



Avicenna International Community College LTD

Strategic and Action Plan

Tbilisi

2018

The right to education and the choice of its form is one of the fundamental rights of a human being and a vital condition for sustainable development of the country. The strategic priorities of education include issues such as ensuring compliance with education programs on current and future demands of the labor market, improved access to vocational education and vocational training.

Vocational education is a vocational education that prepares staff to perform auxiliary work in various fields. It prepares well-educated and flexible personnel who can deal with existing and constantly changing needs of the labor market.

The Avicenna International Community College LTD (hereinafter referred to as the Institution) is based on the principles and approaches recognized in the professional educational space. The institution aims to create an educational space that will be responsible for the qualification of staff prepared by it. The institution considers that the necessary indicator for its coherent development is to properly formulate the institution's strategy, which includes the approach and vision developed for achieving the goals and objectives of the institution.

In order to ensure that the institution is competitive on the market and its activities are successful and effective, the institution has developed a future vision - a picture of the desired future for which the institution is seeking. The plan of activity of the institution is also defined as a strategic plan, which is the developmental direction of the institution's six-year perspective. Recognizing that planning is one of the key components of successful activities is to maximally maximize the resources to achieve the desired results and make the information about the steps taken by the institution.

The activity planning begins with the development of its mission, vision and values, by means of which the establishment is established, how it sees its success in the long run and what are the approaches to the abovementioned results.

The vision is the ideal, picture of the ideal future; Mission - A statement about how the establishment intends to achieve vision, what it operates and what is its purpose. The mission includes the basic values in which the institution is headed in its activities.

Vision, mission and plan teamed up with active involvement of the staff of the institution.

For the purpose of properly planning and correcting strategic and operational plans, the factors that affect the activities of the institution have been identified. Considering both negative and positive influences.

For the abovementioned implementation, we have chosen the SWOT analysis from many effective tools of modern management.

The presented SWOT analysis includes the strengths and weaknesses of the institution, as well as the possibilities and potential threats.

Specific risks are given in the appropriate table:

- Motivated, competent, innovative oriented personnel;
- Highly qualified and experienced vocational teachers;
- Modern infrastructure; -
- Active cooperation with the employer;
- Vocational educational programs chosen in accordance with the requirements of the local labor market;
- Various student services (implementation of various youth civic activities with student engagement; Career planning and professional orientation service); -
- Adapted environment (elevator) for disabled persons and people with special needs;

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Strong side

- A small number of educational programs;
- Restricted competence of professional teachers in foreign languages;
- Low awareness of the institution;

W

Weak side

- Ability to engage in national and international projects; -
- Access to technological innovations in the vocational education system;
- Increasing interest in private sector in vocational education system;
- More openness of the National Center for Educational Quality Enhancement and orientation towards institution development
- Increase college awareness;
- Popularization of Professional Education; -
- Cooperation with similar profile colleges outside of Georgia;
- Deepening the connection with the employer and the business sector

O

Opportunities

- Unstable economic environment;
- High competition in the field of vocational education; -
- Frequent legislative amendments in the education system;
- Low level of general, basic and secondary education in young people;
- Less active professional students and their low motivation;
- Unpopularity of professional education;
- Vocational education financing rules that create an uncompetitive environment for private colleges in respect of state colleges;
- Legal deficiencies related to legal regulations in education field

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Threats

The SWOT matrix can determine the strengths, weaknesses and possibilities of the institution and the threats it faces. SWOT-Analysis has helped us to prepare a strategic plan and to formulate it. The strategic plan includes components that minimize the weaknesses and threats of the institution and increase the strengths and capabilities of the institution.

