

## **The Guideline for assessing the efficiency of BSU Management**

### **Article 1. General provisions**

1. Legal entity under public law – The rule of monitoring the effectiveness (hereinafter - the rule for monitoring the effectiveness of management) of Batumi Shota Rustaveli State University management (hereinafter - " BSU " or "University") has been formulated in accordance with the legislation of Georgia, the statute of BSU and BSU's staff management policy and determines the mechanisms for monitoring the effectiveness of BSU's management and the procedures for their use.
2. The purpose of present rule is to ensure that the mechanisms of monitoring the effectiveness of university management contribute to the successful operation and sustainable development, the implementation of the goals and objectives of the university provided for by the statute of BSU, also conduct the activities of the university in accordance with the principles of management and accomplish the mission and strategic development plan of BSU.

### **Article 2. Management effectiveness monitoring mechanisms**

Mechanisms for monitoring management effectiveness are:

- a) Accountability of management bodies/structural divisions of BSU and functioning of the assessment system (in accordance with the quality assurance policy and personnel management policy);
- b) Monitoring the implementation of the strategic development plan (7-year) and action plan (3-year) of BSU;
- c) Implementing a business continuity policy and establishing a business continuity plan to ensure the continuous operation of the university.

### **Article 3. Evaluation system of the University**

1. The evaluation system of university is structured around the authority (functions) and accountability of the governing bodies/structural divisions of BSU and complies with the personnel management policy, quality assurance policy, internal regulations and regulations on the evaluation of the activities of university employees (rules for the evaluation of academic and invited personnel; Method of assessing scientific personnel; The procedure and forms for evaluating administrative and support personnel are approved through orders issued by the rector and the head of administration.
2. Evaluation system in the university ensures implementation of quality assurance policy principles, including:
  - a) As a result of personnel evaluation - the employee's competencies, skills, performance/compliance with the requirements and functions-duties defined for the position are evaluated; The employee's strengths and areas for improvement is revealed; The

requirement for professional development of the employee is determined; The results of the evaluation is used for the employee career progression, also for scheduling professional development activities, or for implementing other events as stipulated by the university's legal regulations;

b) The aim of monitoring the educational process and assessing educational programs, along with with conducting routine satisfaction surveys regarding educational resources and other university services, is to facilitate the identification of issues within the university environment, Enhancing both the working and learning environments and elevating the quality of university services by analyzing feedback gathered from both students and staff. The university's quality assurance policy determines the process for conducting these assessments/research, designates individuals authorized to formulate recommendations based on processed information, and outlines the procedure for their provision

#### **Article 4. The principles and organizational structure of the university governing bodies**

1. The principles governing university management facilitate the realization of the goals and objectives outlined in the charter of BSU: The training of highly skilled and competitive personnel is achieved through the implementation of all levels of higher education; Introducing and implementing the principle of lifelong education; fostering student and teacher mobility and enhancing international relations; fully integrating learning, teaching, and research into a unified European educational sphere; activating and fostering research endeavors; Implementing collaborative higher education programs; safeguarding academic freedom and integrity; prohibiting any form of discrimination in higher education; support for gender equality; Fostering the personal and professional growth of students and staff; Establishing a student- oriented university atmosphere, prioritizing the enhancement of social conditions for students and ensuring inclusive learning environments for students with disabilities; Advancing the social dimension, bolstering democracy, and instilling the values of Georgian and global culture within higher education, also focus on the ideals of democracy and humanism, which are necessary for the existence and development of civil society.
2. Decisions made by the university's management bodies should guarantee the effectiveness of the university's operations, considering the following principles of university management outlined in the BSU charter:
  - a) Transparency in the decisions made by the academic and representative councils of the university, as well as in the reports and directives issued by the rector and head of administration, ensuring accessibility to all interested parties;
  - b) academic freedom of teaching staff, researchers and students;
  - c) participation of teaching staff, researchers and students in the decision-making process and monitoring its implementation;
  - d) equal treatment regardless of academic, ethnic, social or religious affiliation and/or beliefs, gender and other reasons;
  - e) Ensuring openness, fairness, and transparency in elections and competitions within the university;
  - f) Taking appropriate measures to improve the social conditions of students and create educational conditions for students with disabilities;
  - g) The accessibility of higher education, its openness, and the opportunity for lifelong learning.

h) The accessibility of professional education, its openness, and the opportunity for lifelong learning.

3. The mission and strategic development plan (7-year) of BSU has been developed in accordance with the goals, tasks and management principles stipulated by the statute of BSU.

