



APPROVED BY

**RESOLUTION OF REPRESENTATIVE BOARD, PROTOCOL
HEAD OF ADMINISTRATION, CHAMCELLOR**

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Development Strategy of Batumi Navigation Teaching University (2019 - 2025)

sd №2-030102-07

BATUMI

2018



Strategic Development Plan (2013-2018). Summarizing evaluation.

II. Development Strategy. Methodological basis of strategic planning	11
1. Development Strategy. Strategic planning.....	11
2. Entities involved in strategy development.....	11
3. Strategy development steps	11
4. Basic scheme of strategic planning	11
III. BNTU development model	12
1. BNTU in 2018	12
Factors, affecting BNTU activity. SWOT analysis. Opportunities and challenges.	
2. BNTU development model.....	15
Possible development scenarios. BNTU development model.	
IV. Mission. Corporate vision. Corporate strategy	17
1. Mission.....	17
2. Corporate vision.....	17
3. Prime objectives.....	17
4. Key tasks	17
5. Corporate strategy	17
6. Corporate strategy realization goal and mechanisms	17
V. Theoretical basis of development strategy realization	18
1. BNTU activity basis.....	18
2. Institutional stability	18
3. BNTU social responsibility.....	18
4. Business ethics	18
5. Corporate culture.....	19
6. Positive environment	19
7. Educand-oriented environment. Educand support policy.....	19
8. Effective management	19
9. Financial stability	20
10. Budget as economic resilience tool.....	20
11. Effectiveness of educational activity	20
Performance indicators. Tuition fee. Education process optimization. Planning of educational programme implementers contingent. Application of training space. Planning of educands contingent.	
12. Quality Management	22
13. Workforce policies	23
14. BNTU infrastructure and material and technical resources	23
15. Common information area.....	23
16. Scientific activities. Development of international scientific cooperation	24
17. Regionalization and internationalization	24
18. Competitiveness. Competitiveness and economic performance indicators. Management of competitiveness.....	24
19. BNTU marketing area. Brand. Image.....	25
20. BNTU affecting internal and external factors	26
VI. Strategic Development Plan. Development strategic programs (2018-2025)	27
1. Strategic plan	27
2. Strategic Development Plan stages.....	27
3. Development strategic programs and concepts.....	27
4. Development programs	27
Support of continuing education and life-long learning principles. Educational activity. International relations and cooperation. Research activity. Education quality assurance. Social and teaching activity. Information and communication provision of BNTU activity. Material and technical resources and infrastructure. Involvement in region’s life and social activity. PR	
VII. Development Strategy (2018-2025) implementation management. Key expected outcomes	35
1. Key expected outcomes of strategy	35
2. Strategy implementation management	35
3. Final provisions.....	35



Preamble

1. These Regulations is a statutory document of all STRUCTURAL UNITS involved in educational process;
2. These Regulations:
 1. developed by BNTU Quality Assurance Service;
 2. approved by BNTU Representative Board;
 3. become effective upon its approval.
3. Modifications to the Regulations shall be developed and made as required, and/or taking into consideration of modifications of statutory documents based on which these Regulations were prepared;
4. These Regulations shall be applied on following BNTU documents:
 1. Job descriptions of staff implementing educational programmes and of involved in implementation of educational programmes, Faculty (STRUCTURAL UNIT) Regulations;
 2. Regulations of STRUCTURAL UNITS involved in implementation/provision of educational process;
5. Registered copies of these Regulations shall be kept:
 1. to the BNTU Head of Administration-Chancellor (original);
 2. in BNTU Quality Assurance Service (soft copy);
 3. to other BNTU faculties (soft copy).
6. Legal framework of the Regulations:
 1. Law of Georgia on Improvement of Education Quality;
 2. Law of Georgia on Higher Education;
 3. Law of Georgia on Vocational Education;
 4. Subordinate acts effective in the field of education in Georgia;
 5. Law of Georgia on Training and Certification of Mariners;
 6. International Standard ISO 9001:2015 Quality Management Systems-Requirements;
 7. International Standard ISO 9000:2015 Quality Management System and Glossary;
 8. sd №2-010101 – BNTU Articles of Association;
 9. sd №2-010102 – BNTU Internal Regulations
 10. sd №2-020101-01 – Procedures for Management of Documents;

Abbreviations and definitions applied in BNTU

ISO - International Organization for Standardization;

QS - Quality System;

ECTS - European Credit Transfer and Accumulation System;

ID - Information Document;

MAG - Maritime Administration of Georgia;

Statutory Document - Document, establishing general principles and features of different activities and related to the types of different activities and their results;

Job Description - Internal statutory document, determining qualification requirements, duties, rights and liability of an employee, appointed to the position;

Regulations of a structural unit – Internal statutory document, determining the status, field or area of activity, tasks and functions of a structural unit, rules of appointment of a structural unit head, his/her official duties;

Registered copy - Document with registration number according to the list of registered documents;

Student - Person, who was enrolled and is studying at Bachelor's/Master's degree educational program in accordance with the law;

Master's Degree Student - Person, who was enrolled and is studying at Master's degree educational program in accordance with the law;

Vocational student – Person, who was enrolled and is studying at vocational educational programme;

Educational programme - Bachelor, Master, vocational educational programme(s);

HEI/EI - Higher educational institution/ educational institution;

BNTU or teaching university - Batumi Navigation Teaching University Ltd.

Annexes:

#01 - Staff Management System Development Concept (2019-2025);

#02 - Education Quality Management Concept (2019-2025);

#03 - Faculty Development Concept (2019-2025);

#04 - Department Development Concept (2019-2025);

#05 - Vocational Education Department Development Concept (2019-2025);

#06 - Common Information Area Development Concept (2019-2025)

#07 - Action Plans.


I. About Batumi Navigation Teaching University

1. Batumi Navigation Teaching University

Batumi Navigation Teaching University Ltd. (hereinafter referred to as - BNTU) is a Limited Liability Entrepreneurial Legal Entity established in accordance with the Law of Georgia On Entrepreneurs. It's legal form - Legal Entity of Private Law. Status of Higher Education Institution – Teaching University is assigned in accordance with the rules established in accordance with the Law of Georgia and it acts as autonomous higher education institution on the basis of the Constitution of Georgia, Law of Georgia and its Articles of Association.

- Complete name: Batumi Navigation Teaching University Ltd.
- Trade name: Batumi Navigation Teaching University
- Abbreviation: BNTU / “ზნსუ”



- Legal address: №38 Queen Tamar Ave., Makhinjauri, Khelvachauri district, Adjara Autonomous Republic, Georgia
- ID Code: 245433623
- Logo: 

2. Values

- Humanism, tolerance and equality;
- liberty of speech, freedom of expression and decision making;
- Fairness, transparency and publicity of decisions;
- Academic freedom, responsibility and integrity.

3. History and nowadays

History. In 1999, “Batumi Maritime College – Seaman School” was established at the premises of which in 2002 International Maritime Training Center “Mercury” started its activities, aim of which is training/retraining and certification of mariners. In 2007, - At the premises of Batumi Maritime College – Seaman School, Batumi Navigation Institute - International Maritime Training Center was established, subsequently (in 2008) it was named as Batumi Navigation Teaching University (hereinafter referred to as - BNTU) and in 2013 was given authorization (right of educational activity) on the basis of the Resolution of Authorization Council (№04, 15.02.2013).

BNTU achievements (2013 - 2018)

Educational activity. Since 2013 up to date, BNTU successfully implements vocational and academic higher (Bachelor’s programme, Master’s programme) educational programmes. In accordance with the decision of Accreditation Council, the following programmes are considered accredited and are implementing in BNTU at present: Bachelor’s educational programmes – “Ship Mechanics” (№191, 10.12.2013), “Marine Navigation” (№190, 10.12.2013), “Organization and management of international transportation” (№192, 10.12.2013), joint (Georgia-Ukraine) programme “Ship’s main machinery” (№08, 24.07.2015); Master’s educational programme – “Transport Logistics” (№193, 10.12.2013). Moreover, BNTU implements training/retraining programmes (courses) of mariners.

