

"Approved"  
by the Decree N06-01/21 of 16 February 2024 of BSU Academic Council  
Annex 1



Legal Entity of Public Law -  
Batumi Shota Rustaveli State University  
Three-year Action Plan  
During 2025-2027

## 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 embodies national and universal values. We aim to 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.

## **The Objectives defined by the BSU Strategic Development Plan**

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.

## Action Plan

**Goal 1. The university should play an important social role in the public life of the region and country; Teaching and research process must be closely related with the component of the so-called 'Third Mission' of the University - transfer of knowledge and technology, lifelong learning opportunities, social responsibility, implying the development and support of the social welfare. Accordingly, through the Third Mission Concept, the University contributes to the sustainable development of our country, increase of the social and health care of the population, ecological safety, and economic advance, as well as establishment of liberal values and democratic principles.**

### Solutions:

- 1.1. Ensuring the important role in public life of state and the region;
- 1.2. Establishment of democratic, academic, and civic values in society;
- 1.3. Support and Implementation of charity;
- 1.4. Facilitate inclusive education.
- 1.5. Increase and expand the collaboration with partners;
- 1.6. Increase the public trust towards the institution.

#### 1.1. Ensuring the important role in public life of state and the region;

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Confident collaboration with educational, state, business sector, non-governmental and private entities to establish democratic, academic, and civic values in the society	+	+	+	Participation in various civic/public projects – at least ten annually	Public Relations Service  Faculties  Research institutes	material reflecting the participation in the event  expert report	BSU Budget
2	Promotion of raising cultural, social, and entrepreneurial awareness among pre-school and school adults, exchange of knowledge, sharing of	+	+	+	Organization of creative/research projects and competitions and presentation of young leaders - at least 2	Public Relations Service  Faculties	Event coverage material	BSU Budget

	practices, regular meetings, and joint projects within the framework of the third mission				events per year at the faculty/research institute	Research institutions		
3	Offering short-term courses of lifelong education and Micro-credentials to develop and deepen professional skills, as well as to eliminate social and digital inequality	+	+	+	Implementation of short-term courses – at least five courses per year	Professional and Lifelong Education Center	The implemented courses	BSU Budget
4	Provision of systematic consulting service and educational services to all interested parties by the structural units of the university, research institutes, legal clinic, extension center and psychological clinic.	+	+	+	Consultation service provided by the research institutes, legal clinic, extension center and psychological clinic - at least thirty per year, with 3-5 % of increase.	Research institutes  Faculties  Legal Clinic  Extension Center  Psychological Clinic	Information about the beneficiaries	BSU budget programme "Support to BSU faculty, research institutes and lifelong education center"
5	Participation of academic and scientific staff in reforms carried out by state, regional and local governments as experts and consultants	+	+	+	Involvement of academic and scientific staff in decision making process - at least ten per year.	Faculties  Scientific-research institutes  Public Relations Service  Scientific Research Service;	expert report	BSU Budget
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	+	+	+	Involvement of the academic/scientific staff and students in various projects - at least ten per year	Faculties  Science - research institutes  Public Relations Service  Scientific Research Service;	Event coverage material  expert report	BSU Budget

## 1.2. Establishment of democratic, academic and civic values in society

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Academic Integrity Culture Establishment	+	+	+	Organization of Information Meetings - at least ten meetings per year	Scientific Research Service;  Faculties  Research institutes	Event coverage material	BSU budget sub-programme "Support to QA system"
2	Conducting a public campaign to raise the level of literacy	+	+	+	Action "Give a book" organization and transfer of books to various organizations - at least 300 units	Public Relations Service  Library  Faculties  Research institutes	Event coverage material	BSU budget programme "University Management and Regulation"
3	Promoting the development of a democratic society by raising legal awareness	+	+	+	Organization of the legal awareness support events - 3 events per year	Public Relations Service  Faculty of Law and Social Sciences	Event coverage material	BSU Budget

## 1.3. Support and Implementation of Charity

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Support of socially vulnerable and persons deprived of parental care	+	+	+	Number of beneficiaries - at least thirty per year	Department of Students' Career	Report on the Supporting Activities	BSU budget programme "BSU

						Development, Culture and Sports Faculties		Student/ VET students Support"
2	Participation in Charity Actions	+	+	+	Organization of joint events - at least three events per year	Department of Students' Career Development, Culture and Sports  Public Relations Service	TV story/article/vlog	BSU Budget

#### 1.4. Facilitate inclusive education:

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Identification of inclusive groups, implementation of their support activities	+	+	+	Support activities directed to the identified groups - at least three events per year	Department of Strategic Development and International Relations;  Department of Students' Career Development, Culture and Sports	Event coverage material	BSU Budget
2	Support to the people with disabilities and people with special educational needs by organizing psychological, professional, and other trainings	+	+	+	Organization of the trainings for supporting people with disabilities and people with special educational needs	Department of Strategic Development and International Relations;  Department of Students' Career	Trainings	BSU Budget

						Development, Culture and Sports		
						Faculties		
3	Support to the people with disabilities and people with special educational needs by developing the special infrastructure	+	+	+	Increase in annual allocations for infrastructure development - 1-3%	Head of Administration  Department of Students' Career Development, Culture and Sports  Faculties	budget allocations	BSU budget sub-programme "Provision of material and technical base and current/capital repair works/constructions"
4	Creating an inclusion center			+	relevant structural unit	Head of Administration  Department of Strategic Development and International Relations;	Inclusion Center	BSU Budget  Donor Organization

### 1.5. Deepening and Expanding the partnership

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Financing source
1	Supporting the activities of public organizations with the involvement of academic and scientific staff of the university and infrastructural provision	+	+	+	Involvement in joint events - at least three events per year	Public Relations Service  Faculties	Event coverage material	BSU Budget



						Research institutes		
2	Involvement in civic and professional unions, associations, and organizations	+	+	+	membership in the organizations – at least one organization per year	QA Service  Department of Strategic Development and International Relations;	Membership to organization	BSU budget sub-programme "Administrative Support to the University Activity"
3	Deepening of cooperation between university and industry, commercialization of scientific products, development of patents and startups within the framework of the third mission	+	+	+	Implementation of expert activities by scientific research institutes, centers, and laboratories - 10 expert reports per year  Creation of patents by scientific research institutes, centers and laboratories and registration in patent organizations - one patent in three years	Research institutes  Faculties  Department of Strategic Development and International Relations;  Scientific Research Service	expert reports      registered patents	BSU Budget

