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Legal entity under public law -
Batumi Shota Rustaveli State University

BSU strategic planning methodology

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Preamble:

One of the main priorities of our country is to ensure the accessibility, competitiveness, and continuous development of higher education, which serves as a crucial driver of socio-economic progress.

The successful functioning of a university relies heavily on its ability to develop high-quality and effective strategic and action plans, drawing from the best international and local practices. A prerequisite for this is the implementation of correct planning methodologies and strategic visions.

The legal entity under public law, Batumi Shota Rustaveli State University (hereinafter referred to as "University" or "BSU" or "Institution"), has developed a strategic planning methodology and vision that comprehensively address various aspects of university life, including:

- Academic and scientific development;
- Organizational development;
- Opportunities for continuous education;
- Personal and professional growth of staff;
- Development of partnership relations;
- Brand positioning and reputation management;
- Development of international programs;
- Promotion of career development and employment opportunities for students;
- Contribution to the societal development (the university's 3rd mission).

Article 1. Vision and mission of the university

1.1. The vision presents the values of the institution, the goals and objectives derived from it.

1.2. Vision is one of the most important components in the strategic planning process. It conveys briefly, clearly and clearly how the institution sees itself after a certain time. The vision defines the institution's strategic position in the future and the specific elements of that position in relation to the mission statement, breaking down the vision into strategic goals.

1.3. The mission is a fundamental component of the university's identity, it should reflect the niche the university occupies in the educational space of the country, what makes it distinctive and different from others. The mission should provide information about what (goals) and for whom (whom it serves) the educational institution exists and what needs of the society it aims to meet with its activities, how it is focused on creating public good.

1.4. The vision and mission of the university is confirmed by the academic staff of the university Council.

Article 2. The essence and importance of strategic planning

2.1. Legal entity under public law - Batumi Shota Rustaveli state strategic planning aims to define the vision and mission of the university, as well as to define the long-term goals of the institution and ways to achieve them.

2.2. Strategic planning provides an objective analysis of the current situation, analysis of existing resources (human, educational, informational, library, material-technical, financial), identification of strengths and weaknesses, development of mechanisms to overcome them, determination of existing and potential risks, taking into account external and internal factors, and a long-term forecast of the future, taking into account the existing challenges and new perspectives, opportunities.

2.3. Strategic planning is a continuous process, it should be characterized by flexibility, it should be periodically updated, because institutional development is a continuous process.

2.4. Strategic planning is a participative process, it assumes teamwork, the university administration, staff, students, graduates, employers, partner institutions and other interested parties should be involved in it, among whom responsibility should be distributed both in the process of drawing up the plan, as well as in its

monitoring and execution. The effectiveness of planning and implementation is determined by the active participation of all interested parties in the process and joint, agreed, common decision-making.

Article 3. Strategic planning process and procedures

3.1. Strategic planning is a dynamic cycle (attached chart N1), a continuous upward process that constantly requires monitoring, evaluation of achievements, identification of strengths and weaknesses, presentation of existing challenges and new opportunities, complex, multifaceted analysis of information (SWOT), critical revision of existing priorities, new Determining priorities, making changes, etc.

3.2. All stages of the process of developing the main documents of the strategic planning process (vision, mission, strategic development plan, action plan) should be public and transparent. It is necessary to share the working version (draft) of the document with the university community and all interested parties, receive feedback from them, discuss the proposals received and reflect them in the draft document as a result of the reconciliation of opinions (the working version of the document can be shared on the university portal, website, electronic case management system, etc.).

3.3. The composition of the strategic planning group (hereinafter - the working group), distribution of functions is determined by the order of the rector of the university.

3.4. The permanent members of the strategic planning group are - the rector, deputy rectors, head of administration, head of the university's quality management service, head of the strategic development and external relations department, deans of faculties, director of the Ilia Chavchavadze library, head of the legal department, head of the scientific research service, financial, material, information and heads of structural units responsible for managing human resources, as well as teaching and student services, as well as temporary members - academic/scientific/administrative/support staff, members of academic and representative councils, employers, students, alumni representatives.

3.5. The strategic planning process begins with the development of the university's vision, which provides the main guidelines for the establishment and activities of the university in the long-term perspective.

3.6. Based on the vision of the university, a mission is formed, which defines the basic values and priorities of the institution.

3.7. Based on the mission of the university, a strategic development plan of the institution (7-year) is created, which describes in detail the main directions of activity (tasks), the measures and activities to be carried out, the specific deadlines for their implementation and the structural units (positions) responsible for their implementation.

3.8. On the basis of the strategic development plan, the action plan of the university (3-year) will be drawn up, in which the measures/activities to be carried out, the deadlines, and the persons accountable for the performance are more specifically outlined.

3.9. The measures outlined in the strategic development and action plans should be measurable, realistic (achievable for the institution) and time-bound (within a specific period of time).

Article 4. Approval of strategic development and action plans

4.1. The strategic development plan (7-year), based on the university's mission and vision, in a multi-year perspective (maximum 7 years according to international standards), reflects the main directions of development and shows the direction in which the university is developing.

4.2. The draft of the strategic development plan is submitted to the representative council of the university for approval, and the approved draft is reviewed and approved by the academic council.

4.3. The action plan (3-year) reflects the specific activities (one-year, two-year, three-year...) necessary to achieve the goals and objectives presented in the strategic development plan of the university and answers the question if

What, how and in what period should be done in order for the institution to achieve its strategic goals.

4.4. The action plan of the university, after the approval of the draft strategic development plan by the representative council of the university, is discussed together with the strategic development plan and approved by the resolution

of the academic council of the university (it is permissible to approve it even after the approval of the strategic development plan).