Compliance with Quality Management International Standards (ISO). International Quality Certificate is a warrant of BNTU sustainability, assurance and continuous enhancement of service quality, professional integrity and international competitiveness of staff in BNTU. Batumi Navigation Teaching University holds Quality Management International Standard (ISO) Compliance Certificates :

- Certificate of Quality Management System Conformity (ISO): ISO 9001:1994 (2000); ISO 9001:2000 (2004, 2008); ISO 9001:2008 (2009, 2011, 2014); ISO 9001:2015 (2017);
- International Certification Network: IQNet ISO9001:2000 (2008 ¶.); IQNet ISO 9001: 2008 (2009, 2011, 2014 ¶.); IQNet ISO 9001: 2015 (2017 ¶.).

Compliance of BNTU as maritime educational institution with International Standards (External Audit of BNTU by International Maritime Authority)

- Russian Register Certification System - Certificate of Quality Management System Conformity (ISO 9001:1994, ISO 9001:2000, ISO 9001:2008, ISO 9001:2015);
- European Maritime Safety Agency (EMSA) - Audit of European Maritime Safety Agency (EMSA) ;
- Recognition by Honduras Maritime Authority (2016);
- Recognition by Panama Maritime Authority (2016);
- Recognition by Micronesia Maritime Authority (2016).

Confirmation of compliance of BNTU as maritime educational institution, acquired in Georgia (BNTU passes audit of Maritime Transport Agency of Georgia). Recognition of BNTU as maritime educational institution: Certificate of recognition of maritime training institution issued by LEPL Maritime Transport Agency of the Ministry of Economic and Sustainable Development of Georgia; annual audit results of LEPL Maritime Transport Agency of the Ministry of Economic and Sustainable Development of Georgia: intermediate, final audit (2014); intermediate, final audit (2015); intermediate, final audit (2016); final audit (2017).

BNTU – the Founder of Scientific Magazine. Since 2016, BNTU is a co-founder of international peer-reviewed scientific publication “Innovative Economics and Management.

Integration into international field, educational and research areas

Membership of international organizations

- IAMU - International Association of Maritime Universities ;
- BSAMI - Black Sea Association of Maritime Institutions ;
- Member of International Consortium of Education and Research Cooperation.

Visits made in BNTU

- Lino C. Vassallo, Executive Director of Malta Maritime Authority (2013);
- Ministry of Communications and Works Department of Merchant Shipping (Cyprus, Greece) (2014);
- Milbright Inc Shipping Company (Moscow, Russia), General Director Murad Huade (2014);
- Academic Society of Michal Baludansky (Kosice, Slovakia), Michal Varchola, President of Society (2015);
- „Baltic Group International” (Riga, Latvia), BGI Operations Manager Vladimir Yakovlev (2015);
- Admiral Makarov National University of Shipbuilding (Kiev, Ukraine), Vice-Rector Ph. D., Professor Eugeniy Trushliakov (2015);
- Piri Reis Maritime University (Istanbul, Turkey) delegation, O. Erdogan, the Rector, and university lecturers and students (2015);
- Zahid Sharifov, Prorectr of Baku State Maritime Academy (Memorandum of Cooperation was executed with the academy, 2015);
- Gaurang Rami, professor, Professor, Department of Economics, Veer Narmad South Gujarat University (public lecture in BNTU, 2015);
- Ihsan Gumruclu, Deputy Regional Manager of the Ministry of Transport, Maritime Affairs and Communication of Turkey (2015);



- Delegation of Maritime Administration of Turkey: Jem Erdem, Head of Department of Certification of Mariners, Ihsan Gumrucu, Captain of Trabzon Port, and Tolga Sanal, nautical expert (purpose of a visit - Evaluation of standards of education and certification of mariners effective in Georgia, and execution of memorandum of understanding between Georgia and Turkey on bilateral recognition of certificates confirming competency of mariners, 2015);
- Representatives of marine industry and higher educational institutions of Ukraine, Azerbaijan, Slovakia: G. Kuzmenko, Professor, National Technological University of Central Ukraine, S. Rizhkov, Rector, Admiral Makarov National University of Shipbuilding (Ukraine, Nikolayev), S. Shkarlet, Rector, Chernigov National Technological University, Zahid Sharifov, Prorector of Baku State Maritime Academy (2015);
- NT Management S.A. (Cyprus, Greece), Operator Tamaz Katamadze - „NT Management S.A.“ (2016);
- S. Rizhkov, Professor, the Rector of Admiral Makarov National University of Shipbuilding (Ukraine, Nikolayev), Doctor Honoris Causa of Batumi Navigation Teaching University (2016);
- Janis Sticenko, President of Association of Colleges of Latvia, the Director of Riga Marine College and his deputy, Livia Jankovska (2016);
- Kitack Lim Secretary-General of International Maritime Organization (within International Maritime Forum), Tamar Beruchashvili, Georgia Ambassador to United Kingdom (2016);
- Ministry of Roads & Transportation Ports & Shipping Organization (Iran), Head of Seafarers Standards of Training Directorate Capt. N. Alipour (2016);
- I.R. of Iran Ministry of Roads & Urban Development Ports & Maritime Organization, Seafarers Affairs and International Specialized Agencies General Director Ali Akbar Marzban (2016);
- Intercargo International Association of Dry Cargo Shipowners (London, United Kingdom), Intercargo Manager David Jones – (2016);
- Deniz Haber Ajansi (Turkey), Editor in Chief Recep Canpolat (2017);
- Horacio Guillermo Vazquez Rivarola, representative of Manuel Belgrano National Nautical School (Argentina), Director of Maritime Museum (book presentation, 2017);
- Farad Fawzi, deep-sea master, training manager of crewing company -Columbia Shipmanagement Ltd., Vladimer Shelia, Director of Batumi Representation of the same company; George Kikvidze, deep-sea master, training manager (2017);
- Delegation of Admiral Makarov National University of Shipbuilding (Ukraine, Nikolayev): representatives and dean, Prof. O. Rizhkov (2017);
- Traditional gala reception dedicated to the International Day of the Seafarers held in BNTU (24.06.2017, attended by honorary guests: Frederic Kane, Director of Administration of Legal and Foreign Relationships of International Maritime Organization, US Coast Guard Admiral; Lino Vassallo, Permanent Representative of the Republic of Malta in the International Maritime Organization; Felicity Attard, LL.D, Institute of International Maritime Law; Vasileios Terzis, the owner and General Manager of Queensway, and representatives of the same company – Konstantinos Terzis and Evangeleos Kalianos; Recep Jambulac, editor of maritime newspaper Deniz Haber; Tamar Beruchashvili, Georgia Ambassador to United Kingdom, permanent representative of Georgia in International Maritime Organization (2017);
- International Research-to-Practice Conference held in BNTU, dedicated to the International Day of Seafarers - Current marine technologies, social and economic development problems and ways of their solution (24.06.2017), among participants of which were the following persons: Prof. O. Gryshnova, Kyiv Taras Shevchenko National University; Prof. I. Kalenyuk, Kyiv Vadym Hetman National Economic University; Prof. G. Kuzmenko, Technological University of Central Ukraine; S. Rizhkov, Rector of Nikolayev Admiral Makarov National University of Shipbuilding; S. Shkarlet, Rector of Chernigov National Technological University, Zahid Sharifov, Prorector of Azerbaijan State Marine Academy; as well as, representatives of LEPL Batumi Shota Rustaveli State University, LEPL Batumi Art Teaching University, LEPL Georgian Technical University, LEPL Tbilisi Ivane Javakishvili State University, Teaching and Training Center -Anri Ltd.;
- Prof. G. Kuzmenko, Academic A. Bugai International Scientific-Technical University (Kiev, Ukraine) (2018).