Strategic goal 1 Obtaining

authorization, start learning process

Task	Years						Performance indicator	Responsible structure	Risks
	2018	2019	2020	2021	2022	2023			
1.1 Registration of Ltd.							Registered International Avicenna International College LTD	Founder, director, lawyer	
1.2 Creation of the website of the institution;							Web address http://avicennacollege/ge/geo/	director, lawyer	
1.3 Announcing vacancies for administrative staff selection;							Jobs posted on the job site	Founder, director,	
1.4 Appointment of administrative staff on the basis of the order and signing agreements with them							Agreements signed with administrative staff	director	
1.5 Find out the actuality of the professions to be based on researches on labor market							The importance of the kindergarten tutor teacher and accountant specialization in the labor market	Quality Assurance Manager, Public Relations Manager	
1.6 Preparation of documentation required for authorization;							Uniform Rules, Internal Rules, Code of Ethics, Rule of Teacher Selection, Methodology of Defining Marginal Number of Students, Learning outcomes assessment system Obtaining, stopping and terminating the status of a professional student, mobility, and received education Recognition Rules, Change or Cancellation of Educational Programs	Director, lawyer, Quality Assurance Manager a Public Relations Manager, Case manager, librarian, Accountant, Accountant, Training Process Management Manager, Student Services Manager	
1.7 Vacancy announcement for selection of professional teachers, Issuing the order of their selection and signing agreements with them							Vacancies posted on the website of the institution, selected professional teachers and service agreements concluded with them	Director, lawyer, Quality Assurance Manager	
1.8 Training of vocational teachers;							Casemanagement of trained vocational teachers;	Quality Assurance Manager	

1.9	Adapt and implement vocational educational programs							Adapted and implemented vocational education programs and equipped learning environment in accordance with the requirements existing in these programs	Quality Assurance Manager Director	Frequent changes in modular educational programs, not awareness Small amount of professional students in
1.10	Finding the practice implementing objects and implementing agreements with them;							agreements with practice implementing	Director, lawyer, g public relations	

								objects and implementing	manager, student service manager	the market
1.11	Memorandum with Educational Institutions for the purpose of ensuring further education of students of the relevant program in case of change or abolition of vocational education program							Memorandums with Educational Institutions for the purpose of ensuring further education of the professional students of the program in case of changing or abolishing the Vocational Education Program	Director, lawyer, n Quality Assurance Manager	
1.12	Arrangement of material / intangible resource							Equipped with material and non-material resources in accordance with the requirements of vocational educational programs	director	
1.13	Adapted learning environment							Adapted learning environment	director	
1.14	Regulation of library fund;							The library fund required for the implementation of vocational education programs	Director, librarian	
1.15	Protection and security.							Safe environment, an evacuation plan and fire extinguishers	Protecting, security and cleaning services	
1.16	Presentation of the application at the National Center for Educational Quality Enhancement to obtain authorization							Application submitted to the National Center for Educational Quality Enhancement on obtaining authorization and document confirming payment of authorization fee	director	
1.17	Production of advertising campaigns, in particular, preparation of advertising fliers, brochures, Internet and TV advertisements;							Made promotional fliers, brochures and internet / TV advertisements	Director, public relations manager	
1.18	Conducting the activities related to professionalization;							Events to be implemented	Director, public relations manager, student service manager	

1.19	Vocational student administrative registration and concluding contracts with them							Vocational students registered in the vocational students' registry	Director, casemanager, lawyer	
1.20	Start learning process							Study timetable	Director, Training Process Management Manager, Quality Assurance manager	
Strategic goal 2										
Student service development										
Task		Years						Performance survey indicator	Responsible structure	Risks
		2018	2019	2020	2021	2022	2023			
2.1	Conducting activities to improve the learning process and improve the academic achievements							In order to improve th quality of the study process according to the recommendations developed based on analysis of results	Quality Assurance manager	
2.2	Cultural, youth, sports, cognitive and other							Carried out activities	Quality Assurance	

Strategic goal 5						
Learning / teaching quality and human resource development						
	Years			Performance indicator	Responsible structure	Risks

	activities								manager	
2.3	Implementation of information and other events / activities related to the employment vocational students and their career planning.							Carried out activities	Student service manager	
2.4	Establishment of employers' base							Created base of potential employers and agreements with them	Student service manager	
2.5	Searching for vacancies							Searched vacancies	Student service manager	Non-existence of real vacancies
2.6	Memorandum of Cooperation with Different Educational Institutions and NGOs to Improve and develop Student Services							Memorandum of Cooperation with Different Educational Institutions and NGOs	Student service manager	
2.7	Conduct research on the employment of professional students and graduates and analyze the results of the survey							Analysis of conducted research	Student service manager	

