

**Legal Entity of Public Law -  
Batumi Shota Rustaveli State University  
Academic Council**

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**Decree N40**

**28 June, 2017**

**On Approval of the Mission of the Legal Entity of Public Law  
Batumi Shota Rustaveli State University and  
the Strategic Development Plan for 2019-2024**

## **Introduction**

Legal Entity of Public Law - Batumi Shota Rustaveli State University is one of the most important centers of education, science and culture of our country. The University is located in a historic building that has educational function since its establishment, from the 90s of the 19th century, when the boys' gymnasium was opened here. In 1935, as a result of special care of the Georgian society, a two-year teaching institute was opened in Batumi, which was soon transformed into a four-year teaching institute. In 1938 the Institute was named after Shota Rustaveli, in June 1945 - the status of Pedagogical Institute. In 1990 Batumi Shota Rustaveli State University was created on the basis of the Pedagogical Institute, which was of great national and state importance. The dream of Ivane Javakhishvili - "If there should be second university in Georgia, it should be opened in Batumi" became true.

## **Mission**

LEPL - Shota Rustaveli State University is one of the leading higher education institutions, whose mission is to prepare a highly qualified, competitive specialist, a free person carrying national and universal values, become a strong educational-research center and take an important place in the national and international educational space.

The university is implementing educational programs of vocational and all the three cycles of academic higher education, fundamental and applied research aimed at sustainable development of our country, social welfare of the population, ecological safety and economic strength, as well as liberal values and establishment of democratic principles.

The University understands its special importance in the development of the region and considers as its priority the study of South-West Georgian culture and the Black Sea biology and ecology as well as phyto-pathological research and the development of agriculture and tourism.

Batumi Shota Rustaveli State University is committed to the fundamental principles of the great Charter of European Universities, its main values are humanism, openness, accountability, support for the realization of personal potential, interdisciplinary and intercultural scientific research, dynamic development of teaching and management processes.

## **Basic Problems:**

Batumi Shota Rustaveli State University, despite having a significant role in Georgian educational space, faces serious challenges:

1. Quality of education does not fully meet international standards;
2. The connection between the university and the labor market has to be improved;

3. Part of scientific research products are more characterized as "research for research" and has less resonance in society and business sector;
4. The union between the student, the professor-teacher and the researcher is weak, in order to develop the idea of "research university" the processes should become more integrated;
5. Despite the large number of international exchange programs, studying and teaching and internationalization processes need to be improved;
6. The university should expand circle of strategic partners and friends;
7. The university infrastructure needs to be modernized in order to effectively carry out the learning - teaching and research processes;
8. Students life should be developed and should become more diverse;
9. The management process needs constant improvement and development in order to achieve more efficiency.

### **Goals:**

1. The university should play an important social role in the public life of the region and country;
2. Education received at the University should be of modern standards, higher academic quality and employment-oriented;
3. The research carried out at the University should be valuable, fundamental and of practical importance;
4. Internationalization should include learning, teaching and research processes;
5. The relationship between the employer, the student, the professor-teacher and the researcher shall be based on each other's support, exchange of information and sharing the experiences;
6. The university should have strategic partners in both, academic and other fields.
7. The university infrastructure should be developed according to the requirements of study, teaching, research and student life.
8. Academic and administrative management processes should be well organized and effective.

### Ways and Tactical Schemes to Achieve Goals:

**Objective 1. The university should play an important role social in life of the region and country.**

#### **Ways to Solve the Problem:**

- 1.1. The trust towards the University as the center of education and science should be increased;
- 1.2. The University should be actively involved in important institutional, public and national processes;
- 1.3. The University must be a supporter and implementer of charity;
- 1.4. The University should establish academic and civil values in society;
- 1.5. The University should detect, demonstrate and the help those young leaders to succeed, who have the ability to make a significant contribution to the development of society;
- 1.6. The University should be open for partnership, dialogue and cooperation;
- 1.7. University website, public relations service, newspaper, studio and publishing must be active public instruments.

#### **1.1. The trust towards the University as the center of education and science should be increased:**

<b>Task 1</b>	<b>What the university gave me:</b> Presentation of university graduates using the University website and mass media.
<b>Task 2</b>	<b>Discover University:</b> Presenting scientific achievements performed by researchers and students within the university with the means of mass communication of the University.
<b>Task 3</b>	<b>How ones are taught in the university:</b> Promotion of teaching methods developed and used by university professors by means of University and other mass communications tools.
<b>Task 4</b>	<b>Interesting University:</b> Presenting creative and sporting teams within the university with the means of mass communication.