4. The achievement/fulfillment of the goals and objectives stipulated by the statute of the university, as well as the effective implementation of activities in accordance with the principles of university management are ensured by the structure of the university, approved by the representative council on the proposal of the head administration (hereinafter referred to as the Organizational structure).

5. The organizational structure of the university includes the governing bodies/officials of the university and the main structural divisions and demonstrates their subordination. The structure of the university includes the following governing bodies and structural divisions.

5.1. Management bodies of the university (Manager subjects): academic Council , representative Council , Rector , head of Administration and quality assurance service;

5.2. Vice Chancellors;

5.3. Main educational units - faculties (1. Faculty of Humanities; 2. Faculty of Law and Social Sciences; 3. Faculty of Economics and Business; 4. Faculty of Tourism; 5. Faculty of Exact Sciences and Education; 6. Faculty of Natural Sciences and Health; 7. Faculty of Technology);

5.4. Independent scientific and research units (hereinafter - institutes): 1. Niko Berdzenishvili Institute; 2. Agrarian and Membrane technologies institute; 3. Institute of Phytopathology and Biodiversity;

5.5. Ilia Chavchavadze Library;

5.6. Auxiliary Educational Unit of the University - Professional Program Management and Continuing Education Center;

5.7. Support structural units of the university administration:

a) Management bodies Secretariats/Offices: Office of the Rector; Secretariate of quality assurance service; Secretariate of the Academic Council; Secretariate of the Representative Council;

b) Educational Process Department (including services: educational process management; issuing diplomas and registration; management of students' electronic resources);

c) Department of student career development, culture and sports (including departments: student support; culture and sports);

d) Examination center;

e) Scientific research service;

f) Department of Strategic Development and International Relations;

g) Public relations service;

h) Information technology services;

i) Legal department;

j) Chancellery (including the HR management);

k) Financial and Economic department (including services: purchasing; accounting-reporting (accounting department);

m) BSU publishing house;

n) Department of Material Resources Management (including: cleaning department; university dormitory);

n) Occupational Health and Safety Service;

p) Chief internal auditor.

5.8. Auxiliary structural units of university faculties (Structural units specified in the BSU staffing table or providing services on the basis of orders):

- a) Faculty of Legal and Social Sciences: Legal Clinic; Psychological Clinic ;
- b) Faculty of Natural Sciences and Health: Dental clinic "BSU Dent"; Postgraduate Medical English Program Management Centre; Center for Medical Education and Advanced Training of Doctors; Western Georgian Regional Center of Chromatography;
- c) Faculty of Human sciences: Centre of Translation and Interdisciplinary research;
- d) Faculty of Technologies (Agricultural school; Agricultural extension center; training and testing facility; Building materials and structures laboratory)

6. The decision on the creation, reorganization or abolition of the main educational units of the university - faculties and independent research units (institutes) is made by the academic council and approved by the representative council.

7. The operational guidelines of the auxiliary educational unit of the university, the library and other auxiliary structural units specified within the university's framework are established by regulations on the corresponding structural unit, approved by the representative council, in accordance with Georgian legislation "On Higher Education" and the statute of the university.

#### **Article 5. The authority and accountability of the academic council of the university**

1. The Academic Council is the highest representative body of the university, whose members are elected for a term of 4 years through direct, fair and equitable elections, with secret balloting by all academic personnel across faculties, all scientific staff of independent research units of the university, and faculty council members representing student government.

2. The Academic Council consists of the Rector - Chairman of the Academic Council and members of the Academic Council - 1 representative from each faculty of the university (professor or associate professor) and 1 representative of an independent research unit (representative scientific staff).

3. The powers (functions) of the academic council are outlined in the regulations governing it, which are devised and approved by the academic council, in accordance with the Law of Georgia "On Higher Education" and the BSU statute. The Academic Council makes decisions on educational programs, academic and research processes and university management issues, including: approves the university's mission, strategic development plan and action plan; elects the head of the university (Rector); participates in the consideration of the university statute, regulations on structural divisions, budget and annual report of the head of administration at the representative council; submits for approval of the representative council the candidacies of the head of the university administration and the head of the quality assurance service; chooses the head of university library; sets the standard regulations for recruiting an academic personnel, defining the amount and terms of remuneration and submits them for approval to the representative council; develops a rule for determining the number of academic personnel and submits it to the representative council for approval; The Council makes decisions on granting honorary doctorates and honorary degrees/emeritus from the University by a majority of its members; makes a decision on the creation, reorganization or abolition of the main educational units of the university - faculties and independent research units (institutes) and submits them for approval by the representative council; regularly reviews the activity reports of university

departments and officials; Exercises additional authorities as stipulated by Georgia's legislation, the university statute, internal regulations, and academic council directives.