Article 5. Monitoring the implementation of strategic and development plans

5.1. The basis of the strategic planning process will be the monitoring, periodic analysis of the current situation, strategic development and implementation of action plans. During the analysis, the current processes in the organization, existing structures/services, material, financial or human potential, reports of management bodies, as well as other factors are studied/estimated/analyzed/SWOT (Table N3 of the present methodology). Based on this analysis, the institution's strengths and weaknesses, current challenges and future opportunities are determined.

5.2. Each responsible structural unit (responsible person) shall present a self-assessment within the time frame of the event/activity provided by the action ship (or as requested/necessary)

- a detailed report on the performance of the assigned obligation, which is used to monitor the performance of the strategic development/action plan.

5.3. During the monitoring process, the self-assessment documents presented by the responsible structural units (accountable persons) of the university are reviewed, which should reflect the following information: what measures were implemented and what the result was; What could not be done and what was the reason for it; What changes should be made (with appropriate justification) in the action/strategic development plans.

5.4. The self-assessment reports are reviewed by the working group and reflected in the final summary document of the strategic planning process.

5.5. The composition of the monitoring group is determined by the order of the rector of the university. The main (permanent) members of the monitoring group are administrative officials (rector, deputy rectors, head of administration, head of quality assurance service, head of the department of strategic development and external relations, as well as representatives of other structural units of the university, in accordance with the order of the rector of BSU.

5.6. The Department of Strategic Development and External Relations ensures the administration of the activities of the monitoring group (hereinafter referred to as the coordinator), in accordance with the present methodology, including: prepares official cards (structural regarding the need for units/accountable persons to present a self-assessment or perform other actions; processes submitted self-assessment documents and prepares information for review by the monitoring group; Prepares final drafts of decisions of the university's management bodies in connection with strategic development and action plans, as well as their monitoring, etc.

5.6. The report of the monitoring group regarding the strategic development and action plans, which includes proposals for activities/changes to be implemented by the university's management bodies, is reviewed and approved by the university's academic council.

Article 6. Making changes in strategic planning documents

6.1. The next stage of strategic planning is the development of a package of changes for the next planning cycle (revision of the university's mission, vision, priorities, as well as changes in strategic development and action plans - formation of new ones). Publicity and transparency of this process should be ensured, which is provided for by the present methodology.

6.2. Making changes to strategic planning documents is carried out in accordance with the rules and procedures determined by the same methodology.

Table N1 of BSU's strategic planning methodology

Strategic planning process and procedures



Table N2 of BSU's strategic planning methodology

Stages of developing a strategic plan:

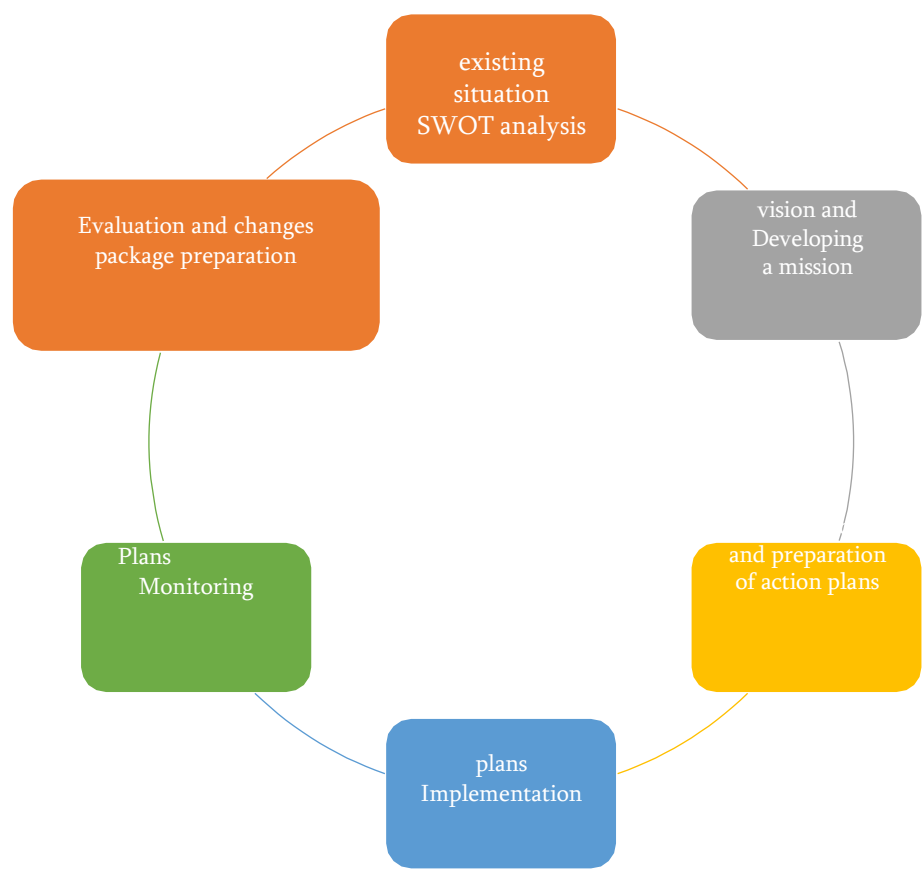


Table N3 of BSU's strategic planning methodology

SWOT Matrix	
+	-
<p>Strengths - good/best points, priorities To be maintained, - to be developed</p>	<p>Weakness - problem, defect, defect - to be eliminated, to be corrected</p>
<p>Opportunity - good prospect - to be developed</p>	<p>Threats - external and internal risks/subjective and objective hindering factors - overcoming, avoiding</p>