BNTU Partners

Higher Education Institutions

- Admiral Makarov National University of Shipbuilding (Ukraine, Nikolayev);
- NorthEast Maritime Institute (Massachusetts, USA);
- Latvian Transport and Communication Institute (Riga, Latvia);
- Chernigov National Technological University (Chernigov, Ukraine);
- Academic Society of Michal Baludansky (Kosice, Slovakia);
- Turkish Black Sea Technical University (Trabzon, Turkey);
- Baku State Maritime Academy (Baku, Azerbaijan);
- Kiev State Maritime Transport Academy (Kiev, Ukraine);
- International Academy of Marine Sciences, Technologies and Innovations of Ukraine (Nikolayev, Ukraine);
- Warsaw Management University (Warsaw, Poland);
- Security Management University (Kosice, Slovakia);
- Kosice Technological University (Kosice, Slovakia);
- Technological University of Czech Republic in Prague (Prague, Czech Republic);
- Piri Reis Maritime University (Istanbul, Turkey);

BNTU partners - Field organizations

- „Poseidon“;
- „Iberia Navigation +“;
- „Fregat“;
- „Elseri“;
- „International Maritime Group“;
- „Baltic Group International, Georgia“;
- „Eurostar Marine“;
- „Aries“;
- „NONAT XXI“;
- Gza Ltd;
- BMS Georgia Ltd.;
- BATOS SHIPPING LTD (Agency, forwarding company);



- INFLOT BATUMI LTD (Agency, forwarding company);
- TERO MARITIME AGENCY LTD (Agency, forwarding company);
- Cargo Trans Group Ltd.;
- Geo Trans Group Ltd. (Shipping company);
- Batumi Rail Group Ltd.;
- MRG Limited Ltd.

Sagitarus Ltd. – Medical Center for mariners, where BNTU prospective students, students, vocational students, alumni etc. get medical check-up. With the support of this center BNTU carries out social security programmes.

Non-entrepreneurial (Non-commercial) Legal Entity National Institute of Economic Research, partnership with which will promote implementation of joint programmes and involvement of BNTU academic staff and students in research activity.

4. Summarizing results of 2013-2018 period

Strategic Development Plan (2013-2018). BNTU Strategic Development Plan has been fulfilled in two steps:

Step I (2013-2015) – Major task: Creation of strong basis (system) for BNTU development, improvement of conceptual, methodological, organizational and research areas on the basis of concentration of human, material, financial and information resources, and formation of modern, competitive infrastructure;

Step II (2016-2018) – Major task: Formation of BNTU as successful education institution that promotes realization of BNTU mission and stable development of BNTU.

Fulfillment of Strategic Development Plan (2013-2018) has been provided by BNTU annual Action Plans. Strategic Development Plan (2013-2018) Development programs:

1. Educational activity development program

1.1. Goal: Improvement of academic higher and vocational education system in BNTU, increase in qualitative indicators, integration of current achievements in educational process organization, introduction of innovative educational technologies, creation of effective and modern information support system for educational process, strengthening of BNTU positions in Georgian educational space.

1.2. Expected results: Improvement of BNTU competitiveness in educational area; compliance of BNTU with International Standards; provision of BNTU alumni competitiveness.

1.3. Provision of program realization: Financial, human, material and technical resources.

2. Scientific activity development program

2.1. Goal: Realization of potential of BNTU students and educational programme implementers.

2.2. Expected results: Increasing in research activity of staff involved in BNTU educational process, consideration of recent achievements of science and technology and results of innovative studies in BNTU educational activity, integration into international scientific area.

2.3. Provision of program realization: Financial, human, material and technical resources.

3. Social and teaching activity development program

3.1. Goal: Formation of corporate culture; promotion of healthy lifestyle; formation of pedagogical environment, introduction of principles of respect of universal human values, fairness, equality and responsibility.

3.2. Expected results: Development of public stance in students; improvement of standards of culture of students, sharing country's historical, cultural and universal human values by them; improvement of physical conditions of students, keeping healthy lifestyle.

3.3. Provision of program realization: Financial, human, material and technical resources.

4. Information activity development program

4.1. Goal: Improvement of quality of educational and scientific activities by means of introduction and application of information and communication innovations.

4.2. Expected results: Modernization of information and communication infrastructure of BNTU activity and improvement of management of administrative, educational, training and research processes.

4.3. Provision of program realization: Financial, human, material and technical resources.

5. International cooperation program of teaching university

5.1. Goal: Integration into international scientific and educational space; exchanging of information with foreign partners and formation of stable education system in BNTU by means of sharing of their experience.

5.2. Expected results: Involvement of BNTU in international educational space; formation of continuing education system in BNTU and carrying out of educational taking into consideration of global trends and innovative approaches.

5.3. Provision of program realization: Financial, human, material and technical resources.

6. Education quality management system development program

6.1. Goal: Quality assurance of educational process and education; provision of compliance of educational activity with the requirements established in accordance with the Law of Georgia and International Standards.

6.2. Expected results: Elaboration of educational programmes and carrying out of educational process in accordance with the standards established by the Law of Georgia; creation of educand-oriented educational space as a result of combination of pedagogical and organizational aspects; personal development opportunities; training of alumni with corresponding competencies, able to meet competition in Georgian and international education and labor markets.

6.3. Provision of program realization: Financial, human, material and technical resources.

7. Material and technical resources development program

7.1. Goal: Development and improvement of material and technical resources; provision of educational process with material and technical resources taking into consideration of specificity of educational programmes.

7.2. Expected results: Creation of the most favorable conditions for carrying out of educational process; provision of educational process with modern resources.

7.3. Provision of program realization: Financial, human, material and technical resources.

8. PR program

8.1. Goal: Creation and distribution of information about BNTU; formation of interest to BNTU, creation of positive image.

8.2. Expected results: Formation of image of BNTU, as successful, modern higher educational institution.

8.3. Provision of program realization: Financial, human, material and technical resources.

Summarizing evaluation. After examination of results, BNTU society considered that:

- BNTU strategic plan is based on BNTU mission, development strategic priorities and objectives and considers Georgian and international

educational standards, BNTU main strengths and weaknesses, opportunities and risks. Strategic Development Plan has been developed taking into account of BNTU actual resources and internal potential. Implementation of development programs provided step-by-step improvement of quality of BNTU activities, introduction of innovations, fulfillment of programs using BNTU internal potential (human, material, financial resources) etc.; program implementation monitoring contributed to observation on these processes and achievement of goals;

- In 2013-2018, the base was formed for further stable and consistent development of BNTU. BNTU took part in international scientific conferences, and was their arranger and host as well. BNTU hosted visits of international experts of marine industry and representatives of crewing companies, who positively assessed BNTU activity, which is confirmed by corresponding documents. In this respect, reference visit (2016) of Kitack Lim, Secretary-General of International Maritime Organization (IMO) was especially important. Also, within this period BNTU completed re-certification and obtained sixth Compliance Certificate ISO 9001:2015. In 2013-2018, BNTU becomes a member of IAMU - International Association of Maritime Universities, BSAMI - Black Sea Association of Maritime Institutions, member of international consortium, co-founder of international peer-reviewed scientific magazine. Educational activity was successful as well – All BNTU educational programmes were accredited, demand on programmes is increased that indicates on compatibility with expectations of customers. BNTU updated and diversified material resources; library collection was increased by thousands of units. BNTU has established partner relationships with foreign higher education institutions, consolidated contacts with field organizations, was actively involved in region's life and conducted several cultural, sporting, cognitive, charity events.
- During reporting period, the following were increased/improved: level of integration of BNTU in region's life, organization of BNTU educational activity, quality of academic process and educational technologies, provision of educational programmes with resources, support of BNTU academic staff in research activity etc. Policy, aimed at establishment and development of contacts with foreign universities and centers provided enhancement of BNTU image at international level, involvement of BNTU in international consortiums, elaboration and implementation of joint educational programmes, participation of BNTU in international scientific conferences etc. Introduction of Quality Management System provided compliance of quality of implementation of educational programmes and organization of academic process with European Standards of Higher Education; as well as, training quality of BNTU educational programme alumni and their employment rate was also increased. BNTU students and staff took active part in social, cultural and other events, student support services were enhanced. Provision of educational and research activity with material and information resources was on the spot that resulted in improvement of BNTU infrastructure, implementation educational programmes, replenishment of library collections and usage of these collection in e-format, access to international library network, creation of comfortable environment for students and staff.
- Consolidation of human, material, financial and information resources promoted: improvement of educational, methodological, organizational and research areas of BNTU activity, creation of infrastructure corresponding to the international requirements, formation of BNTU as contemporary, successful and competitive higher education institution, creation of basis for its stable and sustainable development.