4. The university statutes and the regulations of the academic council determine the criteria for obtaining and terminating the status of a member of the academic council, as well as official incompatibility and the protocol for failing to attend council sessions without any valid reasons.

5. Members of the academic council exercise their powers independently, and their accountability to the academic council and its chairman - the rector is limited to the duty of the council member to participate in the work of the council. The efficacy of a member's involvement in the Academic Council is guaranteed through their election to the council, the responsibility established by the regulations on the Council, and the grounds for termination of member status established by law.

6. The academic council of the university submits a report to the representative council in accordance with the Law of Georgia "On Higher Education", the statute of the BSU and the regulations of the academic council.

## **Article 6. The authority and accountability of the representative council of the university**

1. The representative council is the representative body of the university, whose members are elected with a secret ballot for a term of 4 years on the basis of direct, fair and equitable elections, on the basis of representation from the main units of the institution including faculties, students and academic staff separately, in accordance with their respective numbers within the faculty. Students make up one-third of the full membership of the Representative Council. The assistant participates in the elections as a student. To determine the number of students, rounding is done in favor of students. The quantity of faculty representatives within the representative council is established by the rector's order, proportionate to the count of students and academic staff across the faculties.

2. The representative council includes the head of the university library elected by the majority of the full composition of the academic council, as well as representatives of scientific personnel elected by the scientific team from each independent research unit of the university.

3. The representative council of the university elects a speaker from among its members for the term of office of the council, who presides over the meetings of the representative council and organizes its work.

4. The minimum number of members of the representative council cannot be less than twice the number of members of the academic council.

5. The powers (functions) of the representative council are outlined in the regulations governing it, which are devised and approved by the representative council, in accordance with the Law of Georgia "On Higher Education" and the BSU statute. The representative council makes decisions on approving the budget of the university, approving/terminating candidates for the head of administration and head of quality assurance service, approving the report of the head of administration, approving the structure of the university, creating, reorganizing or canceling faculties and independent scientific research units (institutes); On the approval of legal acts regulating the activities of the university and its structural units (statutes, code of ethics, personnel management policy; internal regulations; regulations for monitoring the effectiveness of management; budget preparation procedure; Guidelines for determining academic staff numbers; protocols for staff recruitment; procedures for affiliation;

regulations governing structural units; diverse policies and other fundamental legal documents).

7. The university statutes and the regulations of the representative council determine the criteria for obtaining and terminating the status of a member of the representative council, as well as official incompatibility and the protocol for failing to attend council sessions without any valid reasons.
6. The members of the representative council (both representatives of the academic/scientific staff and students) exercise their powers independently, and their obligation to the representative council and its speaker is confined to their responsibility to engage in the council's activities.
7. The effectiveness of the activities of the member of the representative council is ensured by his election as a member of the council and the basis for termination of the member's status.

## **Article 7. The authority and obligations of the University Rector**

1. The rector is the highest academic official of the university who chairs the academic council of the university. The rector acts as the university's ambassador both domestically and internationally in academic and scientific fields.
2. The head of the university - the rector - is elected by the academic council by a majority vote with a secret ballot for a period of 4 years. A candidate for the position of university rector can be a person who has an academic degree of a doctor or an equivalent academic degree. As per the Academic Council's resolution, decisions regarding the announcement of the rectorial election, registration deadlines, eligibility criteria for the rectorship position, submission requirements, and the timeline for reviewing the action plan are deliberated.
3. The rector's authority/powers are outlined in accordance with the Law of Georgia "On Higher Education" and the BSU statute. Specifically, the rector has the authority to finalize transactions and agreements on behalf of the university. If these transactions and agreements pertain to financial and economic matters, they are also co-signed by the university's administrative head; Oversees the administration of the university and issues directives within their authority; Issues orders on the appointment of vice-rectors, deputy deans, academic staff, the secretariate of the academic council, the rector's office, researchers, quality assurance personnel, implementers of educational programs and research projects (including guest teachers, professors), and other personnel; finalizes and terminates employment contracts with them in adherence to the university's personnel management policy, internal regulations, and hiring protocols; Is empowered to appoint an interim director for the university's independent research unit; Delegates representative authority to university staff to safeguard the institution's interests; Regularly receives updates from administrative and other structural division heads of the university, convenes meetings, and receives reports on educational and scientific activities, as well as domestic and international engagements; Makes decisions regarding the granting of scientific and creative sabbaticals to university teaching staff based on faculty council recommendations and in line with internal university regulations; Concurs with the administrative head's decision on the appointment and dismissal of auxiliary structural unit leaders in accordance with unit regulations; Collaboratively establishes and ratifies the university's staffing chart through mutual agreement with the administrative head; Resolves other issues necessary for the effective management of the educational and research

activities of the University in accordance with the legislation of Georgia, the university statute and the Regulations of the University, unless they represent the powers of another governing body of the University, another structural unit or official.

