11-Upgrowth of Internationalism and International Awareness.

Priority Direction I-Institutional Development

The main priority of institutional development is the development of new academic structural units that will facilitate the improvement of the educational –research process at the Faculty. Reasoning from above, the objectives and tasks of priority directions are laid down as follows:

Objective 1

Tasks:

Improvement of Management Quality System

- improvement of the essential characteristics of system creation decision making and forecasting spheres of the Faculty management technological platform;
- determination of relative values of non-academic positions at the Faculty administration, compilation-updating of classification methodology;
- development of the unified electronic system of Faculty management and upgrading of relevant characteristics;
- introduction of internal mechanisms of monitoring system and upgrading of relevant characteristics.

Objective 2

Human and Financial Sources Promotion;

Tasks:

- target use of human resources in the Faculty management activities;
- ensuring financial stability;
- increasing the scale of commercialization.

Objective 3

Planning of Students' Contingent

Tasks:

- determination of the optimum amount of the students contingent to be admitted annually;
- improvement of students' contingent, human and material resources correlation in compliance with the standards.

Objective 4

Upgrowth of Institutional Efficiency by Means of Infrastructure and Material –Technical Resource Development;

Tasks:

- modernization and updating of library service;
- renewing and creation of experimental scientific-research and training laboratories;
- reorganization of food and health care facilities;
- updating of the real estate and movables and development of their purposeful utilization policy;
- creation of relevant infrastructure and material-technical base for disabled students and the personnel;
- media archive creation.

Priority Direction II Development of Quality Oriented Educational and Scientific- Research Activities

The quality assurance policy rests on the principles of educational, teaching and research unity. At the same time, it is important to promote topic oriented educational activities rather than subject oriented ones at international level.

For the economic and social development of the country the expansion of innovative research area is essential. It is also important to orientate the survey on practical problems solution so important for the country.

Based on the above, the following goals and objectives are set:

Objective5
Quality Assurance of Teaching and Educational
Process

Tasks:

planning and implementation of educational programs in compliance with accreditation standards;

planning of professional educational programs;

introduction of international program accreditation of training programs and internationalization of teaching;

with the view of quality improvement promotion of professional development of academic personnel;

introduction and development of teaching methods for disabled students.

Objective 6
Development of Life-Long Learning
(Education)

Tasks:

- creation of electronic educational methodology and its practical usage for ensuring uninterrupted educational process both with mass and high quality indicators;
- preparation, approbation and dissemination of investigation based ceaseless pilot programs;
- permanent survey of labor and educational market and the targeted training of the demanded on the market specialists based on the results received by means of the approved methods of continuous education.

Objective 7
Enhancement of Scientific-Research and Creative
Activities

Tasks:

- with the view of Faculty scientific potential raising promoting relations with local and world leading scientific-research institutes;
- effective administration of planning and implementation of scientific research activities;
- identification of the facts of plagiarism and seeking the ways to escape them.

Priority Direction III–Creation of Supporting Environment of Students Life

Promotion of students involvement into the academic activities of the Faculty. Modification of students government in accordance with western standards.

Objective 8

Development of Students Services

Tasks:

- studying the students' individual skills;
- students involvement into the process of Faculty management and drawing up of the educational programs and their improvement;
- supporting students' involvement into the scientific-research activities and grants;
- upgrowth of students international mobility;
- supporting disabled students;
- offering an incentive to the students with high academic progress;
- coordination of the projects and ideas worked out in the result of students' activities and students' organizations and protection of their interests with relevant structures.

Priority Direction IV-Development of International Relations and Promotion of Internationalism

Upgrowth of the international recognition of the Faculty.

Development of interdisciplinary research and teaching, based on the process of education and research internationalization as one of the important conditions for realization of internationalization.

One of the main tasks of the Construction Faculty's long-term development is an integration into the international educational sphere, ensuring global competitiveness, as well as enhancement of the Faculty's popularity internationally.

In accordance with the priorities mentioned the goals and objectives of the international relations and internationalization facilitation are determined.

Objective 9

Increase of Internationalization Quality and International Publicity

Tasks:

- expansion of international cooperation with the world's leading academic organizations (institutes of higher education and scientific research institutions). Establishing new partnership and cooperation and intensifying of existing relationships, which imply the promotion of internationalization process;
- ensuring greater involvement in international and local projects, introduction of the joint researches;

- foreign students and academic/scientific personnel attraction.

Objective10
Development of Public Relations

Tasks:

- partnership development with local governmental and non-governmental organizations;
- dissemination of the knowledge in the society;
- informational support/management of the Faculty's official communication links (website, media, social media and e-servers).

7. Resources Required for Strategic Goals Implementation

Human Resources:

Administrative personnel-5;

Academic personnel-143;

Invited teachers-31;

Support personnel – 11.

8. The Monitoring Mechanism for the Implementation of the Strategic Plan

Monitoring of the Strategic plan implementation is carried out by the Faculty Council, which considers the realization of the issues in accordance with the annual plans and reacts correspondingly. At present, the improvement of strategic and action plans implementation controlling is carried out. Specifically, the Quality Assurance Service will periodically review the implementation of the plan together with the manager, requiring the annual self-assessment from the structural units considered at the spot and will study its compliance with the reality. The conclusions and recommendations received will be submitted to the Dean of the Faculty with the view of considering the material at the Faculty Council.