

**“Approved ”**

**By the Resolution No. 06-01/20 of February 16, 2024 of the BSU Academic Council**

**Annex 1**



**Legal Entity of Public Law - Batumi Shota Rustaveli State University**  
**Strategic Development Plan 2025-2031**

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Batumi Shota Rustaveli State University, a legal entity of public law, is a significant center of education, science and culture of our country. Housed in a historical building, the university has always had the function of an educational hub since its foundation in the 90s of the 19th century, when a boys' gymnasium was opened here. In 1935, Georgian society's efforts led to the establishment of a two-year educational institution in Batumi, which was soon transformed into a four-year institute. In 1938, the institute was named after Shota Rustaveli and later gained pedagogical institute status in June 1945. In 1990, Batumi Shota Rustaveli State University was established on the foundation of the Pedagogical Institute, a landmark moment of state and national significance. The dream of the great Ivane Javakhishvili became a reality: "If there is a second university in Georgia, it should be opened in Batumi."

### **Mission, Vision and Values**

**Vision:** LEPL - Shota Rustaveli State University is one of the leading higher education institution dedicated to developing a highly qualified, competitive specialist, a free person who embody national and universal values. We aim go become a robust educational and research center with a prominent position in both national and international educational spheres.

**Mission:** Shota Rustaveli university offers comprehensive educational programmes across 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 establishment of liberal values and democratic principles, dynamic development and digitized management process.

The University recognizes 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.

**Values:** 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, academic integrity, inclusiveness and tolerance, diversity, internationalization of learning/teaching and research.

### Goals defined by the strategic development plan of BSU

1. The university shall play a vital role in the public life of the country and region. Our teaching and research process should be intrinsically linked to the so-called third mission component of the university - knowledge and technology transfer, life-long learning opportunities, and social responsibility. Through actively fulfilling this mission, the university aims to significantly contribute to sustainable national development, improve health and social well-being, ensure ecological security, strengthen economical security, and promote liberal values and democratic principles;
2. The education received at the university should be of modern standards, high academic quality, and employment oriented. Accordingly, the university should prepare a highly qualified, competitive specialist, a free person carrying national and public values;
3. The University should be a strong educational and research center conducting impactful fundamental and applied research that will contribute to the sustainable socio-economic development of both the country and the region;
4. Internationalization should become one of the important tools for raising the quality of learning/teaching and research;
5. The relationship among the employer, student, graduate, academic and scientific staff should be based on close cooperation and sharing of experience;
6. The university should ensure the development of diverse vocational programmes that will align with societal demands and labor market needs;
7. The infrastructure of the university should be developed according to the requirements of learning/teaching, research, and student life; It will strive to accommodate the needs of diverse inclusive groups as much as possible;
8. Academic and administrative management processes should be constantly evolving and digitized as much as possible to achieve greater efficiency.

**Goal 1. The university shall play an important role in the public life of the country and region. The teaching and research process should be closely related to the so-called third mission component of the university - transfer of knowledge and technologies, life-long learning opportunities, social responsibility, which means promoting and strengthening the development of society's well-being. Accordingly, as a result of understanding and implementing the concept of the third mission, the university should make a significant contribution to the sustainable development of our country, raising the health and social well-being of the population, ecological security and economic strength, as well as establishing liberal values and democratic principles;**

**Ways to Solve the Problem:**

- 1.1. playing an important role in the public life of the country and region;
- 1.2. establishing the democratic, academic, and civil values in the society;
- 1.3. supporting and implementing charity;
- 1.4. facilitating an inclusive education;
- 1.5. deepening and expanding the partnership cooperation;
- 1.6. increasing the trust towards the University as the center of education and science:

**1.1. Playing an important role in the public life of the country and region:**

|        |   |
|--------|---|
| Task 1 | A reliable partnership of educational, governmental, business sector, non-governmental and private organizations for the establishment of democratic, academic and civic values in the society  |
| Task 2 | Promotion of raising cultural, social and entrepreneurial awareness among pre-school and school-aged adolescents, exchange of knowledge, sharing of practices through regular meetings and implementation of joint projects within the framework of the third mission |
| Task 3 | Offering short-term life-long education courses and microcredits to develop and deepen professional skills, as well as to eliminate social and digital inequality   |
| Task 4 | Provision of systematic consulting and educational services to interested parties by structural units of the university, research institutes, legal clinic, extension center and psychological clinic   |
| Task 5 | Participation of academic and scientific personnel in reforms carried out by state, regional and local governments as experts and consultants   |
| Task 6 | Participation of academic and scientific staff and students in public dialogue and in various projects implemented by the public, business and non-governmental sectors   |

