



NATIONAL EDUCATIONAL UNIVERSITY

**Mechanism, Methodology, and Analysis of Student
Enrollment Planning**



Preamble

Ongoing developments in the field of education indicate that the higher education environment requires continuous growth and adaptation to new challenges. “NEU - National Educational University” possesses the necessary material, technical, and human resources to respond to existing challenges. Moreover, it has the capacity to expand the current student body (limited quota of 300 students). Since 2020, “NEU - National Educational University” has been continuously implementing strategic development in educational, administrative, and infrastructural areas. The University’s primary goal is to provide high-quality education in order to supply the labor market with highly qualified personnel equipped with appropriate values.

Analysis

“NEU - National Educational University” (formerly “Tbilisi Free Academy”) has implemented significant changes within a continuous five (5) year development cycle: from 2020 to the present, three (3) schools began functioning in the higher education institution, and as of today, the University operates ten (10) accredited educational programs. On November 21, 2024, by the decision of the Authorization Board of Higher Education Institutions, LLC “Tbilisi Free Academy” was granted authorization for six (6) years and, accordingly, based on the submitted request, became a University. The results of the last five-year cycle-NEU - National Educational University’s obtaining of authorization and accreditation of ten educational programs-demonstrate that the University has the appropriate financial, administrative, and technical resources to ensure that the environment created for students provides the opportunity to receive high-quality education.

From 2020 to the present, the following educational programs have been accredited at the University:

Bachelor’s Level:

1. Bachelor’s Educational Program in Business Administration – 180 credits;
2. Bachelor’s Educational Program in Business Administration – 240 credits;
3. English-language Bachelor’s Educational Program in Business Administration;
4. Bachelor’s Educational Program in Law;
5. Bachelor’s Educational Program in Psychology.

Master’s Level:

6. Master’s Educational Program in Business Administration;

Certificate Programs:

7. Preparatory Program in Georgian for Ethnic Minorities;
8. Teacher Training Educational Program – Georgian as a Second/Foreign Language (Primary – Basic – Secondary Level);
9. Teacher Training Educational Program, Primary Level (Georgian Language and Literature, Mathematics, Natural Science – Grades I–IV);
10. Teacher Training Educational Program, Primary Level (Mathematics – Grades I–VI).

The University is focused not only on creating adequate conditions for students to receive education within the institution, but also on providing them with opportunities to gain experience in other countries through exchange programs. It is noteworthy that NEU – National Educational University has been a member of the Erasmus+

International Credit Mobility Programs since 2024. Currently, within the Erasmus+ program, the University collaborates with the following universities:

- "Angel Kanchev" University of Ruse (Bulgaria);
- University of Economics and Human Sciences in Warsaw (Poland);
- Kazimierz Wielki University in Bydgoszcz (Poland);
- University of Naples Federico II (Italy), University of Sannio (Italy);
- University of Leon (Spain).

At the same time, as of today, the institution has over 60 international partner educational institutions worldwide, and this number is steadily increasing.

High-quality education is impossible without adequate human, material, and technical resources. Currently, NEU – National Educational University’s university community consists of 30 (thirty) administrative units and 132 (one hundred thirty-two) academic staff members. The University’s material and technical base currently covers 1,500 sq.m., which has been fully renovated and aligned with established requirements during the institution’s development process, and is continuously assessed by various external evaluation groups. It is also noteworthy that, to expand its technical resources, the University plans to construct a state-of-the-art new campus, which will be fully adapted to student needs and will provide an environment conducive to obtaining high-quality education.

The established quota for NEU - National Educational University of 300 students is completely inconsistent with the current reality and the educational programs operating at the University, whose number is systematically increasing, as the University is currently awaiting the accreditation of its 11th educational program.

The University’s request to increase the number of students is based on the following circumstances:

- Research conducted by the institution – public and regional demand. In recent years, there has been a significant increase in demand for universities that provide a modern, practice-oriented, and integrated teaching model. Demand is particularly high for the Teacher Training Educational Program, the Preparatory Program in Georgian, and programs in Business Administration, Psychology, and Law. According to the strategic vision and action development plan, the period 2025–2031 foresees a gradual increase in the number of students, which is considered part of the University’s institutional development and social responsibility. This step fully aligns with the University’s mission-to expand access to education and contribute to the country’s intellectual and economic development.

Conclusion: The transformation of the institution into a University at the end of 2024 (December) has significantly increased the demand for it. This is clearly evidenced by research, surveys, and existing indicators conducted by the institution. Public and regional demand for the University is growing annually. According to current studies, by 2026 the number of applicants is expected to exceed the current quota. Demand is particularly high for the Teacher Training Educational Program,

the Preparatory Program in Georgian, the English-language Bachelor's Program in Business Administration, and others.

- The university community consists of a highly qualified, creative, and motivated team of professionals that meets the demands for high-quality teaching. This year, the internal professional development program for academic staff was updated, modern teaching methodologies were introduced, and the pool of lecturers was expanded, ensuring the capacity to serve an increased student body.