#### **1.2. The University should be actively involved in important institutional, public and national processes:**

<b>Task 1</b>	<b>Engagement in Reforms:</b> Participation of University academic and scientific personnel in the reforms implemented by state, regional and local governments as experts and consultants.
<b>Task 2</b>	<b>Opinion of University:</b> Participation of academic and scientific personnel and students in public polemics on actual issues.
<b>Task 3</b>	<b>University involvement:</b> University students participate in various projects implemented by public, business and non-governmental sector.
<b>Task 4</b>	<b>Involvement in Global Forums:</b> Participation of university academic and scientific personnel in international forums on actual issues.

### 1.3.The University must be a supporter and implementer of charity:

Task 1	<b>Guardianship:</b> Material, psychological and pedagogical support for socially vulnerable and deprived of parental care students.
Task 2	<b>Philanthropist University:</b> Participation in charity actions through the Students Support and Development Foundation
Task 3	<b>Help disabled:</b> Supporting people with special needs through psychological and vocational training (with inclusive education).
Task 4	<b>Support the village:</b> Provide recommendations for proper use of agricultural technologies in agriculture.

### 1.4.The university should establish academic and civil values in society:

Task 1	<b>Non-Plagiarism:</b> The program "Anti plagiarism" will be activated to determine plagiarism in the works of master, doctoral, academic and scientific personnel.
Task 2	<b>Raise Literacy Level:</b> The University will lead the public campaign in order to improve the level of literacy in the city and region.
Task 3	<b>Protected Society:</b> The University will lead a campaign that enhances human rights activities and raising legal awareness of relevant groups.

### 1.5.The University should detect, demonstrate and the help those young leaders to succeed, who have the ability to make a significant contribution to the development of society:

Task 1	<b>Young Leader:</b> Determining students in the University, who has the exceptional leader skills and development their skills in various direction (culture, science, business, politics, etc.) and popularization, both in the university and outside.
Task 2	<b>Celebrities:</b> Supporting non-political, social and cultural leaders engaged in important social and cultural activities, partnership and their popularization;
Task 3	<b>Cooperate:</b> The University will encourage creation of student and academic consortium that will help young leaders to develop public activity in the country and outside the country.

### 1.6.The university should be open for partnership, dialogue and cooperation:

Task 1	<b>Social Partnership:</b> Enables civil society organizations to use the University infrastructure for different activities. Thus, the university will be actively involved in associations, unions and organizations both within the country and internationally.
Task 2	<b>Eco-Partnership:</b> The University will be actively involved in various ecological associations, unions and organizations, both within the country and internationally, and will offer its infrastructure to implement various activities.
Task 3	<b>Business Partnership:</b> The university will become a member of different unions and organizations with economic profile both within the country and internationally and will offer its own potential and infrastructure for implementation of various nonprofit projects.
Task 4	<b>Dialogue:</b> The university should be the initiator of conducting dialogue and debates on issues relevant to the public, will enable organizations to use their infrastructure, academic and scientific potential in this regard.

**1.7. University website, Public Relations Office, newspaper, TV and Radio studio and publishing must be an active public instrument:**

<b>Task 1</b>	<b>Active website:</b> The social network of the university should become an active communication tool.
<b>Task 2</b>	<b>The university newspaper:</b> First of all, should be focused on a student, professor, researcher, and should represent the position of the university both in the country and abroad.
<b>Task 3</b>	<b>The university publishing house:</b> Its activities must go beyond the university and become an important center for publication of scientific and methodical literature.
<b>Task 4</b>	<b>The university's TV-Radio studio</b> Should be able to develop students' practical skills, in a long-term perspective, it should take certain place in the regional information space.

**Objective 2. Education received in the university should be of modern standards, high academic quality and employment-oriented.**

**Ways to solve the problem:**

- 2.1. Creation of educational programs, teaching-learning methods and mechanisms of constant development;
- 2.2. Support the development of academic personnel;
- 2.3. Support and development of fundamental fields;
- 2.4. Organization and improvement of results-oriented teaching process;
- 2.5. Constant renewal and development of educational programs;
- 2.6. Successful completion of the authorization and program accreditation.

**2.1. Creation of educational programs, teaching-learning methods and mechanisms of constant development:**

<b>Task 1</b>	<b>Assessment of educational programs:</b> Elaboration of educational programs assessment system, which ensures involvement of academic / invited / scientific personnel and students as well as external stakeholders (employers, alumni, etc.) in the research process.
<b>Task 2</b>	<b>Monitoring of academic performance:</b> Developing students' academic performance monitoring mechanisms and conducting systematic research.
<b>Task 3</b>	<b>Graduate employment analysis:</b> Monitoring and analysis of graduates employment (determination of conformity between graduates and labor market requirements).
<b>Task 4</b>	<b>Assessment of activities of academic personnel:</b> Elaboration of academic personnel activities assessment system and conducting research.