### **1.2. Establishing the democratic, academic, and civil values in the society;**

|        |  |
|--------|--|
| Task 1 | Establishing a culture of academic integrity                                 |
| Task 2 | Conducting a public campaign to raise the level of literacy                  |
| Task 3 | Promoting the development of a democratic society by raising legal awareness |

### **1.3. Supporting and implementing charity:**

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| Task 1 | Support of socially vulnerable and persons deprived of parental care |
| Task 2 | Participation in charity actions                                     |

### **1.4. Facilitating an inclusive education.**

|        |   |
|--------|---|
| Task 1 | Identification of inclusive groups, implementation of their supporting activities   |
| Task 2 | Support of disabled persons and persons with special educational needs by organizing psychological, professional, and other trainings |
| Task 3 | Support of persons with disabilities and persons with special educational needs by developing relevant infrastructure                 |
| Task 4 | Creating an inclusion center  |

### **1.5. Deepening and expanding the partnership cooperation:**

|        |  |
|--------|--|
| Task 1 | Supporting the activities of public organizations with the involvement of academic and scientific staff of the university and infrastructural provision                            |
| Task 2 | Involvement in public and professional associations, unions, and organizations   |
| Task 5 | Deepening cooperation between the university and industry, commercialization of scientific products, development of patents and startups within the framework of the third mission |

### **1.6. Increasing the trust towards the University as the center of education and science:**

|        |   |
|--------|---|
| Task 1 | Presentation of scientific achievements made by researchers and students through means of mass communications |
| Task 2 | Presentation of successful graduates through means of mass communications                                     |
| Task 3 | Presentation of creative and sports teams of the university through mass communication                        |
| Task 4 | Using the social network as an active means of communication  |

**Goal 2. The education received at the university should be of modern standards, high academic quality, and employment oriented. Accordingly, the university should train a highly qualified, competitive specialist, a free person carrying national and public values.**

**Ways to Solve the Problem:**

- 2.1. Improvement of educational programmes, teaching-learning methods, and mechanism of continuous quality enhancement;
- 2.2. Promotion of professional development of academic/visiting and scientific personnel;
- 2.3. Continuity of authorization and accreditation process.

**2.1. Improvement of educational programmes, teaching-learning methods, and mechanism of continuous quality enhancement:**

|         |   |
|---------|---|
| Task 1  | development and digitization of the evaluation system of educational programmes;  |
| Task 2  | systematic monitoring, analysis of students' academic performance and providing respective response;                                      |
| Task 3  | Studying, analyzing, and responding to the rate of employment of graduates;   |
| Task 4  | updating the mechanisms of labor market research, its use in the process of developing educational programmes and evaluating the results; |
| Task 5  | Continuity of functioning of the academic staff performance evaluation system;  |
| Task 6  | sharing international experience in the process of developing, evaluating, and developing educational programmes;                         |
| Task 7  | Using the results of the monitoring of the educational process for the improvement and development of teaching and learning methods;      |
| Task 8  | reflection of scientific innovations and scientific achievements in educational programmes;   |
| Task 9  | Digitization of educational programmes' development process;  |
| Task 10 | creation of English-language educational programmes focused on labor market requirements;   |
| Task 11 | Creation of joint educational programmes with national and international partners.  |

## **2.2. Promotion of professional development of academic/visiting and scientific staff:**

|        |   |
|--------|---|
| Task 1 | Academic/visiting and scientific staff satisfaction surveys and consideration of the results in the management process;   |
| Task 2 | Perfection and implementation of professional support mechanisms for academic/visiting and scientific staff;  |
| Task 3 | Continuous development of the criteria and procedures for the selection of academic and scientific staff qualification requirements for the purpose of attracting highly qualified personnel; |
| Task 4 | Development of supporting mechanisms for doctoral programmes and postdoctoral projects in fundamental fields;   |
| Task 5 | Implementing a practical component in academic courses with the involvement of public, civil and business sector representatives.   |