4. The Rector serves as an administrative official, answerable to the Academic Council, to whom they provide an annual report. Additionally, the rector oversees the compilation of the Academic Council's annual report and coordinates its presentation to the Representative Council.

5. Upon request by at least one-third of the Academic Council members, the issue of premature termination of the rector's authority is to be reviewed. This consideration is based on potential violations of Georgian legislation, inadequate execution of the rector's designated responsibilities, and/or engagement in activities unsuitable for the role of the rector.

6. The effectiveness of the rector's activities in the process of performing his powers (functions) is ensured by his election, the rector's reporting to the Academic Council and the grounds defined by the law of Georgia "On Higher Education" and the university's statute on the termination of the rector's powers.

7. According to the university statute, the rector has deputies. The rector issues directives regarding the appointment or dismissal of deputy rectors to administrative roles and approves their job descriptions. University vice-rectors oversee the management of specific areas within the university, ensuring unity among structural divisions, coordinating the execution of activities outlined in the university's mission, strategic plans, and action plans, and ensure that legal directives from governing bodies are appropriately addressed to the relevant structural unit (employee), while supervising and monitoring their implementation.

8. The deputy rector is responsible for performing the functions assigned by the rector's order, and the effectiveness of his activities is ensured by his accountability to the rector.

## **Article 8. The authority and accountability of the head of the administration**

1. The head of administration (chancellor) serves as the principal administrative overseer responsible for managing the university's financial, material, and administrative resources. Additionally, the chancellor represents the university in financial and economic affairs.

2. Elections to select candidates for the position of head of administration are announced by the Academic Council, which specifies the conditions for candidate registration, criteria for holding the position, and the required documentation. The Academic Council also sets the date for reviewing candidates' action plans and the election date. The chosen candidate for head of administration, elected by secret ballot and majority vote of the Academic Council, is then presented for approval to the Representative Council. The Representative Council, also through secret ballot and majority vote, confirms (elects) the candidate for a four-year term.

3. The head administration authority/powers are outlined in accordance with the Law of Georgia "On Higher Education" and the BSU statute. Specifically, The Head of Administration oversees the university's administrative affairs, oversees the development and endorsement of the university's unified budget proposal, ensures the legality and efficiency of the university's financial operations, and is empowered to enter into financial agreements on behalf of the institution, aligning with the budgetary framework of the higher education establishment. Additionally, the Head of Administration designs the university's administrative structure proposal and presents it to the Representative Council for ratification. Establishes the protocol for recruiting university service personnel and presents it for approval by the representative council; Submits an annual report on the accomplished tasks for approval by the representative

council; issues directives within the bounds of their authority; makes decisions regarding the hiring and dismissal of support staff, finalizes and terminates employment contracts with them in accordance with the university statute and hiring regulations for university support staff; collaborates with the university rector to define the approach and compensation for specialists invited to work in academic roles; Recruits and dismisses freelance service personnel, finalizes and terminates their employment contracts, specifies the procedure and compensation for their work; collaboratively with the rector, establishes and ratifies the university's staffing chart through mutual order, aligning with the university's structure and approved budget; Delegates representative authority to university employees within their purview; Executes additional powers as outlined in the charter, regulations, and pertinent guidelines, within their jurisdiction.

4. The head of the administration is an administrative official, he is accountable to the representative council and the academic council, he submits an annual activity report to the representative council (the academic council participates in the review of this report).

5. The grounds for premature termination of the head of administration's authority, beyond the standard reasons for early dismissal of an administrative employee, include: a) persistent denial by the representative council to endorse the annual report and budget; b) a substantiated resolution from the representative council; c) Reasons for contract termination as outlined in the Georgian Law "Labor Code of Georgia." Additionally, the head of administration must adhere to the stipulations of the Georgian Law "On Conflict of Interest and Corruption in Public Service".

The effectiveness of the activities of the head of the administration in the process of exercising powers (functions) is ensured by his election, his accountability to the Academic Council and the Representative Council (in accordance with the decision of the Representative Council, approved by the decision "Budgeting rule of BSU") and termination of powers "On Higher Education" Georgia on the grounds determined by Georgian Law and the university statute.