Strategic goal 3

Development of infrastructure										
Task		Years						Performance survey indicator	Responsible structure	Risks
		2018	2019	2020	2021	2022	2023			
3.1	Change the address and move to the own existing building							Own building	Founder Director	Economical political condition
3.2	Create a modern design interior							modern design interior	Founder Director	
3.3	Adapted environment for disabled and people with special needs .							Adapted environment for disabled and peop with special needs	Founder Director	
3.4	Equip the institution with modern equipment and inventory							the institution equipped with moder equipment and inventory	Founder Director	

Strategic goal 4

Increase in financing										
Task		Years						Performance indicator	Responsible structure	Risks
		2018	2019	2020	2021	2022	2023			
4.2	Organizing and implementing short term training programs							Developed short-term learning programs	Quality Assurance manager	
4.3	Conducting trainings, master classes and other similar activities required on the market;							Conducted trainings, master classes and other similar activities	Public relations manager, student service manager	
4.4	Involve private and public sector in the process of training in the form of facilities, potential employers and business sectors to deepen							Memorandums of mutual cooperation	director,	
4.5	Promotion of professional education							Carried out activities	Director, public relations manager	
4.6	Cooperation with educational institutions of similar profile outside of Georgia							Memorandums of mutual cooperation	Founder, director	
4.7	Raising awareness of the institution							Raised awareness of the institution	public relations manager	
4.8	Engage in national and international projects							Conducted activities	Director, public relations manager	
Task		2018	2019	2020	2021	2022	2023			

5.4	Attending the internal support team on studies							Protocols of attending the internal support team for studies	Director, Quality Assurance manager	
5.5	Filling and completing questionnaires, analyzing the monitoring results carried out by the internal support team and planning and implementation of appropriate measures to address the shortcomings							Deficiencies identified as a result of monitoring, recommendations of planned events for their elimination	Director, Quality Assurance manager	
5.6	Training of administrative staff and vocational teachers							Trained administrative staff and vocational teachers	Quality Assurance manager	
5.8	Planning and conducting activities to enhance communication skills in professional language and professional personnel in foreign language							Administrative personnel and professional teachers with the ability to communicate in a foreign language	Director, Quality Assurance manager	
5.9	Introduction of technological innovations							New computer programs and updated hardware	IT manager	

Strategic goal 6										
Analysis of the Action Plan										
Task		Years						Performance indicator	Responsible structure	Risks
		2018	2019	2020	2021	2022	2023			
6.1	Request the relevant information about the activities carried out during the academic year by the administrative personnel of the institution;							The information about the activities carried out during the academic year by the administrative personnel of the institution;	Quality Assurance manager	
6.2	Analysis of information provided by the administrative staff of the institution about the activities carried out during the academic year and the place it on the institution's website;							Result of analysis placed on the institution's website	Quality Assurance manager	
6.3	Development of relevant recommendations based on the analysis of the information provided by the administrative staff of the institution about the activities carried out during the academic year;							Developed recommendations	Quality Assurance manager	
6.4	The description of the events that are not implemented during the year and their consideration in the next academic year's action plan							Future action plan 2019-2020	Administrative staff	

The strategic plan reflects long-term strategic goals of the institution, responsible person / persons, deadlines, indicators and risks of achieving set goals.

A. Strategic goal - A purpose that follows from vision and approaches the establishment with vision.

The strategic goal is:

- Concrete
- Measurable
- Achieved
- Relevant
- Time schedule

B. Objectives - derive from a strategic goal, "dismantles" it into smaller and relatively easy-to-manage units

C. Performance Indicator is an objective proof that the task has been achieved

D. Execution deadline - the real deadline for the performance specified in the specific component of the action plan.

E. Responsible person - Structural unit responsible for the performance specified in this box

The Action Plan is a way of achieving the goals presented in the Strategic Plan.
months