## **2.3. Continuity of Authorization and Accreditation Processes**

|        |  |
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| Task 1 | Implementation of effective mechanisms to fulfill authorization standards;                     |
| Task 2 | Ensuring the continuity of the cluster and programme accreditation process;                    |
| Task 3 | Development of external evaluation mechanisms of educational programmes;                       |
| Task 4 | Support the authorization and accreditation process through professional development of staff. |
| Task 5 | Supporting the process of international accreditation of BSU educational programmes.           |



**Goal 3. The university should be a strong educational and research center that carries out valuable fundamental and applied research that will contribute to the sustainable socio-economic development of both the country and the region.**

**Ways to Solve the Problem:**

- 3.1. Assessment and support of fundamental and applied research;
- 3.2. Diversification of funding sources for scientific research;
- 3.3. Dissemination of scientific research;
- 3.4. Active involvement of the university in scientific discussions, popularization of science.

**3.1. Assessment and support of fundamental and applied research:**

|        |  |
|--------|--|
| Task 1 | Continuity of functioning of the system of evaluation of scientific activity of academic and scientific personnel  |
| Task 2 | In accordance with the university's mission and scientific research policy, developing a mechanism for updating and perfecting scientific-research priorities; elimination of overlapping/duplication in scientific research between faculties and scientific-research institutes; implementation of interdisciplinary research        |
| Task 3 | Perfecting the rules for financing domestic targeted research projects (grant): improvement of the selection procedure; Gradual increase in the volume of funding; Improving the mechanism of project implementation monitoring and results evaluation   |
| Task 4 | Increasing the involvement of scientific-research institutes, centers, and laboratories in the development of educational programmes and the implementation of the research component. Also, promoting the participation of students and academic staff in the scientific activities of research institutes, centers, and laboratories |
| Task 5 | Attracting and supporting young researchers by implementing various projects   |
| Task 6 | Gradual increase in funding for the purpose of updating scientific research bases  |
| Task 7 | Orderly arrangement of the library fund, digitization and increasing access to international scientific bases  |
| Task 8 | Promotion of scientific publishing activities, digitization and indexing of publications in international scientific databases   |
| Task 9 | Promoting the development of a culture of research ethics and academic integrity   |

### 3.2. Diversification of funding sources for scientific research:

|        |  |
|--------|--|
| Task 1 | Support of academic and scientific personnel in the process of finding information about grant competitions of international and national scientific foundations and preparing a grant application |
| Task 2 | Support and strengthening of cooperation with scientific research centers at the national and international level  |
| Task 3 | Strengthening cooperation with business sector and industry and commercialization of scientific research results   |

### 3.3. Dissemination of scientific research:

|        |   |
|--------|---|
| Task 1 | Gradual increase in financing of participation of academic and scientific personnel in international scientific events  |
| Task 2 | Supporting the organization of international scientific events at BSU   |
| Task 3 | Organization of scientific seminars and public lectures with the participation of recognized researchers  |
| Task 4 | Active participation in scientific exhibitions  |
| Task 5 | Promotion/presentation of scientific achievements made by researchers and students within the university through media means  |
| Task 6 | Presentation of young people with special research skills (pupil, student, young researcher) and promotion of involvement in scientific activities                    |
| Task 7 | Implementation of mechanisms supporting the registration of inventions and patents in international organizations for the purpose of intellectual property protection |

### 3.4. Active involvement of the university in scientific discussions, popularization of science:

|        |   |
|--------|---|
| Task 1 | Promotion of the involvement of scientific and academic personnel in the process of solving legal, psychological, agrarian, environmental and socio-economic issues within the framework of the third mission |
| Task 2 | Facilitating the involvement of academic and scientific personnel in the reforms to be implemented by the state, regional and local governments through expert evaluation based on research                   |

#### **Objective 4: Internationalization should become one of the important tools for improving the quality of learning/teaching, and research**

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

- 4.1. Active participation of academic/administrative/scientific staff and students in exchange programmes;
- 4.2. Internationalization of educational programmes;
- 4.3. Active cooperation with foreign universities and research centers;
- 4.4. Encouraging and supporting academic/administrative/scientific staff to participate in international grant projects;
- 4.5. Join international associations, participate in global education forums/exhibitions in order to raise awareness and popularize the university.