#### **Article 9. the authority and accountability of the head of quality assurance**

1. In order to ensure systematic assessment of the quality of educational and research work, as well as professional development of personnel, a quality assurance service has been created at the university.

2. The head of the quality assurance service of a university can be a professor or associate professor of the same university, elected by a majority of members of the Academic Council by secret ballot based on elections announced and conducted by the Academic Council. The Academic Council has the authority to determine additional requirements for the head of the university's quality assurance service.

3. The candidacy of the head of the quality assurance service of the university is approved by the representative council, with the list of members and by secret ballot, for a period of 4 (four) years.

4. The authority of the head of the university quality assurance service is outlined in the BSU charter, formulated according to the Georgian law on "higher education," and the quality assurance service regulations established by the academic council and endorsed by a representative body. Head of Quality Assurance: Facilitates the maintenance of high teaching standards within the university through the implementation of contemporary teaching, learning, and assessment techniques. They also prepare self-assessments for authorization/accreditation processes and uphold high research standards by introducing

modern research methodologies; Formulates a methodology for evaluating the educational and research endeavors of the university, presenting it to the Academic Council for validation; formulates and presents regulations to the Academic Council for the internal assessment of research activities within the university's independent research unit, aligning with international standards for research assessment (including involvement of foreign assessors, use of various forms of scientific bibliometrics, etc); Facilitates the enhancement of teaching quality at the university by implementing protocols for internal and external evaluations; Periodically evaluates educational programs and formulates relevant recommendations to enhance their quality; together with the relevant structures of the university, coordinates student mobility, the use of the credit-transfer system, coordinates the negotiation of agreements with foreign higher education and research institutions concerning university activities, including student exchange programs; Offers services aimed at maintaining faculty quality by disseminating information regarding regulatory standards pertaining to quality assurance, along with any modifications thereof; Executes additional powers stipulated by law, the university statute, service regulations, and pertinent legal documents of the university.

5. The quality assurance service of the university is accountable for its activities to the academic council and the representative council.

6. The head of the service is an administrative official who manages the development and implementation of the service's work plan. In the process of exercising powers (functions), the effectiveness of the activities of the head of the quality assurance service is ensured through his election, his accountability to the academic council and the representative council, as well as termination of powers on the grounds determined by the Law of Georgia "On Higher Education" and the university statute.

#### **Article 10. Faculty structure, management bodies, their authority and accountability**

1. The faculty is the main educational unit of the university , its structure , management bodies And the authority is determined by the regulations of the faculty approved by the decision of the representative council.
2. The Faculty implements educational, research programs and grants relevant academic degrees in accordance with the implemented higher education programs.
3. Management bodies of the faculty are (managing entities): faculty council, dean, head of quality assurance service.
4. The faculty council consists of all members of the academic staff of the faculty and representatives from the Faculty's student self-government, with a minimum representation of  $\frac{1}{4}$  of the Council's total membership. If the student self-government exceeds this minimum requirement, the election commission of the respective faculty organizes elections for additional student representatives to the Faculty Council.
5. Dean of the Faculty is the highest administrative official of the faculty, who leads the faculty, directs the activities of the faculty council and represents the faculty in relations with third parties. A professor or associate professor from the same faculty shall be elected as dean through a secret ballot, with a majority vote from the faculty, for a term of four years. The faculty council announces the election of the dean (determines the terms of candidates' registration, the criteria for holding the position, presents a list of documents , reviews the candidate's action plan and election dates). In case of early termination of the dean's authority, the faculty council appoints an acting dean .