#	task	Activity	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	Responsible person	Performer	Parties (except institution)	Recourses	Indicator	Note	
1	Registration of LLC	Development of statute													HOSSEIN CHENARI SOMAYYEH NOKARIZI MARIAMI TSIVTSIVAZDE	HOSSEIN CHENARI SOMAYYEH NOKARIZI	MINISTRY OF JUSTICE	STATUTE	Registered Avicenna International Community College LLC		
		Registration Avicenna International Community College LLC																			
2	Creation of website of the institution	Domain, Hosting Purchase													SOMAYYEH NOKARIZI	SOMAYYEH NOKARIZI		Purchase document	Domain, Hosting Purchased		
		Contract with Internet Provider													SOMAYYEH NOKARIZI MARIAMI TSIVTSIVAZDE	SOMAYYEH NOKARIZI MARIAMI TSIVTSIVAZDE		Contract	Contract with Silknet		
		Designing a web designer service agreement on creating a web site													SOMAYYEH NOKARIZI MARIAMI TSIVTSIVAZDE	SOMAYYEH NOKARIZI MARIAMI TSIVTSIVAZDE	RATI PERTAI	Web-page	Web-page add: http://avicennacollege.ge/geo		
3	Announcing vacancies selection administrative staff;	Create a project the text of the vacancy announcement													SOMAYYEH NOKARIZI	IRMA LOMAIA MARIAM TSIVTSIVAZDE			Vacancies placed on job site		
		Post a vacancy at HR.GE													SOMAYYEH NOKARIZI	SOMAYYEH NOKARIZI	JOB AGENCY HR.GE	POSITIONAL INSTRUCTION REGULATION			
4	Appointment administrative staff on the basis of the order and conclude agreements with them.	Selection of entered documents													SOMAYYEH NOKARIZI	SOMAYYEH NOKARIZI		CV -s on mail			
		Interview with candidates													SOMAYYEH NOKARIZI	SOMAYYEH NOKARIZI					
		Sign agreement													SOMAYYEH NOKARIZI	SOMAYYEH NOKARIZI		Labor Agreement project	Contracts with administrative staff		
5		Ranking of Professions, Study of Graduate Study Data for 2015													IRMA LOMAIA LEVAN TCHITANAVA	IRMA LOMAIA LEVAN TCHITANAVA	http://mes.gov.ge/content.php?id=5962&lang=geo		The importance of kindergarten educator teacher and accountant specialization in the labor market		
		Analysis of ISET researcher Florian Bermann's research													IRMA LOMAIA LEVAN TCHITANAVA	IRMA LOMAIA LEVAN TCHITANAVA	http://netgazeti.ge/news/230373/				

Find out actuality of professions to based on research on labor market	Study of the survey data of the Tbilisi Kindergartens Agency																	IRMA LOMAIA LEVAN TCHITANAVA	IRMA LOMAIA LEVAN TCHITANAVA		https://bit.ly/210KOmv		
	Analyzing Georgia's labor market by Ministry of Economy Sustainable Development Georgia																		IRMA LOMAIA LEVAN TCHITANAVA	IRMA LOMAIA LEVAN TCHITANAVA		http://www.lmis.gov.ge/Lmis/Lmis.Port.al.Web/Handlers/GetFile.ashx?Type=Content&ID=7932b932-0eac-4a14-8ebd9ec6d2409352	
	Analyze vacancies according to job sites																		IRMA LOMAIA LEVAN TCHITANAVA	IRMA LOMAIA LEVAN TCHITANAVA		HR.GE	
Preparation documentation required authorization;	Rules, Internal Rules, Code of Ethics, Teacher Selection Rules, Methodology Determining the Limit Number Students on Program, Learning Evaluation System; Mechanisms for further education of students of relevant program case of replacement abolition educational program for acquisition, suspension and termination of the status of a professional student, mobility,																		SOMAYYEH NOKARIZI, IRMA LOMAIA MARIAMI TSIVTSIVADZE LEVAN TCHITANAVA NATO SHUKAKIDZE NINO DARCHIA MARINE ORMOTSADZE GAGA TUTARASHVILI ANA ADAMASHVILI	IRMA LOMAIA MARIAMI TSIVTSIVADZE LEVAN TCHITANAVA NATO SHUKAKIDZE NINO DARCHIA MARINE ORMOTSADZE GAGA TUTARASHVILI ANA ADAMASHVILI		The Constitution of Georgia, Law of Georgia on Entrepreneurs, Organic Law of Georgia Labor Code of Georgia, Civil code, regulation authorization of educational institutions and approval fees Order 99 / N of the Minister of Education a Science of Georgia, Decree of President Georgia N414 on Approving and Enactment of Uniform Rules of Proceedings	Rules of Registry, Internal Rules, Code of Ethics, Teacher Selection Methodology of determining the limit of students on program, Learning outcomes assessment system Rules for Recognition, Suspension a Termination of Maternity Status, Mobility, and Recognition of Education,
	Elaboration of SWOT analysis, mission, vision, values, action strategic plan of the educational program																		SOMAYYEH NOKARIZI	SOMAYYEH NOKARIZI IRMA LOMAIA MARIAMI TSIVTSIVADZE LEVAN TCHITANAVA			Mission, vision, values, action and strategic plan of EDUCATIONAL PROGRAM
																			NATO SHUKAKIDZE MARINE ORMOTSADZE GAGA TUTARASHVILI ANA ADAMASHVILI				