<b>Task 5</b>	<b>Employment market research methods:</b> Conducting trainings for target groups on market research methods.
<b>Task 6</b>	<b>Employment market survey:</b> To conduct market research and identify existing needs in cooperation with targeted groups; <b>Development of tourism education programs;</b> Creating and renewal of mechanisms to support increasing of compatibility between the employment program and employment market; Creating and updating the appropriate infrastructure for effective implementation of educational programs (including professional).
<b>Task 7</b>	<b>Discover new markets:</b> Identify new requirements on the employment market, which may be the basis for the improvement of existing educational programs and / or introduction of new educational programs.
<b>Task 8</b>	<b>Compliance with international standards:</b> In co-operation with target groups, to determine the compliance of educational programs with international standards.

## 2.2. Academic Personnel Support Development

<b>Task 1</b>	<b>Academic personnel assessment:</b> developing academic/invited personnel assessment system and defining personnel related policies.
<b>Task 2</b>	<b>Services:</b> elaboration of the rules for service evaluation provided for academic/invited and scientific personnel and improvement of services.
<b>Task 3</b>	<b>Scientific Component:</b> the academic personnel scientific-research component planning, implementation and evaluation rule elaboration.
<b>Task 4</b>	<b>Employee Satisfaction Survey:</b> conducting satisfaction research of the academic/invited and scientific personnel in the process of management and developing rules for using the research results.
<b>Task 5</b>	<b>Active professor-teacher:</b> establishment of mechanism providing academic and scientific personnel with the knowledge and achievements existing in their fields, the work of scientific seminars.
<b>Task 6</b>	<b>Better lecturer and researcher:</b> development of educational and research skills establishing mechanisms and organization of methodological training courses.
<b>Task 7</b>	<b>Lecturer-consultant:</b> Creation of mechanisms facilitating the involvement of academic/invited personnel in non-audit activities (scientific / cultural events, consultations).

<b>Task 8</b>	<p><b>Personnel Development Policy:</b> Developing Personnel-oriented Management Policy, which includes:</p> <ul style="list-style-type: none"> <li>• Transparent and objective procedures of academic position election and providing high quality staff attraction;</li> <li>• Personnel professional development promoting activities;</li> <li>• The clear principles of encouragement based on the assessment of its activities;</li> <li>• Refining the scientific trip rules;</li> <li>• Procedures providing effective integration of a new academic person in the working process.</li> </ul>
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### 2.3. Promotion and Development of Fundamental Fields:

<b>Task 1</b>	<b>Development perspective:</b> Creation of mechanisms supporting doctoral and post-doctoral programs in the fundamental areas.
<b>Task 2</b>	<b>Modern Infrastructure:</b> Creating the infrastructure necessary for innovative research in the fundamental areas.
<b>Task 3</b>	<b>Promoting the fundamental sciences:</b> Public awareness about the importance of the fundamental fields and target group encouragement.

### 2.4. Organizing and developing the result-oriented learning process

<b>Task 1</b>	<b>Effective Methods:</b> Applying the educational monitoring process for improving and developing teaching and learning methods.
<b>Task 2</b>	<b>Result-oriented teaching:</b> Using the programs oriented on teaching outcomes and educational courses; elaboration of the syllabus perfection-development promoting mechanisms.
<b>Task 3</b>	<b>Cooperation:</b> to establish co-operation promoting mechanisms ensuring university professors effective teaching development and experience sharing.

### 2.5. Supporting permanent renewal and development of educational programs:

<b>Task 1</b>	<b>Content renewed program:</b> reflecting scientific innovations and scientific achievements in educational programs.
<b>Task 2</b>	<b>Methodically updated program:</b> modern teaching/learning method implementation in the educational sphere.



<b>Task 3</b>	<b>Upgrading of material-technical base:</b> establishing appropriate material-technical base and mechanisms for providing financial resources in order to implement effective educational programs.
<b>Task 4</b>	<b>Result-oriented program:</b> establishing mechanisms facilitating educational program interoperability with the employment market.
<b>Task 5</b>	<b>Promotion of Priority Programs:</b> Due to the mission of the University, special attention will be paid to the development of educational programs such as tourism, sea biology and agriculture, creation of appropriate infrastructure and regular renewal.