### 1.6. Increase of public trust towards the institution

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Presentation of scientific achievements made by researchers and students through means of mass communications	+	+	+	The prepared media product – at least 10 per year	Faculties  Science - research institutes  Scientific Research Service  Department of Students' Career Development, Culture and Sports  Public Relations Service	TV story/article/vlog	BSU Budget
2	Presentation of successful alumna by the means of mass communications	+	+	+	The prepared media products - min 10 per year	Faculties  Department of Students' Career Development, Culture and Sports  Public Relations Service	TV story/article/vlog	BSU Budget
3	Presentation of the University creative and sport groups by the means of mass communications	+	+	+	The prepared media products - min 10 per year	Faculties  Department of Students' Career	TV story/article/vlog	BSU Budget

						Development, Culture and Sports  Public Relations Service		
4	Use of the social networks as active communication means	+	+	+	Social Networks Activity indicator	Public Relations Service	Statistics of social network searches, views, share, etc.	BSU budget programme "University Management and Regulation"

**Goal 2. The education obtained at the University must be in compliance with the contemporary standards, of high academic quality and employment oriented. Accordingly, the university should prepare a highly qualified, competitive specialist, a free person carrying national and public values;**

**Solutions:**

- 2.1 Constant development of the mechanisms of educational programmes, teaching-learning methods and quality;
- 2.2. Promotion of more professional development of academic and invited staff;
- 2.3. Continuity of Authorization and Accreditation Processes

**2.1. Constant development of the mechanisms of educational programmes, teaching-learning methods and quality;**

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of financing
1	Development of the evaluation system of education programmes and digitalization			+	Digitalization and piloting of the evaluation system of the educational programmes	QA Service  Faculties	e-evaluation system	BSU budget sub-programme "Support to QA system"
2	Systematic monitoring, analysis, and response of student academic performance	+	+	+	Based on the analysis, development of recommendations and renewal of training courses - renewal of at least two training courses within the framework of the educational programme every year	QA Service  Faculties	Recommendations and renewed study courses	BSU budget sub-programme "Support to QA system"
3	study of the employment rate of the graduates, analysis and response		+		Analysis of the employment rate of the graduates - employment rate with the specialty and related specialty 60-65 %	QA Service  Faculties  Department of Students' Career Development, Culture and Sports	Employment Rate Analysis	BSU budget sub-programme "Support to QA system"

4	Renewal of the labour market research mechanisms, its use in elaboration of the educational programmes and evaluation of the results		+		Digitalization and piloting of labour market research system	QA Service  Faculties  Department of Students' Career Development, Culture and Sports	Llabour market research system and outcome of the research	BSU budget sub-programme "Support to QA system"
5	Sustained operation of the academic staff performance evaluation system	+	+	+	Rate of participation in academic staff evaluation - 90%	QA Service  Faculty Administration	The grade of academic staff "good" is at least 60% of the total grade, with average annual 5% increase	BSU budget sub-programme "Administrative Support to the University Activity"
6	Sharing international experience in the process of developing, evaluating, and developing educational programmes			+	Benchmarking document preparation for each educational programmes	QA Service  Faculty Administration	Benchmarking document	BSU budget sub-programme "Support to QA system"
7	Using the results of the monitoring of the educational process for the improvement and development of teaching and learning methods	+	+	+	Developing recommendations based on the analysis of the monitoring of the educational process and updating the teaching-learning methods in the educational courses - annually updating at least two educational courses within the framework of the educational program	QA Service  Faculties	Recommendations and renewed study courses	BSU budget sub-programme "Support to QA system"
8	Reflection of scientific news and scientific achievements in educational programmes	+	+	+	Updating literature in training courses - updating at least two training courses every year within the framework of the educational program	QA Service  Faculties	Renewed Training Courses	BSU budget sub-programme "Administrative Support to the University Activity"

9	Digitalization of educational programmes development process			+	Digitation piloting of the elaboration system of educational programmes	QA Service Faculties	e-system	BSU budget sub-programme "Support to QA system"
10	Development of the English language educational programmes oriented on the labour-market requirements	+	+	+	Preparation of English language educational programmes – at least one per faculty	Faculties QA Service	Educational Programme	BSU budget sub-programme "Support to QA system"
11	Elaboration of the joint educational programmes with national and international partners	+	+	+	Elaboration of Joint Educational Programmes - at least one faculty	Faculties QA Service	Educational Programme	BSU budget sub-programme "Support to QA system"

## 2.2. Promotion of more professional development of academic and invited staff:

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Satisfaction Survey of Academic/Invited and Scientific Staff and Inclusion of the Survey Outcome in Management Process	+	+	+	Digitalization and piloting of research system	QA Service Faculties	Research Results	BSU budget sub-programme "Support to QA system"
2	Improvement and implementation of professional support mechanisms for academic/visiting and scientific staff	+	+	+	Scientific grants: Increase in annual allocations for scientific travel grants, encouragement of scientific publications, trainings supporting professional development - 5-10%	QA Service Faculties	Financed grants, participation in the conferences, awards and trainings.	BSU budget sub-programme "Support to QA system"  BSU budget sub-programme "Administrative Support to the University Activity"
3	Continuous development of the criteria and procedures for the selection of academic and scientific staff	+	+	+	Open Calls in line with the renewed qualification requirements	Faculties Research institutes	Elected academic/scientific staff	BSU Budget Sub-Project "Support to QA System".

	qualification requirements in order to attract highly qualified personnel, the							
4	Development of supporting mechanisms for doctoral programmes and postdoctoral projects in fundamental fields		+	+	Creation and piloting of a funding model for doctoral programmes and postdoctoral projects	QA Service  Faculties  Research institutes  Scientific Research Service;	Financed projects	BSU budget sub-programme "Support to QA system"
5	Implementing a practical component in training courses with the involvement of public, civil and business sector representatives	+	+	+	Renewal of training courses - renewal of at least one training course within the educational program	QA Service  Faculties	Renewed Training Courses	BSU budget sub-programme "Support to QA system"