The following was considered strengths:

- BNTU stability and many years' experience of activity. Strategy focused on preservation of stability and development;
- Integration into international educational, research and industry areas, international recognition and compliance with international standards;
- many years' experience of educational activity. Accreditation of all higher educational programmes. Maintaining stable demand on educational programmes (mainly, marine filed educational programmes and training/retraining courses);
- Transparent management methods. Reasonable combination of BNTU centralized and decentralized management. Involvement of staff in various BNTU commissions;
- Availability of human, material and technical and financial resources required for BNTU functioning;
- Compliance of BNTU staff competencies, infrastructure and material and technical resources with international standards. Availability and operation of quality management mechanisms. Creation of education entity-focused environment, support of development and initiatives;
- Cooperation memorandums with foreign partner institutions, possibilities for implementation of exchange programs, joint projects, conduction of conferences etc.;
- memorandums with potential employers, their involvement in elaboration and modification of BNTU educational programmes, support of BNTU alumni employment.

Some weaknesses have been identified as well, such as: relying on only BNTU administrative staff during implementation of BNTU development programmes; measurable values of achievement of goals were not determined in case of several programmes that complicated management of programme implementation. At initial stage, BNTU community has not been sufficiently informed about topicality of these programmes that delayed implementation of programmes and diminished activity and motivation of BNTU community in this area. As well as, BNTU international partnering relationships were used inadequately that resulted in for example, unavailability of exchange programs, "zero" involvement of foreign experts in the implementation of current BNTU educational programmes, and insufficient involvement in conduction of trainings, master-classes etc. for BNTU students. Also, the following was considered weaknesses:

- Weak marketing, lack of effective advertising;
- Deficiency of educational (especially master's) programmes and programme tracks offered to customers, absence of exchange programs, gap in offering of new educational programmes in comparison with other education institution. Unavailability of exchange programs, absence of foreign students;
- Insufficient interest of students in curriculum-independent activity, need of improvement of quality of services offered to them and elaboration of new mechanisms;
- Conservatism and inactivity of some academic staff members in some cases, inadequate support of students with curriculum-independent activity. Low, and in some cases "zero" activity and formal approach to research activity;
- Staff monetary and non-monetary incentivation system, requiring improvement;
- Need of development of common information area. Insufficient effectiveness of usage of library e-base;
- Level of usage of e-learning technologies in educational activity, requiring improvement;
- Number of various projects prepared by BNTU staff, trainings, master-classes etc. conducted for students and staff;
- Deficiency of young high-qualified specialists, absence of foreign experts;
- Insufficient level of internationalization, inadequate usage or non-usage of cooperation memorandums executed by BNTU

As a result of examination it was decided that development plan of 2013-2018 can be considered fulfilled. During elaboration of next Strategic Development Plan (2019-2025), BNTU should apply existing opportunities:

- Further development of BNTU in case of re-authorization and re-accreditation;
- Raising of public awareness and interest in products and services offered by BNTU and increase in demand by means of BNTU promotion;
- Offering to the customers of new, interesting educational programmes to the customers, including exchange and joint programmes using the potential of BNTU partner institutions (higher education institutions, potential employers), modification of current educational programmes taking into consideration of modern trends in research and practice area and labor market requirements;



- Active cooperation with foreign partner institutions and Georgian higher education institutions towards sharing of their experience, execution of joint projects, programmes, trainings etc., participation of BNTU students and academic staff in these events, development of students and staff etc.;
- Possibilities for establishment of new cooperative relationships.

Moreover, BNTU should realistically evaluate and reduce threats to the minimum as far as possible, caused by the following circumstances:

- Expiration of term of authorization and accreditation of higher educational programmes in 2018;
- Authorization and accreditation in the conditions of new (unproven) standards;
- Severe competition in the field of education and its annual rising – market entry of new education institutions, increase in maximum number of education entities in operating institutions competition educational, reduction of tuition fee for education products (similar to BNTU) by such education institutions and hence raising of demand, reduction of number of prospective students etc.;
- Unsound competition from education institutions, financed from state budget;
- Changing of customers interests and reduced demand on some BNTU educational programmes. Insufficient development of labor market in the country and unpredictable trends. Lack of employers – Georgian ship-owner companies in marine transportation field;
- Low level of financial solvency of population

During elaboration of Strategic Development Plan (2019-2025) attention has to be paid to the following aspects:

- Application of public awareness effective mechanisms for the purpose of BNTU promotion;
- Consideration of requirements and trends of labor and educational market to maintain BNTU competitiveness; creation of new educational products by using of existing resources and/or attraction of new resources; identification of needs of modification of current programmes, and their modification if appropriate;
- Strengthening of link between BNTU and labor market; seeking of new partners - potential employers and establishment of partnering relationships;
- Raising of student interest in curriculum-independent activity; formation of motivation to get additional education (BNTU training center, language school etc.);
- Raising of BNTU staff involvement in curriculum-independent activity support and education entity activities in cognitive, creative, research, research and/or industry areas; improvement of motivation system;
- Conduction of joint trainings, workshops, master-classes etc. together with Georgian and foreign partner-higher education institutions for the purpose of sharing current achievements in research and practical activity;
- Complete activation of executed memorandums and usage of all available opportunities, including: elaboration and implementation of exchange educational programmes with foreign partner -higher education institutions, conduction of joint trainings, workshops, master-classes etc. together with Georgian and foreign partner-higher education institutions for the purpose of sharing current achievements in research and practical activity

Abovementioned comments have to be considered during elaboration of Development Plan of 2019-2025. Also:

- Strategic plan should include support of continuing education and life-long learning principles, one of the high priorities of BNTU. “Information activity development program” has to be renamed as “Common information area development program” taking into consideration of corresponding aspects;
- Strategic plan should be based on development strategies and development programs already effective in BNTU, and focused on enhancement and improvement of outcomes achieved by fulfillment of Strategic Plan of Development (2013-2018), performance of which should be provided with corresponding action plans and their performance monitoring.

II. Development Strategy. Methodological basis of strategic planning

1. Development Strategy. Strategic planning

Necessity of formation of BNTU Development Strategy (hereinafter referred to as - Strategy) and development planning is conditioned by needs of creation of conditions for maintenance of BNTU stability and sustainable development, offering of relevant, high-quality products to the costumers, effective cost budgeting, maintenance of competitiveness, adaptation to the expectations of public and partners. BNTU strategy is a general, non-detailed vision, focused on the realization of mission and priorities, and it should:

- correspond to BNTU mission and be aimed at fulfillment of set tasks;
- be based on BNTU internal potential and resources, create conditions for the actualization and enhancement of BNTU potential and provide productivity of BNTU activity;
- be focused on maintenance of BNTU stability and sustainable development, mitigation of possible risks and realistic determination of favorable results.

Different factors affect the strategy, including:

- Local and international competition (BNTU takes part in international competition in labor market as its alumni will work in international competition conditions);
- Specificity of products and services offered by BNTU to public, interest of customers, users and purchasers:
 - In case of educands it is an opportunity to obtain state-of-the-art knowledge and skills required for future profession, quality of education process organization and the level of provision with modern resources, possibility to participate in exchange programs, scientific, research, training or creative projects, taking of internship in specialized organizations and opportunity to establish contacts with potential employers, take part in various trainings, master-classes, and to obtain additional qualification-certifying documents, availability of and possibility to use educand support/promotion services etc.;
 - In case of employers – to what extent the competencies of alumni are in compliance with labor market requirements, how effectively and qualitatively alumnus is able to fulfill his/her liabilities, adapt in work environment etc.;
 - Customer of BNTU and a purchaser of its product is a public, which is oriented at the training of highly-qualified experts, as well as fulfillment of requirements of personal, intellectual and cultural development of public member.

BNTU Development Strategic areas are incorporated into BNTU Development Corporate Strategy, which is realized by means of development programs.