Conclusion: Based on the methodology for determining the student body and staff numbers at the University, it is unequivocally confirmed that the administrative and academic resources employed at the University fully correspond to the increased quota requested by the institution.

- In terms of infrastructure resources, the University possesses a modern academic building, laboratories, a courtroom, a library, and IT infrastructure designed to accommodate a larger number of students. In addition, the modernization of additional learning spaces and the creation of new lecture halls are underway.

Conclusion: Based on the inventory conducted at the University and the resulting quantitative indicators, the existing administrative building of NEU - National Educational University, with its current material and technical resources, will be able to accommodate and serve 2,500 students without any obstacles.

- In terms of internationalization and program diversity, the University actively engages in international partnerships through Erasmus+ programs and other European educational platforms, significantly increasing its popularity among local and international students. The University fully recognizes the importance of maintaining quality and, alongside the planned increase in student numbers, intends to strengthen internal monitoring of teaching quality, expand student support services, and recruit additional administrative and academic staff.

Conclusion: Considering the achievements of the past year and the University's active participation in Erasmus+ programs and other international partnerships, its attractiveness and competitiveness have significantly increased, creating a strong precondition for the number of applicants to the institution to double starting from 2026.

Dynamics:

Over the past five (5) years, the cardinal steps taken by National Educational University have demonstrated that the institution is ready to accommodate more than 300 students and provide them with high-quality education. On January 15, 2025, the University Senate approved NEU – National Educational University's seven-year Strategic Plan (2025–2031) and three-year Action Plan (2025–2027). The Strategic Development Plan fully aligns with the mission of NEU – National Educational University and is based on the objectives of the higher education institution. The developed seven-year and three-year strategic and action plans represent an adequate assessment of current processes and future perspectives. According to these plans, the subsequent

stages of the University's development are entirely dependent on the growth of the student body. It is clear that the institution is prepared to take reformative steps in the field of education; however, implementing these steps will be virtually impossible without an increasing number of students. This implies that the University aims to expand its educational and research capacities and create more diverse and modern conditions for students as well as administrative and academic staff.

Goal:

The goal of increasing the quota is directly correlated with the University's strategic objective - to expand access to high-quality education and strengthen the institution's positioning within the educational space.

Based on the analysis:

"NEU - National Educational University," as an authorized higher education institution, intends to increase its student body from the current quota of 300 (three hundred) students to 2,500 (two thousand five hundred) students.

The analysis of the increase in student numbers is based on the following circumstances:

- Existing and planned material and technical resources;
- Adequacy assessment of administrative and academic staff;
- Dynamics of applicant demand and labor market trends;
- Guarantees and mechanisms for maintaining quality.

In conclusion, based on the foregoing analysis, increasing the student body represents a natural and logical step for the University within its strategic development process. The University fully provides the necessary material, human, and organizational resources to ensure that high-quality teaching and the principle of accessible education are maintained even with an increased student body. Based on this analysis, increasing the student body is a step that supports both the University's strategic development and the country's educational policy. The University guarantees the maintenance of teaching quality and the effective use of resources under conditions of an expanded student body. The analysis demonstrates that, given the current realities, the institution fully meets all requirements necessary for the process of increasing the student quota. It is also relevant to note that the existing quota of 300 (three hundred) students was adequate for the Tbilisi Free Academy as a college, but it is no longer sufficient for the full functioning of NEU – National Educational University.

Why 300 (three hundred) students will be insufficient for the full functioning of NEU – National Educational University:

- Strategic Development: Growth plans are blocked / development is stalled;
- 300-Student University: Small scale; educational programs cannot develop fully;
- Brand: A 300-student university is not properly recognized by international partners;
- Finances: Low income; a small model is unsustainable;
- Infrastructure: Inefficient use of resources; the space owned by NEU – National Educational University is far greater than currently utilized.

International/Local Practice:

University of Luxembourg - Luxembourg – one of Europe’s smallest universities:

Student population: 6,800+

Central European University (CEU) - Austria / Hungary – among the smallest universities in Europe:

Student population: 1,500+

Tartu University – Faculty - Estonia – at the faculty level, corresponds to NEU – National Educational University:

Student population: 1,800–2,500

Wrocław Business School - Poland – small private university:

Student population: 1,800–2,200

Üsküdar University - Turkey – private university:

Student population: 21,000

Universities across Georgia: A 300-student university practically does not exist;

Average student population: 1,500–25,000

Sources:

1. Mission of NEU - National Educational University;

2. Strategic and Action Plans of NEU - National Educational University;
3. Methodology for determining student quotas and staff numbers;
4. Labor market analysis conducted by the University for each educational program;
5. Institutional benchmarking;
6. Programmatic benchmarking;
7. Survey results;
8. Indicators of the University's participation in Erasmus+ programs.