## 2.6. Successful Authorization and Program Accreditation

<b>Task 1</b>	<b>Successful authorization:</b> the university must successfully pass authorization process.
<b>Task 2</b>	<b>Successful accreditation:</b> the university must successfully pass the accreditation program.
<b>Task 3</b>	<b>Enforcement of External Assessment:</b> the program submitted for accreditation should have an external assessment.
<b>Task 4</b>	<b>Authorization and Accreditation Training:</b> the university should provide invitation of experts and organize trainings courses concerning authorization/accreditation standards.

## Objective 3. The research carried out at the University should be valuable, fundamental and practical.

### Ways to solve the problem:

- 3.1. Activation of scientific work at the university;
- 3.2. Expansion of scientific work borders;
- 3.3 Active involvement of the University in scientific discussions, organizing discussions;
- 3.4. The permanent increase of University research capacities.

### 3.1. University Scientific work activation:

<b>Task 1</b>	<b>Internal University Grants:</b> Internal grant rule improvement clearly determining the grant selection procedure, volume and financed research assessment mechanisms; grant amount annual growth.
<b>Task 2</b>	<b>High-rating Journal:</b> the university will establish an authoritative editorial board involving foreign experts and providing publication of reviewed journals in different directions.
<b>Task 3</b>	<b>Current and Important Scientific Issues:</b> scientific research topics will be established in accordance with the university mission. Special attention will be paid to the studies of South-West Georgian culture; as well as a wide range of phytopathological studies.
<b>Task 4</b>	<b>Research-based Higher Education:</b> research Institutes and laboratories will be more actively involved in the development of bachelor, master's and doctoral programs, and the implementation of research component, syllabus creation and implementation. Students and academic staff will be involved in the research institute and laboratory work.
<b>Task 5</b>	Attracting and supporting young scientists through various projects.

### 3.2. Scientific work border expansion:

<b>Task 1</b>	<b>Connection with business:</b> the university will actively cooperate with the business sector, by determining the subject of scientific researches that are interesting for them, and will promote scientific research result commercialization.
<b>Task 2</b>	<b>Connection with other scientific centers:</b> the university will encourage joint work, consortiums, and so on with representatives of other universities and research centers both within and outside the country.
<b>Task 3</b>	<b>Organizing Working Groups:</b> the university scholars, academic personnel and students involvement within the framework of united research projects adopted by the relevant regulatory changes in the rules of educational programs and research work implementation.
<b>Task 4</b>	<b>External grants:</b> the university constantly provides information for academic, scientific personnel and invited teachers on local and international scientific funds, grants competition and will assist in the development and management of grant projects. University will focus on improving the competencies of staff research, through high qualification specialists by conducting trainings, master classes, and workshops.

### 3.3. Active involvement of the University in scientific debates, organizing discussions:

<b>Task 1</b>	<b>Participation in Conferences:</b> the university will facilitate the participation of academic and research personnel as well as students in various local and international scientific conferences.
<b>Task 2</b>	<b>Organizing Conferences:</b> the university will organize local and international scientific conferences, symposiums, congresses, workshops.
<b>Task 3</b>	<b>Public Lectures:</b> university will invite famous scholars to conduct public lectures on topical issues and for scientific discussions.
<b>Task 4</b>	<b>Promotion of BSU scientific achievements:</b> presentation of scientific work results, organization of scientific exhibitions and active participation; our researchers will conduct public lectures within the memorandums signed both within and outside the country.

### 3.4. Permanent growth of university research capacities:

<b>Task 1</b>	<b>Development of material-technical base:</b> the university will constantly develop material and technical base of the research institutes and training departments, including the acquisition of tools, materials, literature, instruments and inventory.
<b>Task 2</b>	<b>Qualification improvement:</b> the university will regularly take care of the academic and research staff qualification, will assist them providing their involvement in various trainings courses.
<b>Task 3</b>	<b>The Invention Club:</b> the university will seek to find people having scientific talents among school pupils and students, by organizing the competition of inventor clubs and inventions in cooperation with the Georgian Innovations and Technologies Agency (GITA)
<b>Task 4</b>	Cooperation with the National Intellectual Property Center (Sakpatenti)

#### Objective 4. Internationalization should include learning, teaching and research processes.

##### Problem solution ways:

- 4.1. Active participation of professors, researchers and students in exchange programs;
- 4.2. Internationalization of educational programs;
- 4.3. Availability of foreign literature;
- 4.4. Active cooperation with foreign universities and research centers.