##### **4.1. Active participation of academic/administrative/scientific staff and students in exchange programmes:**

|        |   |
|--------|---|
| Task 1 | Through competitive selection, academic/scientific personnel will be sent to partner universities to foster knowledge sharing.  |
| Task 2 | Admission of academic/scientific staff from foreign partner universities to BSU to promote the exchange of experience   |
| Task 3 | Within the framework of international mobility, through competitive selection, students are sent on a business trip to the partner universities to learn the educational component  |
| Task 4 | Admission of foreign students from partner universities to BSU as part of international mobility  |
| Task 5 | On the basis of the competition, for the purpose of sharing experience, the administrative staff of the university will be sent to partner universities   |
| Task 6 | Delegation of staff of the Department of Strategic Development and International Relations to international weeks (Staff Week) organized by partner universities, in order to raise awareness and popularize the university, and to foster new collaborations.  |
| Task 7 | Every year, the Department of Strategic Development and International Relations organizes an international Staff Week for staff from partner universities and scientific centers to familiarize themselves with the country, region, city, university (faculties, educational programmes, research centers, laboratories, etc.) |
| Task 8 | Organization of "Welcome Day" for students coming to BSU through international exchange programmes  |
| Task 9 | Organizing an information day for students interested in international exchange programmes  |

##### **4.2. Internationalization of educational programmes:**

|        |  |
|--------|--|
| Task 1 | Facilitating the creation and implementation of joint educational programmes with partner universities |
| Task 2 | Promotion of creation and implementation of foreign language educational programmes                    |

|        |   |
|--------|---|
| Task 3 | Constant updating of the database of foreign language courses of educational programmes of the university |
|--------|---|

#### **4.3. Active cooperation with foreign universities and research centers:**

|        |   |
|--------|---|
| Task 1 | Renewal of memorandums of cooperation with foreign higher educational and research institutions; Signing of new agreements                        |
| Task 2 | Promoting the introduction and development of distance learning; Development of distance/online courses   |
| Task 3 | Promotion of holding international conferences/forums in various fields of science  |
| Task 4 | Promotion of holding international seasonal schools in various fields   |
| Task 5 | "Shota Rustaveli" scholarship will be established for foreign Kartvelologists at BSU to carry out research in the field of the Kartvelian studies |

#### **4.4. Encouraging and supporting academic/administrative/scientific staff to participate in international grant projects:**

|        |  |
|--------|--|
| Task 1 | Obtaining and disseminating information about international competitions, scholarships, grants, funds  |
| Task 2 | Assisting interested parties in the process of preparing and submitting international grant applications, as well as in the selection of relevant partners |
| Task 3 | Inviting experts and conducting trainings to prepare competitive projects;   |
| Task 4 | Development of rules for submission, implementation, and monitoring of international projects  |

#### **4.5. In order to raise awareness and popularize the university, join international associations, participate in global education forums/exhibitions:**

|        |   |
|--------|---|
| Task 1 | To raise awareness and popularize the university, the university will actively participate in global education forums/exhibitions.                            |
| Task 2 | Implementation of activities to attract foreign students  |
| Task 3 | The university will join the prestigious international university associations (EUA)  |
| Task 4 | A UNESCO department will be opened at the university, which will implement cultural and educational projects and help raise the level of internationalization |

**Objective 5: The relationship among the employer, student, graduate, academic and scientific staff should be based on close cooperation and sharing of experience;**

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

- 5.1. Development of mechanisms and services for students' career development;
- 5.2. Signing and implementing memorandums of cooperation with employers;
- 5.3. Cooperation of employers, students, graduates and professors, promotion of implementation of joint educational and creative projects;
- 5.4. Acquisition of strategic partners in various (educational, public, business) fields, active cooperation with them;
- 5.5. Creation of alumni association/club.

### 5.1. Development of mechanisms and services for students' career development:

|        |   |
|--------|---|
| Task 1 | The university will create and implement training courses that will help students in communicating with employers and finding a job (filling out an application, writing motivational letters, successfully passing an interview, etc.) |
| Task 2 | Improving the internship base on the university portal (portal.bsu.edu.ge).   |
| Task 3 | Development of the "Employment" module of the university portal (portal.bsu.edu.ge).  |
| Task 4 | Organization of employment forums and information meetings with employers   |
| Task 5 | Inviting graduates with exceptional professional success and public figures to hold public lectures/master classes  |
| Task 6 | Promoting the employment of disabled students and students with special educational needs, as well as the graduates and other vulnerable groups   |
| Task 7 | Career mentor - creation of a relevant module on the university portal (portal.bsu.edu.ge).   |
| Task 8 | Facilitating the involvement of students, graduates, and employers in the working groups of educational programmes  |