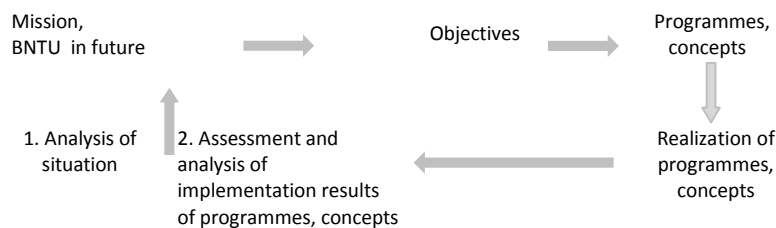
2. Entities involved in strategy development

Entities involved in elaboration and review-evaluation of strategy: BNTU society (founders, educands, staff), BNTU alumni, partner institutions (higher educational institutions, potential employers), management specialists-consultants. Elaboration of BNTU Development Strategy was initiated by BNTU Representative Board, on the basis of resolution of which the task group was formed (group leader - Head of Administration-Chancellor, group members - heads of structural units, persons responsible for the compliance with ISO and IMO Standards, Chairman of Student and Vocational Student Self-Governance, strategic management expert). Function of the group – analysis of existing situation and further opportunities, selection of effective development model, determination of development areas, priorities, development of draft strategy, delivery of information to BNTU community and partners, public examination of draft strategy, and submission of final project to the Representative Board for review and approval.

3. Strategy development steps

- At the moment of strategy development, analysis of BNTU internal and external factors, strengths and weaknesses, opportunities, risks, existing or possible problems, and selection of effective option (model) of development;
- Determination of key aspects of BNTU activity that affect or may affect BNTU functioning and development;
- Determination of development priorities – formation of mission, corporate vision, main strategic objectives, tasks and corporate strategy;
- Determination and planning of ways of realization of strategy (development programmes, action plan). Realization of strategy, step-wise and summarizing assessment and analysis of realization process

4. Basic scheme of strategic planning





III. BNTU development model

1. BNTU in 2018

For elaboration of development model, results of case study (analysis of external environment, competitors, own strengths and weaknesses, key problems etc.) are critical and answering the following questions: Does BNTU use strengths in development strategy?; do existing weaknesses hinder successful activity and competitiveness? And to what extent they delay possibilities of development; what are the risks? Which factors will promote BNTU development as a result of usage of its resources and opportunities?

Factors affecting BNTU activity. Internal factors belong to the BNTU activity area and are directly within the range of influence of BNTU management. Internal environment includes economic and social factors:

- BNTU economic potential is a basis for determination of internal economic factors. Economic potential implies set of BNTU resources and opportunities, which determine prospects of BNTU activity upon incurrance of various external conditions. Main factor – availability of own sources for financing of technical development, material and technical resources, and technologies that provides possibilities for the fulfillment of educational and labor market requirements, BNTU competitiveness and interest of customers in BNTU educational services. These factors are effective when managerial decisions are in line with economic laws of BNTU development and strategic positioning of its services. Effectiveness of BNTU educational activity is driven by stable relationships with partners and concerned parties (students, parents, prospective students etc. contract partner) that provides reliable coherence with external environment, which in its turn will provide possibilities for the provision of teaching and economic processes and positioning of BNTU in real business environment
- The following belong to the social factors of internal environment: competence level of BNTU leadership and staff; possibilities for social protection and incentivitation of employees; provision of self-actualization of employees; positive psychological climate and comfortable environment for everyone

External factors include any factor, which is out of BNTU control, i.e. it is a complex of factors, which affect/may affect BNTU and its goals. Analysis of external factors showed that the environment is unstable, which is caused by the following factors:

- Demographic, social and economical conditions existing in the country. Low level of financial solvency of population. Reduction of number of prospective students. Inflationary developments. Decrease in financial solvency of population, possible increase in tuition fee.
- Low level of training of prospective students;
- Frequent and in some cases dramatic changes caused by reforms in the field of education;
- Lack of State supporting policy of education institutions. Sharp competition and unequal conditions for private and public education institutions;
- Rapid technological development, which causes frequent updating or replacement of material and technical resources and infrastructure;
- Scarce number of potential employers in the region, interested in cooperation with education institutions and their insufficient interest

It should be considered that many of factors affect each other and it causes strengthening or weakening of effectiveness of BNTU activity. SWOT Analysis allows demonstration of effect of these factors.

SWOT Analysis. SWOT Analysis implies division of factors and events in 4 categories: Strengths, Weaknesses, Opportunities, Threats, and describes BNTU strengths, weaknesses, opportunities and threats taking into account of influence of external factors:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Many years' tradition and experience, sustainability and institutional stability, open-mindedness; • Compliance with International Standards (Certificates of compliance with the requirements of Quality International Standard ISO 9001:2008 and ISO 9001:2015, IQNet and industry audit/compliance certificate); • Recognition of BNTU activity in marine field internationally. Compliance of marine filed educational programmes and training/retraining courses with IMO Standards, high demand and competitiveness; • Mission, quality approaches, principles of corporate culture, ethical and academic ethical standards recognized by BNTU community. Clearly formulated rules of conduct, transparent system of disciplinary proceedings and penalties; • Effective Quality Management System; • Transparent management methods. Sound combination of centralized and decentralized administration. Involvement of staff and students in the management of BNTU and activities of various commissions. Flexible structure, effective functioning of structural units; • Transparency of activity, availability of public information; • Transparent system of social assistance and support, mechanisms of material and non-material incentivitation; • Positive environment. Comfortable, safe and well-furnished "physical environment" created for study and work. Due provision of educational and research activity; • Student-focused environment, consideration of their interests, abilities and needs, equal availability of education services, information and administrative support services, effective mechanisms of social support and incentivitation; • Social, cognitive, creative and other activities of students, vocational students. Support of development and initiatives of all 	<ul style="list-style-type: none"> • Weak marketing, lack of effective advertising; • Deficiency of educational (especially master's) programmes and programme tracks offered to customers, absence of exchange programs, gap in offering of new educational programmes in comparison with other education institution; • Insufficient level of internationalization (including lack of foreign students and experts; low rate of activity of BNTU academic staff in international research and education field, etc.); • Deficiency of young specialists in total number of educational programme implementers, absence of involvement of foreign experts; • Insufficient interest of students in curriculum-independent activity; • Poor number of various projects prepared by BNTU staff, trainings, master-classes etc. for students and staff; • Conservatism and inactivity of some academic staff members. Formal approach and insufficient involvement in research activity; • Low level of knowledge of foreign languages and IT technologies of some staff members; • Motivation and incentivitation system, requiring improvement; • Staff monetary and non-monetary incentivitation system, requiring improvement; absence of employee fee and incentivitation system on the basis of effective work. Work effectiveness and staff activity quality evaluation system, requiring improvement; • Number of trainings, master-classes etc. for BNTU staff development, requiring increase; • Deficiency of young specialists among academic staff (especially for Marine Engineering Faculty); • Need of development of common information area. Insufficient effectiveness of library e-base. Level of usage of BNTU common information area, requiring improvement; • Level of student support and promotion services, requiring improvement, need of elaboration of new mechanisms;