##### 4.1. Active Participation of Professors, Researchers and Students in Exchange Programs:

<b>Task 1</b>	<b>Professors Exchange:</b> the university will facilitate the mission of the selected academic persons to the partner universities; it will host foreign lecturers, both within the framework of donor funded programs, as well as within the existing universities.
<b>Task 2</b>	<b>Researchers exchange:</b> the university will facilitate scholarships to conduct research in partner universities and scientific research institutions; it will host foreign researchers, both within the donor funded programs, as well as on the basis of existing agreements between universities.
<b>Task 3</b>	<b>Students exchange:</b> the university will facilitate the students selection based on the transparent competition process and they will be sent to co-partner universities, to master educational components; it will host foreign students both within the framework of donors' financing programs, as well as from existing universities.
<b>Task 4</b>	<b>Exchange of Administrative Staff:</b> in order to receive and share experience, a business trip will be provided to the partner universities.
<b>Task 5</b>	University will invite experts and provide training courses in order to formulate and implement the competition projects.

##### 4.2. Internationalization of Education Programs:

<b>Task 1</b>	<b>Joint Educational Programs:</b> the university will facilitate the establishment and implementation of joint educational programs with partner universities.
<b>Task 2</b>	<b>Educational Programs in Foreign Languages:</b> the university will facilitate the establishment and implementation of educational programs in foreign languages.
<b>Task 3</b>	<b>Foreign Language Courses:</b> the number of training courses in foreign languages will be increased gradually in educational programs of the university.
<b>Task 4</b>	<b>Exchange component in undergraduate, master and doctoral programs:</b> university will encourage the research component of undergraduate, postgraduate and doctoral programs for our students in foreign partner universities and for foreign students - at our university.

##### 4.3. Availability of Foreign Literature:

<b>Task 1</b>	<b>Membership in Library Networks and Consortiums:</b> access to foreign scientific research databases.
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<b>Task 2</b>	<b>Enrichment of the Library with Foreign Language Literature:</b> the university will increase the number of foreign-languages, modern textbooks, research (papers, monographs) and scientific journals in the library.
<b>Task 3</b>	<b>Translation of foreign literature:</b> the university will promote translation of modern manuals and scientific works from foreign languages.

#### 4.4.Active cooperation with foreign universities and research centers:

<b>Task 1</b>	<b>Upgrading Memorandums:</b> the university will intensify cooperation memorandums with higher educational institutions abroad and sign new agreements.
<b>Task 2</b>	<b>Distance Learning:</b> the university will facilitate the introduction and development of distance learning.
<b>Task 3</b>	<b>International Forums:</b> the university will hold international conferences in different fields of study and teaching; facilitate participation of students, researchers and academic staff in conferences.
<b>Task 4</b>	<b>Summer Schools:</b> the university will organize summer schools; facilitate participation of the students and academic staff in summer schools of partner universities.

**Objective 5. Communication between employer, student, professor-teacher and researcher should be based on mutual support, exchange of information and sharing experiences.**

**Ways to solve the problems:**

- 5.1. Career Development Center enactment;
- 5.2. Active involvement of student, graduate, employer, scientist and expert in the development and implementation, evaluation and development of educational programs;
- 5.3. Signing and implementing mutually beneficial, real and effective cooperation memorandums with employers;
- 5.4. Implementation of Joint Educational and Research Projects for Improving Information and Data Exchange, Teaching and Research Between Employer, Student, Professor and Researcher.

#### 5.1. Enactment of Carrier Development Center

<b>Task1</b>	<b>Training Students:</b> The University will create and carry out training courses that will enable students to communicate with employers and to help them find jobs: filling up applications, writing cover letters, successful interviews, etc.
<b>Task2</b>	<b>Internship base:</b> The university will create a constantly updated base that will enable students to choose a suitable company for internships.
<b>Task3</b>	<b>Vacancy Base:</b> The University will create a constantly updated base where information about vacancies will be given to students to give additional opportunities to find a job.
<b>Task4</b>	<b>Connection with graduates:</b> Career Development Center will permanently monitor the career development of graduates and make conclusions on the effectiveness of the educational program, further development of the graduate's skills (and so on).

**5.2. Student, graduate, employer, scientist and expert should be actively involved in the development, implementation, evaluation and improvement of educational programs:**

<b>Task 1</b>	<b>Development process:</b> involvement of interest groups in the form of interviews, curriculum working groups, individual interviews and attendance at special conferences.
<b>Task 2</b>	<b>Implementation Process:</b> Involvement of Interest Groups in the form of a meeting of the Faculty Council work, interviews, master classes, study and manufacturing practices, research projects, counseling, alumni and business students.
<b>Task 3</b>	<b>Assessment Process:</b> Involvement of Interest Groups in the Curriculum Assessment Process in the form of interviews, curriculum working groups, individual interviews and special conferences.
<b>Task 4</b>	<b>Development process:</b> involvement of interest groups in curriculum development and development of new curriculum.