6. The head of the quality assurance service of the faculty. A member of the faculty council, whether a professor, associate professor, or assistant professor, is selected for the administrative role of head of the faculty quality assurance service by the faculty council through a secret ballot, with a majority vote, for a term of four years. The head of the university quality assurance service presents one or more candidates for the position to the faculty council.
7. The powers of the management bodies of the faculty (faculty council, dean and head of quality assurance service) are determined by the BSU statutes developed on the basis of the Georgian Law on "Higher Education " and the faculty statutes approved by the representative council. Management bodies of the faculty:
  - a) Faculty Dean - oversees the efficient operation of educational and scientific activities at the faculty, presenting a development plan for the faculty, educational, and research programs to the Faculty Council. They also formulate and propose the structure and regulations of the faculty to the council. Within their authority, the Dean ensures compliance with decisions made by the representative council, academic council, and faculty council, issues directives as needed, and presides over faculty council meetings. Furthermore, in accordance with the law and regulations governing higher education, they are accountable for the judicious utilization of the faculty budget. The Dean also exercises additional powers as stipulated in the BSU statute, faculty regulations, and Georgian legislation.
  - b) Faculty Council - determines and submits the faculty budget to the head of the rector's office; Based on free and equal elections by secret ballot, the faculty elects the dean of the faculty by a majority vote of the University members; At the suggestion of the dean, develops and submits for approval to the academic council of the university a strategic plan for the development of the faculty, educational and research programs; At the proposal of the dean, develops the structure and position of the faculty and submits them for approval to the representative council; develops regulations on the Dissertation Council and submits it to the Academic Council for approval; is authorized to consider the issue of early termination of the powers of the dean upon the request of at least one-third of its members, through a secret vote with a majority decision. Such deliberations are based on potential violations of Georgian legislation, inadequate execution of the dean's assigned duties, or engagement in activities unsuitable for the position. Additionally, the Faculty Council is responsible for electing the dean of the faculty and the head of the quality service. In the event of early termination of the dean's authority, the Council appoints an interim dean. Furthermore, the Faculty Council exercises other powers as outlined by Georgian legislation, the university charter, internal regulations, and faculty regulations.
  - c) Head of the quality assurance service of the faculty - establishes a close relationship and cooperates with the relevant services of foreign countries and their higher educational institutions to establish transparent quality control criteria and their assurance methodology; periodically monitors educational programs and develops relevant recommendations in accordance with the rules established by the university's quality assurance service; implements measures for student mobility and correct use of the credit-transfer system at the faculty; Undertakes tasks essential for the university's authorization/accreditation procedures specific to the faculty; Executes additional responsibilities as outlined in legislation, faculty regulations, and university quality assurance service directives.
8. The structure of the faculty includes: sectoral departments (with the composition of academic personnel necessary for the implementation of the educational program operating on the faculties closely related, adjacent, or interlinked in an educational-scientific context); Dean's

Office; Also according to the structure of the faculty - dissertation council, clinic, laboratory, research centers and supporting structural units.

9. The accountability of the governing bodies, structural divisions and personnel of the faculty is determined by the regulations on the faculty (and the functions of the dissertation council - by the regulations approved by the decision of the academic council), including:
- a) Dean of the Faculty - is accountable to the Council of the Faculty, and is also responsible for the implementation (acquaintance-dissemination) and enforcement of the legal acts of the university's management bodies at the Faculty;
  - b) Deputy dean - is accountable to the dean and rector of the faculty, within the scope of functions/competencies defined by the regulations of the faculty (also as per orders issued by dean, if any);
  - c) Head of quality assurance of the faculty - is accountable to the dean of the faculty, the faculty council and the head of the quality assurance service of the university;
  - d) the head of the branch department (academic official) - is accountable to the governing bodies of the university and the faculty and at the conclusion of each semester is responsible for providing an activity report to the rector, the faculty council and the dean;
  - e) the head of the auxiliary structural units of the faculty - is accountable to the governing bodies of the university and the faculty and submits the activity report to the dean of the faculty, the head of administration, and the rector at the conclusion of each semester, as well as upon request;
  - f) The academic official of the faculty - is accountable to the management bodies of the faculty and the relevant branch department, fulfills the requirements of the legal acts of the university (including the internal regulations, the code of ethics, the regulation of the educational process) and, if required, submits activity reports in the format and style determined by the university governing bodies;
  - g) Faculty support staff (including personnel from the dean's office, departmental branches, centers, clinics, laboratories, and schools) are accountable to their immediate supervisor (such as the head of the department, center, or school) and the dean (or deputy dean) of the faculty.
10. The efficiency of the faculty's management entities, structural units, and staff operations is guaranteed through optional involvement (for management bodies) and clearly defined functions or official job descriptions as outlined in the faculty regulations or other university directives. Additionally, accountability mechanisms to the faculty and/or university management bodies are established.

**Article 11. Structure of independent scientific-research units, management bodies, their powers and accountability**

- 1. The governing bodies of the independent research unit (institute) of the university are: the academic council and the director.
- 2. The activities of the institute are headed by an official of the university - the director, whose selection is carried out through an open competition by the academic council of the institute and subsequently approved by the same council for a five-year term. The position of director can be held by a person who meets the requirements established for the chief research officer of a given institute and whose age does not exceed 65 years. If an individual has not previously served as the chief scientific officer of this institute but assumes the role

of director, they are automatically deemed to have been elected to the position of chief scientific officer as well.