<p>BNTU community members. Opportunities for continuing education and development;</p> <ul style="list-style-type: none"> • Maintenance of stable demand on educational programmes (mainly, educational programmes of marine transportation field). High rates of alumni competitiveness and employment; • Availability of human, material and technical, financial resources necessary for BNTU functioning; • Competent, administrative, support and academic staff with many years' experience. Stability of staff population. Staff management system, support of staff development; • Infrastructure, material and technical resources corresponding to international standards, remote access to library resources, information and communication and automated management systems of education process. Georgian and English language web site. Wide usage of information technologies in administration, educational and other activities; • Integration into international and local educational, scientific and industry areas, cooperation with potential employers, foreign partner institutions; • Involvement in region's life. Social activity, social responsibility, business ethics, positive image and competitiveness of BNTU. 	<ul style="list-style-type: none"> • Level of usage of e-learning technologies in educational activity, requiring improvement; • Level of involvement in region's life and social activity of BNTU, requiring improvement; • Insufficient usage of international and field partnership potential and cooperation with them – inadequate usage or non-usage of cooperation memorandums executed by BNTU.
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • In case of obtaining of re-authorization (7-year right of educational activity) further consistent development of BNTU, economic growth; • Further development of management system and organization structure; • Support of BNTU community members, improvement of social support mechanisms; • Modification of current educational programmes taking into consideration of employers' requirements, current trends and expectations of BNTU educational service users, elaboration and implementation of new programmes. Improvement of alumni competitiveness; • Introduction of e-learning technologies in educational activity. Improvement of communication and feedback level between teaching process participants. Introduction of modern teaching methods; • Development of quality of staff professional and personal competencies. Increase in labor productivity and labor motivation. Maintenance of stability of staff population, continuity of generations and possibility to create employee pool; • Improvement and development of support and promotion services offered to education entities; • Development of infrastructure, material resources and BNTU common information area, remote access to information resources and public information. Improvement of managerial, administrative, educational, research, library, information activity in BNTU; • Development of research activity, promotion of participation in extra- and intra-university grant projects. Activation and promotion of research activity of academic staff; • Development of partner relationships in research, education and industry areas. Possibilities for establishment of new cooperative relationships; • Development of cooperation with employers, including their involvement in elaboration and quality assessment of programmes, and support of employment and adaptation of alumni; • Enhancement of cooperation with foreign partner institutions – in the field of sharing of state-of-the-art knowledge and best practice, implementation of exchange programs, involvement of their personnel in the implementation of BNTU educational programmes, implementation of joint scientific and educational programmes/events etc.); • Continuation of integration into international educational and research area, usage of opportunities created by such cooperation. • BNTU promotion, organization of advertising activity for the purpose of attraction of foreign students, establishment of contacts with foreign BNTU alumni, Georgian citizens employed in foreign countries; • Development of BNTU regionalization and internationalization 	<ul style="list-style-type: none"> • Expiration of authorization and higher educational programme accreditation term in 2018. Authorization and accreditation in the conditions of new (unproven) standards, consideration requirements of materially changed standards; • Severe competition in the field of education and its annual rising – market entry of new education institutions, increase in maximum number of education entities in operating institutions; • Unsound competitive environment. Unequal conditions in comparison with education institutions, financed from state budget. Reduction of tuition fee for education products (similar to BNTU) by such education institutions and hence raising of demand; • Limitations, established by higher education institutions, in accordance with which academic staff affiliated with them is not allowed to work in other HEI at academic positions; • Possible generational gap of BNTU staff. Insufficient level of staff personal development, which may cause non-compliance of competencies with current requirements, undue fulfillment of official functions; • Heavy expenses for keeping of BNTU infrastructure; • Changing of customers interests and reduced demand on some BNTU educational programmes (except for marine field programmes); • Insufficient development of labor market in the country and unpredictable trends. Lack of employers – Georgian ship-owner companies in marine transportation field; • Reduction of number of prospective students etc.; • Demographic, social and economical conditions existing in the country. Low level of financial solvency of population.



<p>areas;</p> <ul style="list-style-type: none"> • Activation of involvement in region's life and social activity of BNTU; • BNTU stability and competitiveness, rising of public awareness and interest in BNTU activity, enhancement of BNTU reputation and positive image. 	
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Combination of elements of SWOT Analysis:

- "Opportunities- Strengths (advantages)" – determines opportunities for further enhancement of existing advantages and BNTU development;
- "Opportunities - Weaknesses (disadvantages)" – determines possibilities of elimination of existing weaknesses;
- "Threats - Weaknesses (disadvantages)" – determines possible limitations and hindering factors of prospective development strategy of institution;
- "Threats - Strengths (advantages)" – determines possibilities for minimization of threats by maximum usage of BNTU strengths and internal resources.

Opportunities and challenges. Conclusions made as a result of analysis: the following promotes BNTU development opportunities: many years' experience and stability of educational activity, integration into industry and international educational and research space, intensive integration and recognition of BNTU in international environment, positive image of BNTU, corporate culture, Quality Management System, high-qualified staff and stability of staff population, BNTU owned infrastructure and material and technical resources corresponding to international standards, availability of financial resources required for BNTU functioning and development, high quality of educational activity, preparation, translation and publication of teaching, methodological materials by BNTU /by support of BNTU, joint foundation of international peer-reviewed scientific magazine etc. BNTU opportunities include the following: enhancement of international contacts, including in the field of sharing of current achievements, introduction of modern methods of teaching and learning, elaboration and implementation of joint/exchange programs/projects, professional development of staff etc., provision of opportunities for receipt of future-focused education, corresponding to current research and practice trends and innovations. At the same time there are problematic aspects as well: Deficiency of young high-qualified specialists; Poor number of education entities; Conservatism and inactivity of some academic staff members; level of regionalization and internationalization requiring improvement; absence of exchange programs, Deficiency of educational (especially master's) programmes and programme tracks offered to customers, absence of exchange programs, gap in offering of new educational programmes in comparison with other education institution; weak marketing policy. As well as, BNTU activity in market priority system crates some problems: Market of education entities – mainly (90%) Adjara region; employers market - industry sector companies, state and business units operating mainly in the region (Adjara region, in marine field - local and international crewing companies). BNTU considers that the following is necessary for the development:

- Conservation of the traditions, open-mindedness, pursuance proper management and education policy. Maintenance of compliance with ISO and IMO standards;
- Effective planning of BNTU activity. Maintenance of institutional stability. Fulfillment of social responsibility obligations. Development of corporate culture. Positive environment. Education entity-focused environment. Effective management. Effective quality management system. Clear workforce policies, effective staff management system. Quality and effectiveness of educational activity. Enhancement of BNTU regionalization and internationalization areas. Maintenance of compliance of material resources and infrastructure with current standards. Spending optimization with the observance of necessity and sufficiency principles;
- Enhancement of partnering relationships and make maximal use of possibilities;
- Creation of strong motivation of work in BNTU. Development of labor motivation system. Training of employee pool by means of sharing of experience of BNTU leading staff. Provision of generational continuity. Activation of mechanisms of attraction of young specialists in the field of their affiliation with BNTU. Creation of competitive internal environment in BNTU. Integration of staff activity evaluation procedures into unified process;
- Making investments in staff development and research activity; assessment of effectiveness of this process;
- Maximum focus on maintenance of satisfaction of BNTU educational product users, consideration of their needs and interests, improvement of service quality;
- Identification of expectations of labor market and potential customers and modification of educational programmes and offering of new educational programmes on its basis, implementation of exchange programs;
- Development of continuing education model, conduction of proficiency enhancement, training/retraining programmes/courses, trainings, work-shops etc.;
- Activation of international partnership. Comprehensive exploitation of opportunities offered as a result of partnering relationships with education institutions – for the purpose of internationalization, sharing of current trends and experience, determination of BNTU development priorities, involvement of foreign experts in educational programme implementation, conduction of developmental and information work-shops/etc. for BNTU staff, integration of BNTU staff into international educational research space;
- Enhancement of contacts with industry partners – for the purpose of elaboration and evaluation of educational programmes and additional education, training/retraining courses/trainings;
- Promotion of BNTU activity, activation of contacts with potential customers of BNTU services, engagement in regions' life and BNTU social activity;
- Activity planning, fulfillment, systematic evaluation, analysis, improvement of outcomes

2. BNTU Development Model

Possible development scenarios. Based on multivariate of sequence of the events, preliminary stage of elaboration of BNTU Development Strategy was a review of 3 possible options of development: 1) Inertial development; 2) Development toward "Elite University"; 3) Accelerated development:

Inertial development scenario – Implies maintaining of the same development trends existing in BNTU. In education area it will cause reduction of educands' number, including due to demographic situation. Reduction of number of educands will cause reduction of BNTU incomes, increase in tuition fee due to increase of costs incurred per educand (cost value of study), reduction of number of program implementers, ineffectiveness of educational programmes, unavailability/deficiency of resources (human, material, financial) required for implementation, and eventually refusing implementation of programmes. Decrease in competitiveness will cause reduced demand for BNTU educational product that in its turn will cause: decrease in number of educands and increase in number of persons willing low-level study in BNTU. As well as, BNTU will lose credibility of employers and compound a problem of employment of BNTU alumni. BNTU infrastructure and material and technical resources, requiring significant capital expenditure will become out-of-date and inconsistent with current requirements, their updating and major repair will be



impossible. Low scientific activity will be maintained in research field. Involvement in public activities will be insignificant. BNTU will lose awareness and positive image. Instead of open society, BNTU will become closed for public, partner relationships with employers and foreign higher educational institutions will be terminated. Opportunities of succession pipeline will be unchanged. Stability of contingent of staff and educands, BNTU economical strength, BNTU budgetary system will be under threat. Outcomes of this development model in the medium term will be as follows: significant lag behind the level of other leading higher educational institutions, discrepancy between public demands and educational product offered by BNTU, loss of reputation and competitiveness in the conditions of strengthening of influence of competitors on the public. Expected long-term outcomes – significant reduction of number of educands, loss of institutional stability, termination of partnership relationships, noncompliance with ISO and IMO requirements, noncompliance with standards effective in the field of education in Georgia, and as a result – loss of right of educational activity.