### 2.3. Continuity of Authorization and Accreditation Process

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Financing source
1	Implementation of effective mechanisms to fulfill authorization standards	+	+	+	Authorization expert report - for per standard "compliant" and "substantially compliant"	Rector  Head of Administration  QA Service	successful authorization process	BSU Budget
2	Ensuring the continuity of the cluster and programmatic accreditation process	+	+	+	The reports of accreditation experts - "compliant" or "substantially compliant" in each standard	Faculties  QA Service	successful authorization process	BSU Budget
3	External evaluation mechanisms for the implementation of educational programmes		+		preparation of external expert evaluation - for each educational program	QA Service  Faculties	expert evaluation	BSU budget sub-programme "Support to QA system"
4	Support the authorization and accreditation process through professional development of staff	+	+	+	Organization of trainings supporting professional development of staff	QA Service  Faculties	Trainings	BSU budget sub-programme "Support to QA system"
5	Supporting the process of international accreditation of BSU educational programmes	+	+	+	self-evaluation of educational programmes	Faculties  QA Service	promoting international accreditation	BSU budget sub-programme "Support to QA system"



**Goal 3. The University must be a strong education-research center, implementing fundamental and applied research that support the sustainable social-economic development of both the region and the state.**

**Solutions:**

- 3.1 Evaluation and support of fundamental and applied research;
- 3.2 Diversification of the financing sources for scientific research
- 3.3 Dissemination of Scientific Research
- 3.4 Active involvement of the University in scientific discussions, science popularisation

**3.1. Evaluation and Support to the Evaluation of Fundamental and Applied Research**

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Sustained operation of the system of evaluation of scientific activity of academic and scientific staff	+	+	+	Rate of participation in the assessment of academic/scientific staff - 90%	QA Service  Faculty Administration  Scientific Research Service;	The evaluation of the scientific research work of the academic/scientific staff "good" is at least 60% of the total evaluation, with average annual 5% increase	BSU budget sub-programme "Administrative Support to the University Activity"
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	+	+	+	Updating of topics corresponding to scientific research priorities, minimizing overlapping, and increasing the interdisciplinarity of research issues - 50% of the overall topic; Average annual growth rate - 3-5%	Faculties  Science - research institutes  Scientific Research Service	Updated scientific research topics	BSU budget sub-programme "Administrative Support to the University Activity"

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	+	+	+	Increase of financial resources allocated to internal grants - at least 5-10% annually	BSU governing bodies	Increased funding for internal targeted research projects (grants)	BSU budget sub-programme "Administrative Support to the University Activity"
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	+	+	+	<p>The rate of completion of the research component of the educational programme (bachelor's, master's, doctoral theses) on the basis of research institutes, centers, and laboratories - 10-15% of the total amount</p> <p>The rate of involvement of scientific personnel in the implementation of training courses - 10% of the total volume; Average annual growth - 1-3%</p>	<p>Faculties</p> <p>Science - research institutes</p> <p>Study Process Department</p>	<p>Bachelor's, master's, doctoral theses protected under the guidance of scientific staff</p> <p>Training courses conducted by scientific personnel</p>	BSU budget programme "Support to BSU faculties, research institutes and management of professional programmes and lifelong education"
5	Attraction of young researchers and support to implement different projects	+	+	+	Financing of internal research projects (grants) for young researchers - 30 % of the total financing	<p>Faculties</p> <p>Science - research institutes</p> <p>Scientific Research Service</p>	Positive dynamics in funded grant projects;	BSU budget sub-programme "Administrative Support to the University Activity"

6	Gradual increase of financing for updating the scientific research bases	+	+	+	Increase in funding for the renewal of the material and technical base - 3-5% annually	BSU governing bodies	Renewed material-technical base;	BSU budget sub-programme "Provision of material and technical base and current repair works/constructions"
7	Ordering of the library fund, digitization and increasing access to international scientific bases	+	+	+	Growth of foreign language scientific literature and electronic resources of the library fund - 3-5% annually	Director of the library  Head of Administration	Renewed library resources	BSU budget sub-programme "Provision of material and technical base and current repair works/constructions"
8	Promotion of scientific publishing activities, digitization and indexing of publications in international scientific databases	+	+	+	Create of a new space for library funds  launch of the printed and electronic field scientific journal - minimum one journal  Increase of the use indicator of international scientific bases	Director of the library  Scientific Research Service;  Head of Administration	New space of the library.  Printed and electronic journal  Increasing access to international scientific bases	BSU budget sub-programme "Provision of material and technical base and current repair works/constructions"  BSU budget sub-programme "Support of BSU Faculties, Research Institutes and Center for Continuing Education and Management of Professional Programmes"
9	Promoting the development of a culture of research ethics and academic integrity	+	+	+		Faculties  Scientific research institutes  Scientific Research Service;	Director of the library	BSU budget sub-programme "Administrative Support to the University Activity"

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

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
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	+	+	+	The number of project applications submitted in grant competitions of international and national scientific foundations - one application from the faculty/institution	Faculties  Scientific research institutes  Scientific Research Service;  Horizon EUROPE - University Grant Office	The presented grant projects and financing indicator	International and national scientific funds
2	support and empower of the scientific research centers at national and international levels	+	+	+	Involvement of academic/scientific staff in the joint research of other universities /scientific centers - min one from the faculty/institutes  organization of joint scientific conference annually - min one from the faculty/institution	Faculties  Scientific research institutes  Scientific Research Service  Horizon EUROPE - University Grant Office	Joint research projects;   Joint scientific conferences	BSU budget programme "Support to the BSU faculties, research institutions and professional programmes and lifelong education center"

3	Enhancement of the cooperation with business sector and industry and commercialization of scientific research outcomes.	+	+	+	<p>Expertise carried out by the scientific research institutions, centers and labs - no less than 10 expert report per year</p> <p>Creation of patents by scientific research institutes, centers and laboratories and registration in patent organizations - one patent in three years</p>	<p>Head of Administration</p> <p>Scientific Research Service;</p> <p>Scientific research institutes</p> <p>Faculties</p>	<p>expert reports</p> <p>registered patents</p>	BSU budget sub-programme "Support of BSU Faculties, Research Institutes and Center for Continuing Education and Management of Professional Programmes"
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### 3.3. Dissemination of the Scientific Research

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Gradual increase in financing of participation of academic and scientific staff in international scientific events	+	+	+	Increase in funding in international scientific events - at least 5-10% annually	BSU governing bodies	Increased financing for international scientific events	BSU budget sub-programme "Administrative Support to the University Activity"
2	Support to the organization of the BSU international scientific events	+	+	+	Number of Scientific Events min one from the faculty/institution	Faculties  Scientific research institutes  Scientific Research Service;	Number of scientific events	BSU Budget
3	Organization of scientific seminars and public lectures with the participation of recognized researchers	+	+	+	Number of the events - min one from the faculty/institution	Faculties  Scientific research institutes  Department of Strategic Development and International Relations;	Benchmarking document	BSU Budget