**5.3. Signing and implementation of mutually beneficial, real and effective cooperation memoranda with employers:**

<b>Task 1</b>	<b>Masterclass:</b> The university will invite successful businessmen and other field leaders in order to interview students, supply information and share experience with their own careers.
<b>Task 2</b>	<b>Internships instead of practice:</b> The university, in collaboration with employers, will try gradually to replace training and manufacturing practice with internships.
<b>Task 3</b>	<b>Development of the products:</b> The university will offer business circles to develop their products within the limits of implementing students' practice / internship, as well as undergraduate and master papers.
<b>Task 4</b>	<b>Qualification Enhancement Courses:</b> The University will create and offer employers short-term paid courses that will increase the qualification of employed employees.

**5.4. Implementation of Joint Educational and Research Projects for Improving Information and Data Exchange, Teaching and Research between Employer, Student, Professor and Researcher:**

<b>Task 1</b>	<b>Business Ideas Competition:</b> The university will conduct business and startup competition with the support of the employer, which will enable students to develop business, use consultations, find investors and benefit from university infrastructure at the first stage of business development.
<b>Task 2</b>	<b>Research Ideas Competition:</b> University, with the employer's support and participation of research institutes, will conduct a Study Research Ideas Competition aimed at developing original research ideas and prototyping them.
<b>Task 3</b>	<b>Learn while working:</b> The university will try to conduct an experimental program with the participation of the Employer, Research Institute and the Field Department

	within which the learning process will be planned in accordance with the requirements of the student employed in the manufacturing process.
<b>Task 4</b>	<b>Learn in the consultation process:</b> The university will try to use the legal clinic base and work together with employers and research institutes to carry out an experimental program within which the learning process will be developed based on the requirements of the student involved in the counseling process.

**Objective 6. The University should have strategic partners in academic as well as in other fields.**

**Ways to solve the problem:**

- 6.1 Strategic Partners in education field;
- 6.2. Strategic Partners in Public Field;
- 6.3. Strategic Partners in business field;
- 6.4. Friends of the University in Society.

#### **6.1. Strategic Partners in Education Field:**

<b>Task 1</b>	<b>Partner University:</b> The university will acquire a partner university with exceptionally close relationships in business and informal circumstances.
<b>Task 2</b>	<b>Partner Research Institute:</b> The University will have very close business and informal relationships with any research institute.
<b>Task 3</b>	<b>Partner School:</b> The university will take care of the school, together with projects, practices, conferences and other programs.
<b>Task 4</b>	<b>Partner Kindergarten:</b> The university will guard the kindergarten and will contribute to its development.

#### **6.2. Strategic Partners in Pubic Field:**

<b>Task 1</b>	<b>Partnership in the field of education policy:</b> The university will have partner relations with the determining and implementing structures of education policy.
<b>Task 2</b>	<b>Partnership for Employment:</b> The university will have a partner relationship with employers in determining and implementing state policy in the field of employment.
<b>Task 3</b>	<b>Partnership With State Education Institutions of Adjara A. R:</b> Universities will establish partnerships with Adjara Education Policy and Implementing Organizations.

#### **Objective 6.3. Strategic Partners in Business Field**

<b>Task 1</b>	<b>Enterprise:</b> The university will have a large business partner, with special, bilateral relations.
<b>Task 2</b>	<b>Bank:</b> The University will establish a partner relationship based on mutually beneficial relationships with one of the banking institutions.
<b>Task 3</b>	<b>Association:</b> The University will establish a partner relationship with the Business Association, which will be chosen by professional or other signs.
<b>Task 4</b>	<b>NGO:</b> University will establish partnerships with the non-governmental organization acting in the field of education.

#### **Objective 6.4. Friends of the University in Society:**

<b>Task 1</b>	<b>The Council of Guardians:</b> The University will create a council of guardians, which will include the representatives of scientific, academic, business, civil and public circles. This council will give advice on important decisions and will be involved in the development of the community and the university development issues in general.
<b>Task 2</b>	<b>Support and Development Fund:</b> The University's own and attracted financial resources will be used for internal and external social and academic requirements.
<b>Task 3</b>	<b>Public Celebrities:</b> The University will establish a close relationship with famous scientists, artists and writers associated with the university.