Development toward “Elite University” means fundamental changes in BNTU educational and scientific activities that is caused by the need of achievement of level of Georgian leading higher educational institutions and implies competition with educational institutions, which hold leading positions in educational area and are attractive for Georgian and foreign educands. In educational area it means reduction of number of educands to the level that provides BNTU alumni with “exclusive” status. Requirements of training level for persons going to study in BNTU and of staff selection criteria will become more rigorous. Joint and foreign language educational programmes will be principal. Quality of education will be improved by means of improvement of quality of individualization of educational activity and qualification of educational programme implementers (including, invitation of leading foreign experts, intra-university competition etc.). Number of programme implementers will be reduced significantly due to severization of qualifying requirements (including, level of foreign language skills). Tuition fee will be increased greatly. Creation of internationally recognized schools of sciences, carrying out of research activity in currently important tracks and compliance of outcomes with the level of leading foreign universities will be required. Results of scientific activities and their commercialization will become the basic part of BNTU budget. Fundamental changes will be made in the area of organizational and managerial relationships as well, which is caused by the needs of adaptation of BNTU organizational structure to the requirements of internationally recognized universities. Staff contingent formation policy will be focused on the employment of persons with the highest qualification. Outcomes of this strategy in medium-term perspective are confusing, and long-term outcomes – less realistic. The basis of such argument: level of possibilities of BNTU in 2018; insufficient level of intellectual potential of persons willing to study in BNTU; level of BNTU services requiring improvement; low level of financial solvency of population is problematic; at this stage, BNTU is not attractive for the staff of leading universities; advantages of BNTU are not clearly highlighted; there are no possibilities for competition with leading educational institutions.

Accelerated development scenario implies intensive and effective usage of already existing capabilities of BNTU, as well as increase in its potential. Increase in number of educands in line with qualitative changes of teaching methods, including toward number of foreign students becomes a task in educational area. By means of continuation of active cooperation with employers it is possible to elaborate educational programmes fulfilling current requirements and modification of existing programmes. Education quality will be achieved by means of synthesis of theoretical, practical and research components, introduction of modern technologies of teaching and learning, enhancement of language proficiency of educands. Relevance and high quality of educational programmes will provide covering of costs incurred by BNTU for educational activity, as well as will significantly increase in BNTU budget, contribute improvement of BNTU infrastructure and material and technical resources. Need of achievement of alumni competencies complying with employers and public requirements will result in continuing enhancement of education process, focusing on self-organization of educands’ activity and independent work, application of electronic technologies of teaching and need of remote access to educational resources. This strategy in research field implies determination of priorities for scientific studies in both, research and education areas. BNTU provides high-priority areas with targeted financial, property, administrative and organizational support. Involvement of academic staff in research activity and volume of research activity in their workload structure is increasing, number of scientific papers also increased, activity if research area will be evaluated based on number of scientific papers, including number of papers published in international and local peer-reviewed magazines and/or the volume of revenue gained as a result of commercialization of research projects. Growth of research activity results in integration of BNTU and its academic staff into international research space. At the same time, this development scenario considers involvement in region’s life and significant growth of BNTU public activity. BNTU becomes important figure in region’s public and cultural life. BNTU infrastructure becomes available for the society of the region and city. BNTU is actively involved in regional media space as a vigorous entity of information activity. Changes will be made with regard to organizational and administrative relationships as well. BNTU structure will be changed – new structural units will be established. Principles of formation of staff and workforce policies are conditioned by new demands toward improvement of quality of education process research activity. BNTU budget system will be moved at result-oriented model – preferential funding of structural units and activities, which provide achievement of strategic goals of BNTU development. BNTU infrastructure will be changed – its improvement and enhancement will be continued. Social block of BNTU activity will be increased. Involvement of BNTU alumni and partners in BNTU educational, as well as social activity will become more intense. BNTU public and social activities become significant toll of its development. The following will be the results of accelerated development in medium-term perspective: 1) Stable positive dynamic of growth of number of educands, 2) Stability of BNTU staff community. Image of BNTU, as favorable employer. Completion of staff with high-qualified employees, including foreign experts; 3) Activity of academic staff in research projects and possibilities of research activity commercialization. Willingness of affiliation with BNTU; 4) Improved effectiveness of BNTU social, economic and social and cultural activity; 5) Infrastructure, corresponding to the standards of leading education institutions; 6) Satisfaction of labor, educational and social demands of BNTU community members; 7) Compliance of educational programmes with public requirements; 8) Increased opportunities of alumni employment; 9) Formation as an active member of the region’s social life. Becoming educational, scientific, cultural, social life center; 10) Enhancement of partnering relationships. Expected long-term results: moving at new stage of integration into international educational, industry and research space, confidence of partners and society, sustainable competitiveness and development.

BNTU Development Model. In 2018, BNTU Accelerated development model has been selected on the basis of decision of BNTU Representative Board, after examination of the level of BNTU capabilities, analysis of its internal and external environment and possible models of BNTU development.

IV. Mission. Corporate vision. Corporate strategy

1. Mission

Mission of Batumi Navigation Teaching University Ltd. is an answer of its founders, students, master’s students, vocational students and staff on the questions “Who we are? What and for whom we are doing?” and reflects their view on main objectives and priorities of BNTU:

„Batumi Navigation Teaching University is a open social and education system, which is aimed at the following:

- Compliance with International Quality Standards, integration into international space and support of social, economic and cultural development of the region;
- Provision of equal conditions to receive education in discrimination-free, democratic and fair environment, support of realization of personal interests and potential, creation of the most preferable conditions for cultural, intellectual and personal development;



- Carrying out of educational activity in accordance with the Law of Georgia in the priority area of education –transportation, its operation and service, administration, management etc., as well as in the areas corresponding to the public requirements and needs;
- Training of competitive experts with state-of-the-art knowledge and effective practical skills in Georgia's and international education and labor markets, formation of motivation of fulfillment of personal, social and civil responsibilities, professional liabilities, observance of ethical standards, sharing of universal values, personal and professional development;
- Support of principles of continuous education, life-long learning and academic freedom"

2. Corporate vision

BNTU in 2025 – Competitive higher education institution, integrated in international education, industry and scientific space, meeting international standards, work and study in which is equally prestigious. At the same time, BNTU is a reliable partner for educational, scientific and field organizations, which has popular brand recognized in European educational and industry field.

3. Prime objectives

- Provision of opportunities for receipt of future-focused education, corresponding to current research and practice trends and innovations;
- Training of highly qualified specialists;
- Formation of motivation of continuing education and life-long learning and promotion of development of their potential;
- Integration into international educational, research, industry areas;
- Becoming active member of the region's social life.

4. Key tasks

- Enhancement of educational activity, elaboration and implementation of currently important programmes (vocational and higher educational programmes, training and retraining courses, etc.);
- Assurance of quality of managerial, educational and scientific activities;
- Development of BNTU common information area;
- Maintenance of stability of BNTU staff, development of potential;
- Creation and development of educand-oriented environment;
- Proper planning of processes, introduction of changes and innovations;
- Development of potential of BNTU educands and staff; development of BNTU infrastructure;
- Creation of educand-oriented environment, support of research, cultural, cognitive, creative development;
- Transformation of education content in compliance with the requirements of labor and education markets;
- Promotion of staff working, professional advancement and self-development motivation;
- Creation of state-of-the-art infrastructure and material and technical resources;
- Improvement of information and communication systems, provision of remote access to e-resources;
- Introduction of modern methods of control of management and teaching quality;
- Establishment, enhancement and effective usage of partnership relations;
- Carrying out of educational activity and formation of student-oriented environment;
- Support of staff professional advancement and provision of academic freedom;
- Application of modern methods of control of management and teaching quality;
- Active involvement in region's life and integration into international space;
- Integration of BNTU into international educational, research and industry areas and international recognition, formation of image of competitive and reliable partner in local and international space.