4	Active participation in scientific exhibitions	+	+	+	Number of the events - at least one per year	Department of Strategic Development and International Relations;  Scientific Research Service;  Public Relations Service	Benchmarking document	BSU Budget
5	popularization of the scientific achievements of the researchers and students/ by media means	+	+	+	media product prepared on the researchers - at least one per year	Faculties  Scientific research institutes  Scientific Research Service;	TV story/article/vlog	BSU Budget
6	Presentation of the youth with special research skills and their support to get involved in the scientific activities	+	+	+	Organization of the scientific-creative activities for school adults - min one from the faculty/institution  Increase of the involvement of students and young researchers in research activities - 10 % per year	Faculties  Scientific research institutes  Scientific Research Service;	creative and research projects	BSU Budget
7	Implementation of mechanisms supporting the registration of inventions and patents in international organizations for the purpose of intellectual property protection	+	+	+	patent registration - min 1 in three years for institutions	Scientific research institutes  Scientific Research Service;	registered patent	BSU Budget

### 3.4. Involvement of the University in Scientific Discussions, Science Popularization

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outcomes	Source of Financing
1	Within the framework of the third mission, promoting the involvement of scientific and academic staff in the process of solving legal, psychological, agrarian, environmental and socio-economic issues	+	+	+	Involvement of academic and scientific staff - min 10 per year	Faculties  Scientific research institutes  Public Relations Service		BSU Budget
2	Facilitating the involvement of academic and scientific staff in the reforms to be implemented by the state, regional and local government through their research-based expertise	+	+	+	Involvement of academic and scientific staff in decision making process - at least ten per year.	Faculties  Scientific research institutes  Public Relations Service  Scientific Research Service	expert reports	BSU Budget

**Objective 4: Internalization shall become one of the important instruments for improvement quality of learning/teaching and research.**

#### **Solution ways:**

- 4.1. Active participation of the academic/administrative/scientific personnel and students in the exchange programmes;
- 4.2 Internationalization of educational programmes;
- 4.3. Active cooperation with the foreign universities and research centers;
- 4.4. Stimulating of the academic/administrative/scientific personnel and support for participation in the international grant projects;
- 4.5. Joining the international associations, participation in education global forums/exhibitions in order to raise publicity and promote the university.



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

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Visits of the selected academic/scientific personnel by the competition to the partner universities to share experience	+	+	+	Visit of at least 2 people from each faculty/scientific institute to the partner universities per year.  Increase number of the exchange people by 5% each year.	Strategic Development and International Relations Service Development  Faculties  The research institutes	The report about a visit	BSU Budget  Donor Organization:
2	Reception of academic/scientific personnel from the foreign partner universities to the BTU for experience sharing	+	+	+	Reception at least 2 people by each faculty/scientific institution per year; increase in number of people participating in mobility every year by 5-10%.	Strategic Development and International Relations Department  Faculties  The research institutes	The Report on mobility	BSU Budget  Donor Organization
3	Within the frame of the international mobility, visit of the students selected based on the competition to the partner universities to study educational components.	+	+	+	The number of the exchange students will be increased at all the faculties; the increase of the number of the students involved in mobility by 5-10%	Strategic Development and International Relations Department  Faculties	Presented Report	BSU Budget  Donor Organization
4	Within the frame of the international mobility hosting of the foreign students from the partner universities in BSU	+	+	+	Increase of the exchange students in each faculty each year;  The number of the mobility students is increasing by 5%.	Strategic Development and International Relations Department  Faculties	Report	Donor Organization

5	Visit of the university administration selected based on the competition to the partner universities for sharing experience	+	+	+	At least one administrative staff from different structural units each year	Strategic Development and International Relations Department  Faculties	Submitted reports	BSU Budget  Donor Organization
6	Strategic development and international relationship department staff visit to the international Staff Weeks organized by the partner universities, publicity of the university and its promotion, establishment new contacts.	+	+	+	Each year, according to the received invitations	Strategic Development and International Relations Department	Increasing of internalization level; concluding new contracts;	Donor Organization
7	Organizing international Staff Week for introducing country, region, city, university (faculties, educational programmes, research centers, laboratories, etc.) by the department of the strategic development and international relationships for the staff from the partner universities and scientific centers every year.	+	+	+	Enhance the geography of the participant countries and the number of the participants every year	Strategic Development and International Relations Department	Increasing of internalization level; Finding new partner	Donor Organization  BSU Budget
8	Organizing Welcome Days for the visiting students to the BSU by the international exchange programmes.	+	+	+	Each semester, within a month since beginning of the semester	Strategic Development and International Relations Department  Faculties	Deepening of internalization level  Increasing the international publicity of the university;	BSU Budget
9	Organizing an orientation day for the students interested in the international exchange programmes	+	+	+	Each semester 2 weeks later since the start of semester	Strategic Development and International Relations Department  Faculties	Increase international mobility  Deepening of internalization level	BSU Budget

#### 4.2. Internationalization of educational programmes:

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Developing and facilitating implementation of joint educational programmes with partner universities	+	+	+	Preparation of at least one joint educational program	Faculties  The Quality Assurance Service  Strategic Development and International Relations Department	Enhance internalization quality  Joint higher education programmes	BSU Budget  Donor Organization
2	to facilitate development and implementation of foreign educational programmes	+	+	+	Development of foreign educational program - at least one	Faculties  The Quality Assurance Service  Strategic Development and International Relations Department	Enhancement of internalization quality;  Foreign Educational Programme	BSU Budget  Donor Organization
3	Regular update of the database of the University foreign educational courses	+	+	+	Increase in number of the educational course delivered in foreign language by 3-5% annually.	Faculties  The Quality Assurance Service  Strategic Development and	Enhance quality of internalization	BSU Budget

						International Relations Department		
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#### 4.3.Active cooperation with the foreign universities and research centers:

№	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Update of the Memorandum of Cooperation with the foreign higher educational and research institutes ; conclusion of new agreements	+	+	+	Conclusion of new memorandums, at least ten per year	Strategic Development and International Relations Department  Faculties  The research institutes	New/updated memorandums	BSU- budget sub- programme "Administrative support of the university activities"
2	Facilitation of introducing and development of remote study; development of the remote/online courses	+	+	+	Remote learning form will be introduced in the educational programme - at least one	Faculties  The Quality Assurance Service  Strategic Development and International Relations Department	Remote/online courses	BSU- budget sub- programme "Administrative support of the university activities"
3	Facilitation to organizing international conferences/forums in different fields of science	+	+	+	International conference; at least one per year Increase number of participation of the academic	Head of Administration  Faculties	Increasing of internalization level;  Internalization of the scientists	BSU Budget

					staff, researchers and students by 3-5%.	Strategic Development and International Relations Department	Increasing the university's publicity	
4	Facilitation of organizing international seasonal schools in different fields	+	+	+	Holding of the international seasonal school, at least two per year	Head of Administration  Faculties  Strategic Development and International Relations Department	Increasing of internalization level; Increasing the university's publicity	BSU Budget  Donor Organization
5	"The Shota Rustaveli Scholarship" will be established for the foreign Kartvelologists in the BSU for implementing research in the field of Kartvelology	+	+	+	The scholarship, at least one per year	Faculty of Humanities  The main goal of the Center of Kartvelian Studies is:  N. Bedzenishvili Scientific Institute  Strategic Development and International Relations Department	Internationalization of Kartvelologist research	BSU Budget

#### 4.4.Academic/administration/scientific staff stimulation and support to participate in the international grant projects:

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
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1	Collecting and dissemination of the information about international competitions, scholarships, grants, fundings	+	+	+	Increase number of the people informed about the international competitions by 5%	Strategic Development and International Relations Department  Public Relations Service	Increase number of the people involved in the international competitions	BSU- budget sub-programme "Administrative support of the university activities"
2	Support of the concerned people in proposal writing and submission for the international grant competition, as well as selecting respective partners	+	+	+	Increase number of the people involved in the international projects and submitted grant proposals  Submission of the international grant proposal by coordination of BSU - at least one	Strategic Development and International Relations Department  Quality Assurance Service; With Horizon Europe - university office	international grant projects	BSU Budget
3	Invitation of the experts and conducting trainings for preparation of the proposals	+	+	+	Conducting trainings, annually - at least two	Strategic Development and International Relations Department  The Quality Assurance Service	International Project	BSU budget sub-programme "Support to Quality Assurance System"
4	Elaboration of the international proposal submission, implementation, and monitoring rules	+			Establishment of the rule for international proposal submission, implementation, and monitoring	Strategic Development and International Relations Department  The Quality Assurance Service	The rule of the international proposal submission, implementation, and monitoring	BSU- budget sub-programme "Administrative support of the university activities"

#### 4.5. Joining international associations, participation in the global forums/exhibitions for raising publicity and promoting university:

Nº	Task	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	The university will participate in the global forums/exhibitions actively for raising publicity and promotion	+	+	+	Participation in the forum, annually - at least one	Strategic Development and International Relations Department	Increasing the university's publicity	BSU- budget sub- programme "Administrative support of the university activities"
2	Implementation activities for attracting international students	+	+	+	Increase of the international students by 5% per year	Strategic Development and International Relations Department  Faculties	The number of the international students	BSU Budget
3	Becoming member of the prestigious international university association (EUA)	+	+		Filling special questionnaire and submission of the application EUA	Strategic Development and International Relations Department  The Quality Assurance Service	Becoming of the member of the international university association	BSU- budget sub- programme "Administrative support of the university activities"
4	The UNESCO chair will be opened at the university which will implement cultural and educational projects and support to increasing of the internationalization level	+	+	+	Opening of a chair	Strategic Development and International Relations Department	UNSECO Chair	BSU Budget  Donor Organization

**Objective 5: Relationship between an employer, a student, a graduate, academic and scientific personnel shall be based on the close cooperation and experience sharing:**

**Solution ways:**

- 5.1. Development of the career development mechanisms and services for the students
- 5.2. Signing and implementation of the memorandum of cooperation with the employers;
- 5.3 Cooperation of the employers, students, graduates and professors, support in implementation of the joint educational and creative projects;
- 5.4 Obtaining strategic partners in different sector (education, public, business), active cooperation with them;
- 5.5 Establishment of the Association of Graduates;

**5.1. Development of students' career development mechanisms and services;**

Nº	Task	2025	2026	2027	Benchmarks and indicators	Responsible person/ structure	Expected results	Financing source
1	The university develops and implements training courses, which will facilitate relationship of the students with the employers and finding the jobs (filling of an application, writing of a motivation letter, successful job interviewing, etc.)	+	+	+	Participation of the students in the trainings, annually at least 300;  Annual increase in number by 10%	Department of Students' Career Development, Culture and Sports  The Center for Vocational Programme Management and Continuing Education	Increase of students' employment rate	BSU budget programme "The support of the BSU students/vocational students"
2	Improvement of the internship database on the university portal (portal.bsu.edu.ge)	+	+	+	Increase in number of internship database relevant to the educational programmes by 10%	Department of Students' Career Development, Culture and Sports	The number of the registered companies and internship proposals	BSU- budget sub-programme "Administrative support of the



								university activities"
3	Development of the university portal module "Employment" (portal.bsu.edu.ge)	+	+	+	Annual increase of registered companies and vacancies by 10%	Department of Students' Career Development, Culture and Sports	The number of the registered companies and proposed vacancies	BSU- budget sub-programme "Administrative support of the university activities"
4	Organizing employment forum and informational meetings with the employers	+	+	+	Organizing of employment forum, at least one per year  Organizing of the informational meeting with the employers, at least ten per year	Department of Students' Career Development, Culture and Sports	Employment rate of students and graduates	BSU budget programme - BSU students/professional support of the students
5	Invitation of the graduates with special professional success and public figures for delivering public lectures/masterclasses	+	+	+	Organizing of at least 10 public lectures/masterclasses during a year	Department of Students' Career Development, Culture and Sports, Faculties	Improvement/development of awareness and vocational skills of the students	BSU budget programme - BSU students/professional support of the students
6	Support to employment of the students, graduates with special educational needs and disabilities and other vulnerable groups	+	+	+	Increase rate of employment of the students, graduates with special educational needs and disabilities and other vulnerable groups by 10%	Department of Students' Career Development, Culture and Sports, Faculties	Employment of students/graduates	BSU budget programme - BSU students/professional support of the students
7	Career mentor- development of the respective module at the university portal (portal.bsu.edu.ge)	+	+	+	At the first year of development of a module registration of around 100 mentors and 500 seekers of the mentor; increase of the seeker of the mentors by 20%.	Department of Students' Career Development, Culture and Sports	Improvement/development of awareness and vocational skills of the students	BSU- budget sub-programme "Administrative support of the university activities"
8	Facilitation of the involvement of students, graduates, and employers in the working groups of the educational programmes	+	+	+	Increase rate of involvement of students, graduates, and employers in the working groups of the educational programmes, at least 6 members per working group	Department of Students' Career Development, Culture and Sports, The Quality Assurance Service,	Educational Programme	BSU- budget sub-programme "Administrative support of the university activities"