Announcing vacancies selection vocational teachers issuing order on their selection and signing agreements with them	Develop a vacancy test project																		IRMA LOMAIA	IRMA LOMAIA		Rule of selection of vocational teacher	Vacancies on the web-site of the institution
	Vacancy posting the website																		VADIM AGAIANI	VADIM AGAIANI	/	Web-site	
	The selection of documents a interview with candidates																		IRMA LOMAIA SOMAYYEE NOKARIZI	IRMA LOMAIA SOMAYYEE NOKARIZI		CV s of vocational teachers	Selected vocational teachers
	Signing the contract with professional teachers																		MARIAMI TSIVTSIVADZE SOMAYYEE NOKARIZI	MARIAMI TSIVTSIVADZE SOMAYYEE NOKARIZI		Project of service agreement	Service contracts concluded with vocational teachers
Training vocational teachers	Introduction of the modular professional education program structure of professional teachers																		IRMA LOMAIA	IRMA LOMAIA		Vocational educational program	Trained vocational teachers
	Introducing professional student assessment system																		IRMA LOMAIA	IRMA LOMAIA			
	Introduction of the methods elaboration																		IRMA LOMAIA	IRMA LOMAIA			

	Planning cultural, new, sports, cognitive and other activities	Organizing cultural, new, sports, cognitive and other activities																GAGA TUTARASHVILI	LEVAN TCHITANAVA GAGA TUTARASHVILI			CONDUCTED ACTIVITIES		
	Implementation of information activities related to the employment of vocational students and their career planning	Conducting meetings with vocational students, organization employment forums, conducting research for career planning, based on the results of the above research results from organizing appropriate events																	GAGA TUTARASHVILI	LEVAN TCHITANAVA GAGA TUTARASHVILI			CONDUCTED ACTIVITIES	
	Establishment of employers' base	Find potential employers and sign memorandums of mutual cooperation with them																	GAGA TUTARASHVILI	GAGA TUTARASHVILI MARIAMI TSIVTSIVADZE	Projects Memorandums Potential Employers		Created base potential employers and memorandums mutual cooperation with them	
	Seeking vacancies	Find job vacancies from job sites																	GAGA TUTARASHVILI	GAGA TUTARASHVILI	Job sites		SEARCHED VACANCIES	
	Memorandum of Cooperation with Different Educational Institutions and NGOs to Improve and Improve Student Services	Finding various educational institutions and NGOs that will agree to cooperate and sign memorandums of cooperation with them																	GAGA TUTARASHVILI MARIAMI TSIVTSIVADZE	GAGA TUTARASHVILI MARIAMI TSIVTSIVADZE LEVAN TCHITANAVA	Projects of mutual cooperation		Memorandums mutual cooperation with various educational institutions and NGOs	
	Change the address of the existing building	Build your own building																	HOSSEIN CHENARI	SOMAYEE NOKARIZI	Development company	Acquired land area, measuring drawing	Owned Building	
	Create a modern Design interior	Designing designer service contract, and design planning to be completed																	HOSSEIN CHENARI SOMAYEE NOKARIZI	SOMAYEE NOKARIZI MARIAMI TSIVTSIVADZE	DESIGNER	Project design TO SIGNED with designer	Modern design interior	
	Adapted Environment disabled and people with special needs	Installation of ramps and elevators, adaptation of the bathroom																	HOSSEIN CHENARI SOMAYEE NOKARIZI	HOSSEIN CHENARI	Proper workers	Ramps, elevator, wet points, inventory	Adapted Environment disabled and people with special needs	
	Equip the ins titutio modern equipment and inventory	Purchase n appropriate inventory, purchase equipment																	HOSSEIN CHENARI	SOMAYEE NOKARIZI	Computer hardware, projector, desks, tables, boards and other inventory		Environment equipped with modern techniques and inventory	
	Organizing and implementing short term training progra	Develop, organize and implement n short term training																	IRMA LOMAIA	SOMAYEE NOKARIZI IRMA LOMAIA MARIAMI TSIVTSIVADZE ANA ADAMASHVILI	Potential employers		Developed short-term learning programs	
	Conducting trainings, master	Research market demand																	GAGA TUTARASHVILI LEVAN TCHITANAVA	GAGA TUTARASHVILI LEVAN TCHITANAVA Ana adamashvili	Relevant national		Conducted trainings, master	