#### **Objective 7. The university infrastructure should be developed according to the requirements of studying, teaching, research and student life.**

##### **Ways to solve the problem:**

- 7.1. Planning and implementing the university space development based on the needs of the academic process.
- 7.2. Provision of modern material-technical base of the university.
- 7.3. Creation of student-friendly infrastructure;
- 7.4. Students' involvement in various socio-cultural activities: organizing necessary activities for the external activities of the learning process, for the citizenship and intellectual development of students with relevant infrastructure

##### **7.1. Planning and implementing the university space development based on the needs of the learning process.**

<b>Task 1</b>	<b>Increase of space:</b> University's study and auxiliary space will increase in proportion to the number of students. On the one hand, the university will develop existing spaces, on the other hand, it will take care of adding new spaces, both by its own forces and by the authorities.
<b>Task 2</b>	<b>Effective use of space:</b> E-learning program for organizing the study process (timetables) will be introduced in order to effectively utilize the study area.
<b>Task 3</b>	<b>Sanitation:</b> Strict monitoring of sanitary-hygienic norms will be implemented.
<b>Task 4</b>	<b>Modernized Dormitory:</b> In order to provide comfortable living conditions and modern standards students' new dormitory will be built.
<b>Task 5</b>	<b>Parking issue:</b> negotiations with local authorities will start to solve the parking problem; Additionally, cycling consumption culture will be actively promoted by students and BSU staff.

##### **7.2. Provision of the modern material-technical base to the University:**

<b>Task 1</b>	<b>The modern study area:</b> The study area will be equipped with the material and information resources (computer, projector, internet, special professional inventory, etc.) as well as other elements (air conditioning, modern furniture, etc.).
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<b>Task 2</b>	<b>Modern standards research area:</b> equipping research institutes, specialized cabinets, laboratories; Constructing a new building for the Institute of Phytopathology and Biodiversity
<b>Task 3</b>	<b>Advanced Standards Departments:</b> Academic staff will have a suitable working environment.
<b>Task 4</b>	<b>Working environment of modern standards:</b> The university administration will be equipped with modern material-technical base.

### 7.3. Creating a student-friendly infrastructure:

<b>Task 1</b>	<b>Internet Network Development-Upgrade:</b> The Internet will be accessible to the entire university.
<b>Task 2</b>	<b>Leisure Spaces and Open Libraries for Students:</b> Leisure Spaces and Open Libraries on the whole territory of the university will be equipped.
<b>Task 3</b>	<b>Social-Inclusive Learning Environment:</b> The University provides an adaptive environment for people with special needs.
<b>Task 4</b>	<b>Developed sports infrastructure:</b> The university will try to develop sports types (clubs and sectors), according to the requirements and capabilities.

### 7.4. Involvement of students in various public and cultural activities: Organizing the necessary activities for the external activities of the learning process, for the civil and intellectual development of students with appropriate infrastructure:

<b>Task 1</b>	<b>Student Cafe:</b> Modern Student Cafe will be opened in the university area.
<b>Task 2</b>	<b>TV and Radio Studio and Newspaper:</b> The University will promote development of Students TV and Radio studios and newspapers, which will enable students to express their position on the important university and problematic issues of the country.

## Objective 8. Academic and Administrative Management Processes Must be Well Organized and Effective:

### Solutions:

- 8.1. To increase organizational effectiveness at every level of the management;
- 8.2. To increase efficiency of expenditure and transparency of the expenditure process;
- 8.3. To assess according to the results of the work done;
- 8.4. To improve social security of the student and the employee;
- 8.5. To establish the strategy of investment of the University;
- 8.6. To develop the basic services of the University;
- 8.7. To disseminate the advertising strategy of the University not only in the region but the whole Georgia and abroad too;
- 8.8. To improve the budget planning of the University;



### 8.1. To Increase Organizational Efficiency at Every Level of the Management:

Task 1	<b>Administrative reform:</b> the obligations set out for any position of the University administration must be compared with the volume of work performed by the staff on this position and the decision on cancelation or addition of this position must be taken;
Task 2	<b>Avoid duplication:</b> the work commitments of each department and service shall be assessed to detect and prevent unnecessary for the University purpose, operations and duplications;
Task 3	<b>Clearly defined provisions, work plans and quantitative indices of the assessment:</b> each department and service shall have a clearly defined provision, work plan and the results of work expressed in quantitative indices;

### 8.2. To Increase Efficiency of Expenditure and Transparency of the Expenditure Process:

Task 1	<b>Report on procurement:</b> the University shall annually publish a Report on Procurement about the kind of procurement carried out and the side the goods were purchased from;
Task 2	<b>Report on spending by students:</b> the University shall annually publish the information about the students' initiatives and the amount and purpose of project financing;
Task 3	<b>Report on personnel's business-trips:</b> the University shall annually publish a report on the number, purpose, financing and aim of the business-trips;
Task 4	<b>Report on expenditure of financial and material resources:</b> the University shall annually report on the amount, purpose and aim of spending financial and material resources;