						Faculties		
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## 5.2. Signing and implementation of the Memorandum of Cooperation with the employers

	Task	2025	2026	2027	Benchmarks and indicators	Responsible person/ structure	Expected results	Financing source
1	Invitation of the industry successful leaders for sharing experience to the students	+	+	+	During the year organizing at least once meeting about each educational program	The department of the students' career development, culture and sport, Faculties	Professional awareness raising of students	BSU- budget sub-programme "Administrative support of the university activities"
2	will offer business community development of their products within the bachelor and master papers made by students	+	+	+	Determining the topics of the bachelor and master papers in cooperation with the business communities - at least 5 % defended works	Faculties  The department of the students's career development, culture and sport	Bachelor/Master's Paper	BSU- budget sub-programme "Administrative support of the university activities"

## 5.3. Cooperation of the employers, students, graduates and professors, facilitation to joint educational and creative project implementation:

Nº	Task	2025	2026	2027	Benchmarks and indicators	Responsible person/ structure	Expected results	Financing source
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1	Organizing of the competition for Business ideas and start-ups	+	+	+	Organizing of the competition for business ideas and startups, at least one per year	Department of Students' Career Development, Culture and Sports	Business idea, startup	BSU- budget sub-programme "Administrative support of the university activities"
2	Apply practical experience of the students involved in the legal, psychological, stomatological clinics, extension center and the laboratories of other profile for implementation and development process	+	+	+	Increase number of involvement of the students with respective experience in the educational programme task forces, at least one per each educational program	The Quality Assurance Service  Faculties  Department of Students' Career Development, Culture and Sports	Development of educational programmes	BSU- budget sub-programme "Administrative support of the university activities"
3	The university implements creative and educational projects about employment, professional and career development issues	+	+	+	Increase number of the students involved in the projects by 10%	Department of Students' Career Development, Culture and Sports	Creative and educational projects	BSU- budget sub-programme "Administrative support of the university activities"
4.	Facilitate development of the creative, cultural and sport clubs	+	+	+	Increase number of the clubs and its participants, at least 10% each year	Department of Students' Career Development, Culture and Sports	Diversified creative, cultural and sport clubs	BSU- budget sub-programme "Administrative support of the university activities"

#### 5.4. Acquiring strategic partners in different fields (education, public, business), active cooperation with them:

№	Task	2025	2026	2027	Benchmarks and indicators	Responsible person/ structure	Expected results	Financing source
1	Close partnership with the structures determining and implementing of the education state policy	+	+	+	Involvement of the education state policy determination,	Governing bodies of BSU	Reviewed documents	BSU- budget sub-programme "Administrative

					implementation of the joint projects		Implemented Projects	support of the university activities"
2	Close partnership with the state policy determining and implementing structures in the field of employment	+	+	+	Increase the rate of internship/employment of students and graduates, at least 10% per year	Department of Students' Career Development, Culture and Sports  The Quality Assurance Service, Faculties	Student and Graduate Relations Department Employment	BSU- budget sub-programme "Administrative support of the university activities"
3	Close partnership with the general and pre-school educational institutions, implementation of the joint projects, practice, conferences, and other programmes	+	+	+	Increase number of the joint projects, practice, conferences, and other programmes by at least 10%	Department of Students' Career Development, Culture and Sports  Faculties	Implemented joint projects, practice, conferences, and other programmes	BSU- budget sub-programme "Administrative support of the university activities"
4	Close partnership of the university and large-scale business	+	+	+	Joint projects, at least ten per year	Department of Students' Career Development, Culture and Sports  Faculties	Joint research projects	BSU- budget sub-programme "Administrative support of the university activities"
5	Close partnership of the university with professional associations and non-governmental organizations	+	+	+	Joint projects, at least five per year	Department of Students' Career Development, Culture and Sports  Faculties	Implemented joint research projects	BSU- budget sub-programme "Administrative support of the university activities"
6	Deepening of cooperation with the art, creative and sport unions, associations, and federations	+	+	+	Joint projects, at least five per year	Department of Students' Career Development, Culture and Sports	Implemented joint activities	BSU- budget sub-programme "Administrative support of the university activities"

### 5.5. Establishment of the Association/clubs of Graduates;

№	Objective	2025	2026	2027	Benchmarks and indicators	Responsible person/ structure	Expected results	Financing source
1	Creating the Board of Trustees		+		Establishment the Board of Trustees and development a strategy	Administrative Bodies	A Board of Trustees	BSU Budget
2	Establishment of the Association/Club of Graduates;	+	+	+	At least 100 graduates join the club immediately after its establishment; Increase in the number of members every year - at least 20%	Department of Students' Career Development, Culture and Sports	The number of club members and implemented activities	BSU- budget sub-programme "Administrative support of the university activities"
3	Offering university services (short-term course, public lectures, culture, sport, etc.) to the graduate club members and access to the resources	+	+	+	Increase number of the graduate club members, every year, at least 20%	Department of Students' Career Development, Culture and Sports  Faculties  Governing bodies of BSU	Involvement of graduates	BSU- budget sub-programme "Administrative support of the university activities"

**Objective 6: The university must ensure development of the diversified vocational programmes considering the public demand and labour market interests;**

**Solution ways:**

- 6.1. Expanding access to the vocational education;
- 6.2. Supporting vocational student/attendee and development of students' services;
- 6.3. Support to develop personnel implementing professional educational programmes, professional training and preparation programmes;
- 6.4. Provision of material, informational and financial resources for vocational educational programmes, professional training, and retraining programmes