Planning activities conducted by professional teachers and administrative personnel	Elaborate program for short-term courses for foreign language preparation with the relevant qualification,													SOMAYYEE NOKARIZI IRMA LOMAIA	ANA ADAMASHVILI		English-speaking literature	Administrative personnel and professional teachers with the ability to communicate in a foreign language
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improve communication skills in foreign language	schedule the above-mentioned courses with the staff of the trainer																	
Introduction technological innovations	Introduce new computer programs, upgrade techniques													VADIM AGAIAN	VADIM AGAIAN			New computer programs and updated hardware
Request the relevant information about the activities carried out during the academic year by the administrative personnel of the institution;	Providing relevant information about the activities carried out by the administrative staff during the course of the year													IRMA LOMAIA	IRMA LOMAIA		the relevant information about the activities carried out during the academic year by the administrative personnel of the institution	Provided relevant information about the activities carried out by the administrative staff during the course of the year
analyse the relevant information about the activities carried out during the academic year by the administrative personnel of the institution and place them on the web-site	Evaluation Request the relevant information about the activities carried out during the academic year by the administrative personnel of the institution and place them on the web-site													IRMA LOMAIA	IRMA LOMAIA Vadim agaian		Documents a material containing information about the activities carried out by the administrative staff during the academic year, the website	Results of the analysis posted on the website of the institution
Development relevant recommendations based on analysis Of the relevant information about the activities carried out during the academic year by the administrative personnel of the institution	Introducing the results of the analysis relevant recommendation based on analysis Of the relevant information about the activities carried out during the academic year by the administrative personnel of the institution and introduction it to administrative personnel, Evaluation and development of relevant recommendation													IRMA LOMAIA	IRMA LOMAIA			Developed recommendations

The description of the events that are not implemented during the year and their consideration for the next academic year's action plan	Description and analysis of the events implemented during the year, introduction of the results of the analysis to the administrative personnel and developing new action plans based on the																				SOMAYYEE NOKARIZI	IRMA LOMIAIA		Description and analysis of the events that are implemented during the year, long-term strategic plan of the results of the analysis	The future 2019-2020 action plan	
	strategic plan for the next academic year																									

The implementation of the set goals and the plan needs to be monitored, which will be possible through the timely discovery of the "scrolls" from the plan and react to them before the damages. Monitoring also helps us to provide employees with a dedicated job feedback, and most importantly, the monitoring process makes the entire planning process, without which the plan does not have any real value. Monitoring process consists of 3 activities related to each other:

- Data collection
- Analysis of collected data
- React

It is necessary to review the problems, identify the causes and neutralize their negative impact during the analysis of the problems arising in the implementation of the plan.