### 5.2. Signing and implementing memorandums of cooperation with employers:

|        |  |
|--------|--|
| Task 1 | Inviting successful industry leaders to share their experiences with students  |
| Task 2 | The university will offer business circles the development of their products as part of undergraduate and graduate theses completed by students. |

### **5.3. Cooperation of employers, students, graduates and professors, promotion of implementation of joint educational and creative projects:**

|        |  |
|--------|--|
| Task 1 | Organizing competitions of business ideas and startups   |
| Task 2 | Using the practical experience of students involved in the work of legal, psychological, dental clinics, extension centers and laboratories of various profiles in the process of implementing and developing educational programmes |
| Task 3 | The university will implement creative and educational projects on the topics of employment, professional and career development   |
| Task 4 | Promotion of development of creative, cultural and sports clubs  |

### **5.4 Acquisition of strategic partners in various (educational, public, business) fields, active cooperation with them:**

|        |  |
|--------|--|
| Task 1 | Close partnership relationship with the structures defining and implementing the state education policy.   |
| Task 2 | Close partnership relationship with the state policy determining and implementing structures in the field of employment                              |
| Task 3 | Close partnership with general and preschool education institutions - implementation of joint projects, practices, conferences, and other programmes |
| Task 4 | A close partnership between the university and large business  |
| Task 5 | Close partnership of the university with professional associations and non-governmental organizations  |
| Task 6 | Improving cooperation with artistic, creative and sports unions, associations, and federations   |

### **5.5 Creation of alumni association/club:**

|        |   |
|--------|---|
| Task 1 | Creating a Board of Trustee   |
| Task 2 | Creation of alumni association/club   |
| Task 3 | Offering university services (short-term courses, public lectures, culture, sports, etc.) and access to the material and technical base for alumni club members |

**Objective 6: The university should ensure the development of diverse vocational programmes, taking into account the demands of the society and the interests of the labor market**

**Ways to Solve the Problem:**

- 6.1.increasing access to vocational education;
- 6.2.support and development of student services for vocational student/trainee;
- 6.3.Promotion of the development of personnel implementing vocational educational programmes, training and preparation programmes;
- 6.4.Provision of material, information and financial resources for vocational educational programmes, training and retraining programmes.

**6.1. Increasing access to vocational education:**

|        |  |
|--------|--|
| Task 1 | Planning, elaboration and development of vocational educational programmes, training and retraining programmes         |
| Task 2 | Development of professional training programme "Laboratory health and safety".   |
| Task 3 | Periodic assessment and updating of vocational educational programmes, professional training and retraining programmes |

**6.2. Support and development of student services for vocational student/trainee:**

|        |   |
|--------|---|
| Task 1 | Organization of the educational process taking into account the interests of vocational students/trainees, using modern teaching methods and relevant technologies of the field |
| Task 2 | Creating a social-inclusive learning environment  |
| Task 3 | Improving vocational student/trainee support arrangements   |

**6.3. Promotion of the development of personnel implementing vocational educational programmes, training and preparation programmes:**

|        |   |
|--------|---|
| Task 1 | Evaluation of the activities of the personnel implementing vocational educational programmes, professional training and preparation programmes and research of professional development needs |
| Task 2 | Promotion of professional development and career advancement of personnel implementing vocational educational programmes, professional training and preparation programmes                    |

**6.4 Provision of material, information and financial resources for vocational educational programmes, training and retraining programmes:**

|        |   |
|--------|---|
| Task 1 | Provision of material, information and financial resources for vocational educational programmes, training, and retraining programmes |
|--------|---|

|        |  |
|--------|--|
| Task 2 | Assessment of material, information, and financial resources   |
| Task 3 | Development of material, informational and financial Resources |

**Goal 7. The infrastructure of the university should be developed according to the demands of learning/teaching, research, and student life. It should take into account the needs of different inclusive groups as much as possible**

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

- 7.1. Construction of new campuses of the university, housing for students/professors and multi-functional sports hall;
- 7.2. Material-technical renewal of the existing infrastructure
- 7.3. Medical University Clinic;
- 7.4. Supporting students' involvement in social, cultural and sports activities.