**6.1. Expanding access to the vocational education;**

Nº	Objective	2025	2026	2027	Benchmarks and indicators	Responsible person/ structure	Expected results	Financing source
1	Planning, design and development of vocational educational programmes, professional training, and retraining programmes	+	+	+	Increase number of programmes, every year - at least one	The Center for Vocational Programme Management and Continuing Education	New authorized vocational educational programmes	BSU Budget
2	Development of the vocational training programme "Laboratory health and safety"	+	+	+	Admission about 40-60 students to vocational retraining programme "Laboratory health and safety" each year	The Center for Vocational Programme Management and Continuing Education	Implementation of vocational educational program	BSU Budget
3	Regular evaluation and update of vocational programmes, professional training and retraining programmes	+	+	+	Evaluation of the programme according to the Deming Cycle, every year at least four	The Center for Vocational Programme Management and l Education	As a resut of the implemented verification processes high rate of the programmes quality	BSU Budget

## 6.2. Supporting vocational student/attendee and development of students' services;

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Organizing of educational process based on the interests of the vocational students/attendees, applying modern methods of teaching and field-respective technologies	+	+	+	Study of vocational students/attendees satisfaction, annual - at least 30%	The Center for Vocational Programme Management and Lifelong Education	Development of learning and teaching methodology	BSU Budget
2	To create a social and inclusive learning environment;	+	+	+	Identification of the needs of the vocational students/attendees with special needs and disabilities and implementing relevant activities	The Center for Vocational Programme Management and Lifelong Education	for the vocational students with special needs and disabilities Established social-inclusive environment for attendees	BSU Budget
3	Improvement supportive activities for the vocational students/attendees	+	+	+	Satisfaction study of the vocational students/attendees, every year, at least 60%	The Center for Vocational Programme Management and Lifelong learning	Providing students with consultation Support	BSU Budget

## 6.3. Support to develop personnel implementing professional educational programmes, professional training and preparation programmes;

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Evaluation of the staff performance implementing vocational educational programmes, professional training and retraining and study professional development needs	+	+	+	Needs assessment of the professional development for the personnel, every year, by at least 60%	The Center for Vocational Programme Management and Continuing Education	Identification and response to the needs of the professionals	BSU Budget

2	Support to professional development and career advancement of the professional education programmes, professional training and retraining programme implementing staff	+	+	+	Organisng different activities for professional development of the staff (training, workshops, seminars, working meetings, etc. Involvement of the staff in professional development activities, every year, at least 80%	The Center for Vocational Programme Management and Continuing Education	Conducted trainings, workshops, conferences, meetings	BSU Budget
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**6.4. Provision of material, informational and financial resources to the vocational educational programmes, professional training and retraining programmes:**

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Provision of the material, informational and financial resources to the vocational educational programmes, vocational training and retraining programmes	+	+	+	Allocation of the budget to provide material, informational and financial resources of the programmes	The Center for Vocational Programme Management and Continuing Education	Financial and economic sustainability of Vocational Education Programmes	BSU Budget
2	Provision of material, information and financial resources	+	+	+	Assessment of the material, informational and financial resources is regularly conducted -at least 6 months before call for admission to the program	The Center for Vocational Programme Management and Continuing Education	Identification of the needs	BSU Budget
3	Development of material, informational and financial Resources	+	+	+	Upgrade of the material and informational resources, every year by at least 10-15%	The Center for Vocational Programme Management and Continuing Education	Renewed material resources	BSU Budget

**Goal 7. The infrastructure of the university should be developed in accordance with the learning/teaching requirements, research and student life. The needs of different inclusive groups should also be considered**

**Solution ways:**

- 7.1. Construction of the university new campuses, dormitory for students/professors and teachers and multifunctional gym.;
- 7.2. Renewal of existed infrastructure resources;
- 7.3. University medical clinics;
- 7.4. Support to involvement of students into public, cultural and sport activities.

**7.1. Construction of new university campuses, student/professor-teacher housing and multifunctional gym:**

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Construction of the new, modern block for the medical educational programmes with the capacity of 1,500 students	+	+	+	Allocation of the relevant budget for construction of the block and its equipment, at least 8-10% of the total budget.	Rector, Head of Administration The Council of Representatives	Academic building	BSU budget programme "Development of the University Infrastructure"
2	Construction of the new modern block for the technological and agrarian educational programmes, for 1,200 students	+	+	+	-	Rector, Head of Administration The Council of Representatives	Educational Block	Budget of Adjara Autonomous Republic
3	Construction of new dormitory, meeting modern standards for students and guest professors/teachers (600 beds)	+	+	+	-	Rector, Head of Administration The Council of Representatives	Dormitory for students and professors.	Budget of Adjara Autonomous Republic
4	Construction of multifunctional gym for the students and university professors				-	Rector, Head of Administration The Council of Representatives	Sports Complex	Budget of Adjara Autonomous Republic
5	Organizing of modern cafe/canteen for students		+		Allocation of the budget for construction and equipping a café - at least 2-3% of total budget	Rector, Head of Administration The Council of Representatives	Academic Building	BSU budget programme "Development of

								the University Infrastructure"
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## 7.2. Renewal of existing infrastructural resource:

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ unit	Indicators and Expected Outputs	Financing source
1	Moving of BSU library to a new space			+	Allocation budget for construction and equipping of a library, at least 3-4 % of the total budget	Rector, Head of Administration The Council of Representatives	A modernized library	BSU budget programme "Development of the University Infrastructure"
2	Development of the infrastructure, laboratory and trial spaces for the research institutes	+	+	+	Allocation of the budget for development of the infrastructure, laboratory and trial spaces for the research institutes, at least 1% of the total budget	Rector, Head of Administration The research institutes	Modernized infrastructure, laboratories and trial spaces	BSU budget programme "Development of the University Infrastructure"
3	Regular renewal of the the academic buildings and setting up of the recreation spaces	+	+	+	Allocation of the budget for regular renewal of the academic buildings and organizing recreation spaces, at least 3-4% of total budget.	Head of Administration	Modernized infrastructure	BSU budget programme "Development of the University Infrastructure"
4	Gradual and full adaptation of the university blocks to the needs of the students with special needs and disabilities	+	+	+	Allocation of the budget for gradual and full adaptation of the university blocks to the needs of the students with special needs and disabilities, at least 0.5-0.7% of total budget	Rector, Head of Administration		BSU budget programme "Development of the University Infrastructure"
5	Organizing server infrastructure and ensuring safety, including alternative sources of power and internet	+			Allocation of the budget for organizing server infrastructure, at least 1.5-2% of total budget	Head of Administration	Business continuity	BSU budget programme "Development of the University Infrastructure"