### 8.3. To Assess According to the Results of the Work Done:

Task 1	<b>Internal audit:</b> an internal audit will be created, the purpose of which will be to assess the work of the learning, research and administrative departments on the basis of effectiveness;
Task 2	<b>Assessment of the teaching process:</b> the teaching process shall be evaluated according to the outcome (employment, continuation at the next level of the learning);
Task 3	<b>Assessment of research activities:</b> the quality of research will be evaluated by the Implementation Index;
Task 4	<b>Assessment of administrative activities:</b> administrative activities will be evaluated by the quality of the task completion;

### 8.4. To Improve Social Security of the Student and the Employee:

Task 1	<b>Student benefits and scholarship programme:</b> the University will continue to provide students with benefits (social projects) and implement a scholarship program;
Task 2	<b>Establishment of a temporary housing database for students:</b> the data base of rooms for renting in the vicinity of the University will be created; this will make it easier for the students to find an apartment;
Task 3	<b>Corporate Culture:</b> the University will do its best to develop the University corporate culture, relationship among researchers, academic staff, students and administrative staff;

### 8.5. To Establish the Strategy of Investment of the University:

<b>Task 1</b>	<b>Effective investment of the Student Support and Development Fund Resources:</b> the University will try to place fund assets among comparatively lower risky financial assets (such as treasury bills, term deposits of high-rating banks etc.);
<b>Task 2</b>	<b>The University Hotel / Student Residence:</b> the University will build a The University Hotel which will be used for commercial purposes during the tourist season;
<b>Task 3</b>	<b>The University Clinic:</b> the University will try to develop a range of the University clinics to the level of the high quality service medical institution clinics which, besides providing the students with practice, provide the patients with the services; the clinics will be used for commercial purposes and create the scientific research base; Similar direction will be given to the Legal Clinic too;

#### 8.6. To Develop the Basic Services of the University:

<b>Task 1</b>	<b>Development of Voctional programmes:</b> new vocational programmes will be developed and implemented in accordance with the labor market demand;
<b>Task 2</b>	<b>Development of BA education programmes:</b> the University will develop undergraduate programmes as a result of investigation of the labor market requirements;
<b>Task 3</b>	<b>Development of Master education programmes:</b> the University will try to develop the MA education programmes that have the relevant scientific, academic and material-technical base and can actually give students the competences envisaged by the given level of the education;
<b>Task 4</b>	<b>Development of PhD education programmes:</b> the University will develop only the PhD programmes that have the relevant scientific, academic and material-technical base and ensure achievement of important scientific novelties; Coming out from the interests of the university, the education of the PhD student can be financed by the University while in case of external application, the actual price for the programme is established;

#### 8.7. To Disseminate the Advertising Strategy of the University Not Only in the Region but the Whole Georgia and Abroad Too:

<b>Task 1</b>	<b>Advertising in the region:</b> advertising in the region will mainly be implemented with close and direct contact with the customer (open door days, visits to schools, mass media campaign);
<b>Task 2</b>	<b>Advertising across the country:</b> advertising across the country is conducted through mass media and social networks, with the help of the students and the graduates of our university;
<b>Task 3</b>	<b>International advertising:</b> international advertising will be implemented on the target market with the help of social networks, foreign booklets, foreign students and graduates;

#### 8.8. To Improve the Budget Planning of the University:

<b>Task 1</b>	<b>The University Budget:</b> the University will gradually move to the programme budget
<b>Task 2</b>	<b>Faculty Budgets:</b> the University will try to study the best lessons of faculty budgets in Georgia and abroad and prepare the base for the formation and implementation of independent budgets for faculties;
<b>Task 3</b>	<b>Budgets of Education Programmes:</b> every programme shall have its own calculated budget, which confirms the financial efficiency of the programme;

<b>Task 4</b>	<b>Alternative approach to fundamental and strategic programmes:</b> in case of programmes that are not financially effective, the University will elaborate the specific criteria to justify their implementation.
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### **Factors and Resources for Successful Implementation of the Strategic Development Plan**

1. The University experience and image;
2. Strong academic and scientific schools in the University;
3. Research institutes within the University;
4. International Relations;
5. The library of the University;
6. Electronic system of teaching/learning and administrative process management;
7. The Budget of the University;
8. The University's material-technical base;
9. Strategic -geographical location;
10. Support of the State Institutions.