

Community College
„Panacea“

Reviewed by: Administrative Board of
Community College „Panacea“ Ltd
Protocol N11 15.06.2020

Approved:
under the order of the Director N17 15.06.2020
Of Community College „Panacea“ Ltd

Amendment is made:
under the order of the Director N40 02.02.2022
of Community College „Panacea“ Ltd

Amendment is made:
under the order of the Director N173 14.07.2022
of Community College „Panacea“ Ltd
Director: V. Kiknadze

Community College „Panacea“ Ltd
Strategy Document
2020-2027

Mission

The mission of the vocational educational institution with a century-old history of implementing educational programs in the field of healthcare is to provide continuous development of human and material resources, to train qualified and competent personnel in accordance with international standards, to support their personal and professional development and promote their employment. In order to support the development of the country's economy, the College, while maintaining its basic profile, provides vocational education, as well as short-term vocational training and retraining programs in demand on the labor market for interested persons.

Vision

By 2027, Community College „Panacea“ has been a successful and competitive educational institution that provides qualified and competent personnel to the national and international market. The graduate employment rate of the College for all programs will be at least 70%.

Values

- Professionalism;
- Justice;
- Teamwork;
- Responsibility;
- Loyalty to traditions.

Introduction

The purpose of the 2020-2027 strategic plan for the Community College „Panacea“ (hereinafter “the College“) is to define the strategic directions and tasks that the College will be guided by for the next seven years.

Through this strategic document, the College shares its mission, development vision, organizational values, strategic goals, objectives and ways to achieve them with stakeholders.

In order to develop a strategic plan, a working group with the involvement of the stakeholders of the College was created based on the order of the director of the College. The working group used the SWOT analysis methodology to develop a strategic plan, for which it carried out an assessment of the internal needs of the college and an analysis of external factors.

It is important to note that the existing mission, vision and values of the College were reviewed with the participation of the College staff. The working process also included the review of the governmental strategic documents and reports. In particular, the following strategies were discussed: "National Strategy of Labor and Employment Policy of Georgia for 2019-2023" (Ordinance of the Government of Georgia N662 30.12.19), "Unified Strategy of Education and Science of Georgia 2017-2021" (Ordinance of the Government of Georgia N533 7.12.17) . The results of the 2016-2022 strategic plan of the College were also considered in the process. Expectations of the stakeholders were taken into account as follows: a working group was formed with the involvement of internal and external stakeholders of the College; the draft of the developed strategic plan was considered before approval in the format of online meetings with the interested parties: the College staff, permanent member of the administrative board – vocational student, „Acad. G. Chafidze "Emergency Cardiology Center" Ltd - representative, JSC "Evex Hospitals" - representative, "Pineo Medical Ecosystem" - representative, JSC "Gefa" - representative, Tbilisi Kindergarden N15 - representative, "D&KLAB I.E. Davit Kruashvili" - representative of the dental technical laboratory. Up to 60 people attended the online meetings. After the meetings, the strategic documents of the College took into account the feedback of the interested parties. The approved strategic plan is laced on the College's website.

SWOT analysis

Strength

- Responsible and motivated human resources;
- High rate of employment for graduates and vocational students (at least 70%);
- Flexible study process tailored to the vocational student/trainee;
- Human resource management policy focused on staff development;
- Flexible management system;
- Wide network of employer/partner organizations;
- Modern material - technical premise;
- International cooperation experience;
- Century-old experience in implementation of vocational education.

Weaknesses

- Insufficient marketing and PR measures.

Opportunities

- Support and encouragement of vocational development of staff;
- support and encouragement of extracurricular activities;
- Adding short-term programs based on the demand of labor market;
- sharing of international experience;
- Optimal use of infrastructure and material-technical premise.

Threats

- Threat of disruption of the educational process against the background of the pandemic

2020-2027 Strategic plan of the College

Strategic goal 1. Meeting the demands of the labor market with diverse vocational programs									
Strategic tasks	Implementation years								Performance indicator
	2020	2021	2022	2023	2024	2025	2026	2027	
1.1. Expanding the range of vocational educational programs in accordance with the requirements of the labor market									By 2027, at least three new vocational education programs adapted to modern challenges and needs will be added
1.2. Development of vocational training/professional retraining programs in accordance with labor market requirements									At least three vocational training and vocational training programs added by 2027
1.3. Introduction of integrated vocational educational programs									At least one integrated vocational education program introduced by 2027
1.4. Development of exchange/joint programs									International agreements signed with partners by 2027 and at least one implemented exchange program
1.5. Increasing the number of vocational students									By 2027, the increased number of vocational students in at least one vocational education program

Strategic goal 2. Development of quality-oriented educational programs									
Strategic tasks	Implementation years								Performance indicator
	2020	2021	2022	2023	2024	2025	2026	2027	
2.1. Innovative learning/teaching Implementation of methods									innovative methods implemented; Implemented training platforms; Retrained human resources
2.2. Development of valid programs									The results of the conducted research (using the feedback method). Changes made to programs
2.3. Development of educational resources									updated book fund; Searchable electronic resources
2.4. Development/expansion of partner network									Increased number of partners and signed agreements

Strategic goal 3. Ensuring the institutional sustainability of the College through the development of material and informational resources and the diversification of financial resources									
Strategic tasks	Implementation years								Performance indicator
	2020	2021	2022	2023	2024	2025	2026	2027	
3.1. Periodic updating of technical equipment and infrastructure									Planned updated infrastructure; purchased/updated inventory; Documentation confirming purchases/services
3.2. Development of management system for the College									Conducted trainings to raise the qualifications of college staff; Updated regulatory documents
3.3. Development of information and communication technologies									For College staff, vocational students / Introduction of flexible and acceptable communication technologies for listeners
3.4. Development of training center									Quantitative increase of conducted trainings/ master classes and periodic quality control (mostly established on feedback)
3.5. Implementation of local and international projects									Documentation of implemented projects
3.6. Finding different sources of financing for financial sustainability									Cooperation with various financial institutions and optimal use of infrastructure

Strategic goal 4. Development of services offered to vocational students									
Strategic tasks	Implementation years								Performance indicator
	2020	2021	2022	2023	2024	2025	2026	2027	
4.1. Support for functioning of Professional Student Representative Council									Minutes of the meeting for the representative council
4.2. Development of student's vocational orientation and career advancement services									Individual consultations provided for vocational students /Professional Student Satisfaction Survey (by feedback method), rate of employed vocational students and graduates; Events held for the purpose of orientation and career advancement for vocational students
4.3. Development of extracurricular activities									Documentation of the projects and events performed
4.4. Raising awareness among vocational students about health and safety measures									Documentation of trainings and workshops in the field of labor safety and health
4.5. Offering additional services to persons with special educational needs									By 2027, training infrastructure and other services adapted to persons with special educational needs

Strategic goal 5. Development of human resources									
Strategic tasks	Implementation years								Performance indicator
	2020	2021	2022	2023	2024	2025	2026	2027	
5.1. Evaluation of staff performance									Conducted research and evaluation research report by quality assurance service
5.2. Development of human resource management policy									Reports of activities carried out by the manager of human resources management
5.3. Capacity building of human resources									trainings for the College staff, Master classes and workshops to develop the necessary skills and their documentation

Monitoring and evaluation of strategic and action plans

The evaluation and monitoring of the strategy and action plans of the College is carried out in accordance with the "Methodology of Planning, Monitoring and Evaluation of Strategic and Action Plans" approved by the order of the Director of the Community College „Panacea“ Ltd.