3. The main scientific employees of the institute form the scientific council, the activities of which are led by the chairman, elected for a period of 5 years by the majority of the council members.
4. The head of the scientific structural unit (department) of the institute is elected by the academic council on the basis of an open competition and approved by the director.
5. The powers of the director, academic council, chairman of the academic council, the procedure for election and termination of powers, as well as scientific and non-scientific structural divisions included in the structure of the institute, the procedure for their management and activities are determined by the regulations of the institute, approved by the representative council.
6. According to the university statute, an independent research unit of BSU has the right to carry out: a) Fundamental and applied research activities; b) Consulting and expert activities in the manner established by the legislation of Georgia; c) in agreement with the rector of the university and the head of the administration: c.a) organize scientific conferences and other scientific events; c.b) cooperate with Georgian and foreign scientific research institutions; c.c) to participate in international scientific events; d) in accordance with the rules determined by the academic council of the university: d.a) participate in the preparation and implementation of higher education programs of the university, as well as in the implementation of bachelor's, master's and dissertation works by students; d.b) attract students to participate in scientific grant projects at local and international scientific conferences and research events; e) carry out other activities provided for by the legislation of Georgia and the regulations on independent research organizations.
7. To monitor the effectiveness of the management bodies, structural divisions and personnel of an independent research unit (institute), the following methods are used: election procedures (for the director, head of the academic council, and head of the scientific department); outlining functions/activities (including job descriptions) along with mechanisms of accountability (such as scientific staff submitting reports to the Academic Council and the Council reporting on the institute's scientific endeavors), as stipulated in the institute's regulations, university provisions, action plans, or other relevant documents.

## **Article 12. The structure, authority and accountability of the University administration and supporting structural units**

1. University administration/supporting structural units (including the chief internal auditor, Ilia Chavchavadze Library, and Auxiliary Educational Unit - Professional Program Management Center) the structure, functions (powers) and accountability of personnel are defined by the regulations governing the respective structural unit, formulated in alignment with the BSU statute and approved by the representative council.
2. Structural units of the university are accountable to the governing bodies of the university, including:
  - a) Governing bodies Secretariats/offices (Rector's Office; Quality Assurance Service Secretariat; Academic Council Secretariat; Representative Council Secretariat) - falls under the relevant governing body (its head);
  - b) Management of the educational process (including services like managing the educational process, diploma issuance, and student electronic resource management) -

falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;

- c) Student career development, culture and sports department (including departments: student support; culture and sports) - falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;
- d) Examination center - falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;
- e) Scientific Research Service - falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;
- f) Department of Strategic Development and International Relations- falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;
- g) Public relations service - falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;
- h) information Technology services - falls under the purview of the rector and the head of administration;
- i) Legal Department - falls under the purview of the rector and the head of administration;
- j) Chancellery - (including the Human resources management) - falls under the purview of the rector and the head of administration;
- k) Financial and economic department (including services: purchasing department; accounting and reporting (Accounting department) - falls under the purview of the rector and the head of administration;
- l) BSU publishing house - falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;
- m) Department of Material Resources Management (including: cleaning department; university dormitory) - falls under the purview of the rector and the head of administration;
- n) Security and labor safety service - falls under the purview of the rector and the head of administration;
- o) Chief internal auditor ( subject of internal audit ) - falls under the purview of the representative council, the rector and the head of the administration;
- p) Ilia Chavchavadze Library - falls under the purview of Academic Council, rector (with the deputy rector acting as per the rector's directives) and the head of the administration;
- q) Center for Professional Program Management and Continuing Education- falls under the purview of the rector (with the deputy rector acting as per the rector's directives) and the head of administration;

3. The structural units of the university submit an annual report, as well as upon request, to the relevant management bodies of the university (taking account of accountability).

### **Article 13. Monitoring the implementation of the strategic development plan and action plan of BSU**

1. One of the mechanisms ensuring the effectiveness of university management involves monitoring the implementation of BSU's 7-year strategic development plan and 3-year action plan (hereinafter referred to as "plans"), following BSU's strategic planning methodology.
2. In order to monitor plans, a periodic analysis of the current situation, strategic development and implementation of action plans is carried out (research/assessment/SWOT analysis of processes at the university, existing structures/services, material, financial or human potential, reports from governing bodies, as well as other factors) and based on this, the strengths and weaknesses of the university, current problems and future opportunities are determined.
3. The composition of the plan implementation control group is established through an order issued by the university rector. The core (permanent) members of this monitoring group include administrative officials (rector, vice-rectors, head of the administration, head of the quality assurance service), along with the head of the department of strategic development and public relations. Additionally, representatives from other university structural divisions are included, as per the BSU rector's directives.
4. Each responsible structural unit (accountable person) submits a self-assessment- in the form of a detailed report regarding the fulfillment of their assigned obligations. These reports are used to monitor the implementation of the strategic development/action plan within the specified timeframe determined by the university, or as required or necessary.
5. Submitted self-assessment reports are reviewed by the working group and reflected in the final summary document of the strategic planning process.
6. The Department of Strategic Development and International Relations of the University provides management of the activities of the monitoring group (hereinafter referred to as "the coordinator"), This includes managing the processing of submitted self-assessment documents and preparing information for the monitoring group's review. Additionally, the department is responsible for drafting final decisions for the university's governing bodies concerning strategic development, action plans, and their monitoring processes.
7. The report of the monitoring group on strategic development and action plans, including proposals for activities/changes to be implemented by the university's governing bodies, is reviewed and approved by the university's academic council.