6	Available sports infrastructure development			+	Allocation of budget for the sport infrastructure, at least 2-4% of the total budget	Head of Administration	Sports infrastructure:	BSU budget programme "Development of the University Infrastructure"
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### 7.3. Providing Medical Education Infrastructure

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Establishment clinical bases with university status	+	+	+	Increase number of the students on the English programmes, 15-25% per year	Rector, Head of Administration	University clinics	BSU budget programme "Development of the University Infrastructure"  BSU budget sub-programme "Administrative support to the university activities"
2	Development of BSU educational and clinical bases	+	+	+	Increase number of students on Georgian and English programmes, every year by 15-25%	Rector, Head of Administration	Renewed educational and clinical bases	BSU budget programme "Development of the University Infrastructure"  BSU budget sub-programme "Administrative support to the university activities"
3	Regular development of the laboratory equipment	+	+	+	Allocation of the budget for development of the laboratories, at least 0.5-1% of total budget.	Rector, Head of Administration	Renewed laboratory	BSU budget programme "Development of the University Infrastructure"
4	Renewal of the medical educational centers and enlargement of the "OSCE" examination center	+	+	+	Increase number of the hours for clinical studies in the educational center, 15-20% per year	Rector, Head of Administration	Renewed medical educational infrastructure. Improvement of the evaluation mechanism	BSU budget programme "Development of the University Infrastructure"

#### 7.4. Supporting Students' Involvement in Public, Cultural and Sport Activities:

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Support to the students' cultural activities (theater, folklore, choreographical groups, etc.) with the resources	+	+	+	Allocation of the budget for funding students' activities, at least 0.5-1% of the total budget	Head of Administration  Department of Students' Career Development, Culture and Sports	Increasing engagement of the students	BSU budget sub-programme "Support to cultural and sport activities"
2	Material resource provision for the students' sport activities and ensuring participation in the national/international sport competitions	+	+	+	Allocation of the budget for funding, at least 0.5-1% of the total budget	Head of Administration  Department of Students' Career Development, Culture and Sports	Increasing engagement of the students	BSU budget sub-programme "Support to cultural and sport activities"

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

**Solution ways:**

- 8.1. Increase of management effectiveness;
- 8.2. University investment strategy;
- 8.3. The University PR strategy;
- 8.4. Planning of the University's budget;
- 8.5. Achievement of the continued key university processes.

**8.1. Increase of Management efficiency:**

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Development of evaluation components and criteria for administrative and support staff, taking into account the international experience	+	+		Update (improvement) of evaluation criteria for the administrative and programme support staff for 2026.	Head of Administration  Quality Assurance Service	Evaluation system	BTU budget programme "University management and regulation"  USAID
2	Support capacity development activities for professional development of the administrative staff	+	+	+	Organizing of the trainings and workshops for capacity building - at least 3	Head of Administration  The Quality Assurance Service	Upgrading Qualification	BTU budget programme "University management and regulation"
3	Development of the human resource management system and its digitalization	+	+	+	Development of e-system and digitalization of the staff information	Head of Administration  Administrative Management Office	Improve efficiency of the management system	BTU budget programme "University Management and Regulation"

4	Development of the inventory strategy for the movable and immovable property owned by the university	+	+		Development relevant legal document	Head of Administration  Financial and Economic Department	Efficient management of the stocks	BTU budget programme "University Management and Regulation"
5	Chief Internal auditor;	+	+	+	Preparation of the annual audit report	Head of Administration Financial and Economic Department	Assessment of budgetary and non-budgetary processes	BTU budget programme "University Management and Regulation"

## 8.2. Investment Strategy of the University

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Design and support of the commercializing policy	+	+	+	Increase income of the university by 1=2%	Rector, Head of Administration	Increase of the state income	BTU budget programme "University Management and Regulation"
2	Establishment of the university development fund	+	+	+	Establishment of the budget reserves - 0.1-0.5%	Rector, Head of Administration	Financial reserves and risk management	BTU budget programme "University Management and Regulation"
3	Generating of the financial and material resources reserves of the university	+	+	+	Generating annual budget reserves - 0.1-0.5%	Rector, Head of Administration	Financial reserves and risk management	BTU budget programme "University Management and Regulation"



### 8.3. The University PR Strategy:

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Advertising by the principle of B2B	+	+	+	Visits to different institutions, annual at least 20; Participation in the educational exhibition, at least 1	Head of Administration  Public Relations Service	Increasing the university's publicity	BTU budget programme "University Management and Regulation"
2	Advertising via media, social networks, and other means of information dissemination	+	+	+	Posting of the media products to internet, monthly, at least ten; Covering university activities by TV report, monthly- at least one	Head of Administration  Public Relations Service	Increasing the university's publicity	BTU budget programme "University Management and Regulation"
3	Improvement positions in the international rating systems	+	+	+	Increase number of publications in the reviewable publications, annual - 5-10%	Head of Administration  Public Relations Service  The Quality Assurance Service	Increasing the university's publicity	BTU budget programme "University Management and Regulation"

### 8.4. University Budget Planning;

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
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1	Further development of the programme budgeting concept	+	+	+	Increase the number of sub-programmes per need, annual - at least one	Governing bodies of BSU	Programme Budget	BSU Budget
2	Support to non-efficient, educational programmes being fundamental and applied	+	+	+	Maintenance of the existing educational programmes	Governing bodies of BSU	Implementation of educational programmes	BSU Budget

### 8.5. Achieving Continuity of Key University Processes:

Nº	Objective	2025	2026	2027	Target Benchmarks	Responsible person/ structure	Indicators and Expected Outputs	Financing source
1	Ensuring continuity of teaching and learning process	+	+	+	Legal act for continuity of the educational process	Governing bodies of BSU	Business continuity	BSU Budget
2	Ensuring continuity of the scientific and research processes	+	+	+	Legal act for continuity of the scientific and research processes	Governing bodies of BSU	Business continuity	BSU Budget
3	Ensuring continuity of the administrative processes	+	+	+	Legal act for continuity of the administrative processes	Governing bodies of BSU	Business continuity	BSU Budget
4	Ensuring continuity of the international cooperation	+	+	+	Legal act for continuity of the international cooperation	Department of BSU international relations	Business continuity	BSU Budget
5	Development of the crisis management guidelines	+	+	+	Legal act	Governing bodies of BSU	Business continuity	BSU Budget