#### **7.1. Construction of new university campuses, student/professor-teacher housing and multi-purpose sports hall:**

|        |   |
|--------|---|
| Task 1 | Construction of a new modern building for medical educational programmes, which will accommodate 1500 students                        |
| Task 2 | Construction of a new modern building for technological and agricultural educational programmes, which will accommodate 1200 students |
| Task 3 | Construction of a new, modern standard (600-seat) dormitory for students and visiting professors                                      |
| Task 4 | Construction of a multifunctional sports hall for students and university staff   |
| Task 5 | Arrangement of a modern student cafe/dining room  |

#### **7.2. Material-technical renewal of the existing infrastructure**

|        |   |
|--------|---|
| Task 1 | Moving the BSU library to a new space   |
| Task 2 | Development of infrastructure, laboratories, and test bases of research institutes  |
| Task 3 | Constant renovation of the infrastructure of educational buildings and arrangement of recreational spaces                           |
| Task 4 | Gradual and complete adaptation of university buildings for the needs of disabled people and people with special educational needs. |
| Task 5 | Setting up server infrastructure and ensuring security, including provision of alternative electricity and internet sources         |
| Task 6 | Development of existing sports infrastructure   |



### 7.3. Infrastructural provision of medical education:

|        |  |
|--------|--|
| Task 1 | Creation of clinical bases with university status                                      |
| Task 2 | Development of educational and clinical bases of BSU                                   |
| Task 3 | Constant development of laboratory equipment   |
| Task 4 | Renovation of the medical training center and expansion of the OSCE examination center |

### 7.4. Supporting students' involvement in social, cultural and sports activities:

|        |  |
|--------|--|
| Task 1 | Material and technical support of students' cultural life (theatre, folklore, choreographic ensembles, etc.)                     |
| Task 2 | Material and technical support of students' sports life and ensuring participation in national/international sports competitions |

**Goal 8. Academic and administrative management processes should be constantly evolving and digitized as much as possible to achieve greater efficiency:**

#### Ways to Solve the Problem:

- 8.1. Increasing management efficiency;
- 8.2. Investment strategy of the university;
- 8.3. The University PR strategy;
- 8.4. University budget planning;
- 8.5. Achieving continuity of basic university processes.

#### 8.1. Increasing management efficiency:

|        |  |
|--------|--|
| Task 1 | Development of evaluation components and criteria for administrative and support staff, incorporating insights from international experience |
| Task 2 | To enhance the qualifications of administrative staff, promote professional development initiatives  |
| Task 3 | Development and digitization of the human resources management system  |
| Task 4 | Development of a strategy for the stock-taking of immovable and movable property of the university   |
| Task 5 | Chief internal auditor;  |

## 8.2. Investment strategy of the university:

|        |  |
|--------|--|
| Task 1 | Creation and support of commercialization policy                         |
| Task 2 | Creation of the University Development Fund                              |
| Task 3 | Creating a reserve of financial and material resources of the university |

## 8.3. The University PR strategy.

|        |   |
|--------|---|
| Task 1 | Advertising on a B2B basis  |
| Task 2 | Advertising through mass media, social networks, and various means of information dissemination |
| Task 3 | Improving positions in international rating/ranking systems                                     |

## 84. University budget planning:

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|--------|--|
| Task 1 | Further development of the programme budget concept  |
| Task 2 | Support of financially inefficient educational programmes relevant to fundamental and applied directions |

## 8.5. Achieving continuity of basic university processes:

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|--------|--|
| Task 1 | Ensuring the continuity of the teaching-learning process   |
| Task 2 | Ensuring the continuity of the scientific research process |
| Task 3 | Ensuring continuity of administrative processes            |
| Task 4 | Ensuring continuity of international cooperation           |
| Task 5 | Development of crisis management instructions              |

### **Areas for Improvement**

Batumi Shota Rustaveli State University plays an important role in the Georgian educational space, nevertheless, the following areas require further development:

1. increasing the role of modern technologies in the direction of education and science;
2. orienting education and research to the labor market and raising the quality of research;
3. increasing the involvement of scientific staff of scientific research institutes in the educational process;
4. increasing the degree of internationalization in the direction of teaching and research;
5. Establishing an effective crisis management system - achieving business continuity.

### **Strengths**

Factors and resources for the successful implementation of the strategic development plan:

1. century-old educational tradition of the university;
2. advanced positions in the university ranking in the Georgian higher education space;
3. strong academic and scientific schools, research institutes;
4. diverse exchange programmes and international relations;
5. various electronic platforms (university portal: [portal.bsu.edu.ge](http://portal.bsu.edu.ge));
6. the growing budget of the university;
7. infrastructure of modern standards of the university;
8. strategic geographic location;
9. Support of state institutions.