### **Article 14. Business Continuity Policy and Business Continuity Plan of the University**

1. The University's business continuity policy determines the University's readiness to fulfill its obligations to provide services to students and employees, including the presence of circumstances that hinder its normal functioning.
2. Business process risk assessment and continuity policy ensures the achievement of the university's goals and objectives, mission, strategic development and action plans; rational distribution of university resources; It facilitates the rational allocation of university resources, fostering a safe environment conducive to study and work. Moreover, it aids in preventing adverse factors hindering the achievement of university goals and objectives, enhancing the effectiveness of university management, and promoting sustainable university development.

3. In the process of risk management of the university, the university staff is obliged to fulfill the requirements established by the legislation of Georgia and university legal acts, and is also responsible for:
  - a) Rector and Head of Administration - on creating an appropriate environment (regulation) for risk management and managing the university in a crisis (emergency) situation;
  - b) Heads of structural divisions – for risk identification and reporting; implement received recommendations/tasks/risk management functions;
  - c) Employee - familiarization with university regulations on risk management, participation/involvement in the process.
4. Risk is the probability of an outcome, diverging from the anticipated or intended result, thereby impacting the university negatively. Risk assessment involves identifying potential threats that may negatively affect the university's activities.
5. The level of risk is determined by the probability of occurrence (the frequency of occurrence of a specific result), namely:
  - a) High risk - when there is a high expectation and possibility that a specific outcome will occur;
  - b) Medium risk denotes an anticipated outcome that is expected to occur, yet it does not pose a systemic issue or negative factor;
  - c) Low risk - indicates that the occurrence of a specific outcome is unlikely.
6. The University Business Continuity Policy outlined in this article specifies that risks with a high probability of occurrence and significant impact should be prioritized and managed first. Subsequently, risks with high probability but lesser impact are addressed, following this hierarchical approach for defined planning.
7. As a result of the risk assessment, the university governing bodies (managing entities) make a decision on the measures to be implemented in response to the identified risks, to eliminate the risks facing the university or to reduce the negative impact. In selecting a response measure, the cost-benefit analysis of the proposed activity is taken into account.
8. University risk assessment is carried out as needed (annually). The mentioned process is led by the head of the university administration, in coordination with the rector of the university (by mutual agreement).
9. The business continuity plan of the university is approved by the rector of the university, upon the proposal of the head of administration. The plan includes issues of risk management strategies for managing risks related to strategic, operational, financial, and force majeure scenarios, aiming to sustain the seamless functioning of the university's departments. Additionally, it includes a catalogue of risk prevention measures aimed at minimizing losses and swiftly resuming the university's activities and business processes as soon as possible.
10. In order to effectively protect students, professional students and employees of BSU from natural and man-made emergencies within BSU premises and buildings, as well as to safeguard the educational and working environment, the BSU Emergency Management Plan has been formulated. This plan has been approved by the BSU rector through an official order (in consultation with The Emergency Situations Management Service of the Ministry of Internal Affairs). The abovementioned plan determines the range of actions aimed at preventing or mitigating the effects of potential emergency situations. It specifies the timing, organization, and methodology of implementation, as well as the execution of

emergency measures to safeguard employees, students, and material assets from detrimental impacts.

11. BSU maintains an emergency headquarters tasked with coordinating and making decisions regarding prevention, preparedness, response, and recovery efforts. The Chief of Emergency Management, along with their assistants, oversees the coordination of response forces and resources in alignment with the established plan.

#### **Article 15. Final Provisions**

1. The guideline for assessing the efficiency of BSU Management is approved by the representative council of the university; Any modifications or supplements to it are executed through decisions made by the representative council, proposed by the university's management bodies.
2. If there's a change in the name of the university's mentioned structural unit covered by this guideline, the stipulations of this guideline will be fully applicable to the successor structural units (personnel) prior to the change in this guideline.