5. Corporate strategy

"Uninterrupted business activity, sustainable development".

6. Corporate strategy realization goal and mechanisms

Strategy realization goal - Provision of economical safety and stability of BNTU, enhancement of its competitive opportunities and formation of basis for its further stable development. Strategic areas, objectives, tasks and expected outcomes are represented in Development Strategic programs, by means of which Corporate Strategy is realized.

V. Theoretical basis of development strategy realization

The following is a joint vision of BNTU community and describes issues, which are considered by BNTU determining aspects of its corporate strategy - "Uninterrupted business activity, sustainable, consistent development", or aspects to be considered during activity. The vision is elaborated on the basis of governing regulations effective in BNTU, and the following are its component part: ISO 9001:2015 Standard and BNTU Quality Manual; Education Quality Management, Department Development, Faculty Development, Vocational Education Department Development, Common Information Area Development, Staff Management System Development Concepts (2019-2025).

1. BNTU activity basis

- Legislative and subordinate acts of Georgia, documents and standards effective in education and marine field;
- International Standards:
 - [INTERNATIONAL ORGANIZATION FOR STANDARDIZATION](#) - ISO 9000:2015 (BNTU is a 6-time holder of ISO Certificate of Compliance of Quality Management System (ISO 9001:2000, IQNET; ISO 9001:2008, IQNET; ISO 9001:2015, IQNET);
 - [EUROPEAN ASSOCIATION FOR QUALITY ASSURANCE IN HIGHER EDUCATION](#) - STANDARDS AND GUIDELINES FOR QUALITY ASSURANCE IN THE EUROPEAN HIGHER EDUCATION AREA (ESG);
 - [INTERNATIONAL MARITIME ORGANIZATION \(IMO\)](#) - INTERNATIONAL CONVENTION ON STANDARDS OF TRAINING, CERTIFICATION AND WATCHKEEPING FOR SEAFARERS, 1978/95, AS AMENDED IN 2010).

2. Institutional stability

BNTU considers institutional stability the situation that provides successful realization of opportunities of BNTU as an organization and its society today and at the same time excludes doubts about fulfillment of existing needs, development possibilities of BNTU and its society in future.



3. BNTU social responsibility

BNTU as an open society has social function. BNTU social responsibility – is a responsibility of BNTU for decisions and activity affecting public and environment. In accordance with ISO 9001:2015 “Quality Management System – Requirements”, the following are the principles of BNTU social responsibility:

- Protection of human rights - BNTU protects human rights and freedom, and recognizes their universal nature;
- Accountability - BNTU is accountable for the influence made to the public, economics and environment;
- Transparency - BNTU provides transparency of activity and decision having influence on public and environment;
- Ethical conduct – BNTU during its activity meets universally acknowledged ethic standards, integrates ethical norms into the activity of an organization;
- Respect of interests of concerned parties - BNTU respects, considers and responds on the interests and expectations of concerned parties;
- Recognition of primacy of law - BNTU recognizes that the law is supreme, and that fulfillment of its requirements is obligatory;

Areas of realization of BNTU social responsibility:

- Organization and safety of work and learning environment;
- Work ethics;
- Involvement in region’s life;
- Environmental protection (economic use of natural resources, waste recycling, reduction in record-keeping in printed form, organization of environmental events and participation in such events);
- Corporate management;
- Charitable activity, support of socially vulnerable people;
- Offering of high-quality educational products to public and provision of equal availability for everyone. Training of highly—qualified experts;
- Creation of relevant conditions for persons with special educational needs and disabilities to obtain education;
- Support of principles of free development, continuing education and life-long learning;
- Formation of social skills, civic consciousness and internationalism;
- Promotion of involvement in public activity and keeping of healthy lifestyle;
- Establishment of mutual respect between BNTU society members, provision of recognition of rights and freedoms.

BNTU social responsibility is integrated into its activity and represents the part of its strategy and policy.

4. Business ethics

BNTU business ethics is based on its values. Principles of free personal development, freedom of education, research and academic activity, professional competence, responsibility, team-spirit and BNTU institutional autonomy are considered by BNTU the basis of business activity. BNTU acts in accordance with the Law of Georgia, acknowledges social principles of International Conventions on Labor and requirements of the effective Law of Georgia, creates safe environment for work and study, complies with personal data processing regulations in accordance with #108 Convention of European Committee and the Law of Georgia On Personal Data Protection, establishes fair and honest relationships with partners and BNTU service users, takes responsibility for the fulfillment of its obligations.

5. Corporate culture

BNTU considers corporate culture the values, ethic standards, approaches, traditions shared by all its society members, which are the basis of relationship between BNTU society members. BNTU values are the basis of BNTU corporate culture. Corporate culture means observance of BNTU Code of Ethics and Academic Ethics, rules of conduct by all BNTU society members, mutual respect, recognition of person’s rights and freedoms. BNTU corporate culture includes professional, moral, organizational, legal, economical, ethnical, communication, aesthetical, ecological, information aspects. Corporate culture is one of the prompting factor and development mechanism of BNTU activity.

6. Positive environment

BNTU considers positive environment the safe and accomplished, physical, social, emotional and cognitive environment oriented at all BNTU society members, corporate culture, positive relationships and avoidance of conflicts between BNTU society members, consideration of personal differences and needs, support of initiatives, cognitive, creative, scientific etc. activity of BNTU society members, opportunities for development of their skills and possibilities for obtaining additional knowledge. BNTU believes that cooperation with educands, colleagues, partners and other concerned parties is important for the formation of safe (physical, social, emotional) environment.

7. Educand-oriented environment. Educand support policy

BNTU creates educand-oriented environment that means consideration of personal, special needs, cultural diversity of educands; creation of free learning environment for personal, social, emotional and cognitive development; support of integration into BNTU society and learning motivation; support of integration of educands with special educational needs and disabilities into BNTU society and educational process, and their socialization on the basis of recommendation of experts; consideration of importance of education inclusion and motivation for the purpose of creation of positive, safe/conflict-free learning environment; unlimited usage of BNTU infrastructure and resources, effective planning of educational process, social, information and administrative support of educands. Educand support policy implies the following:

- Examination of educand’s satisfaction and opinion. Active work with educands. Improvement of effectiveness of curator system. Development of improvement mechanisms of achieved educational outcomes;
- Examination of educand’s needs. Support of socialization of educands with special educational needs and disabilities, and provision of their involvement in BNTU life. Support of social adaptation of educands, provision of social and material support according to regulations effective in BNTU;
- Possibility of continuous education. Implementation of special short-term educational courses/programmes for the purpose of additional education (including jointy with employers and field organizations). Development of educand’s personal potential by means of trainings, master-classes etc. Supporting formation of motivation of continuing education and life-long learning in educands;
- Supporting initiatives of educands. Promotion of activities aimed at scientific, creative, cognitive, practical and personal development. Promotion of involvement in student activities, participation in intellectual, creative, sporting etc. events, local and international conferences, forums and projects. Raising of motivation of involvement in BNTU activity;
- Arrangement of master-classes, workshops, trainings etc. by employers and representatives of field organizations for the purpose of promotion of occupational orientation and preparation for practical activity;
- Employment support. Cooperation with field organizations, arrangement of meetings of educands with their representatives, invitation at faculty events, familiarization with students’ potential.



8. Effective management

Basis of BNTU institutional stability and competitiveness is its financial independence and self sufficiency, which is achieved in well-organized and effective management conditions. Deficiency or absence of financial sources causes termination of activity of institution, so the aim of management system is to properly organize BNTU commercial activity, financial system and processes. Main object of management of BNTU, as commercial organization is effective relationships between BNTU organizational structure, areas of responsibility and structural units. Abovementioned aspects, evaluation of organization, management system effectiveness, management processes regulating and standardization, automation of processes, quality of services provided by BNTU are the aspects of analysis of managerial audit. Effectiveness of workforce policies is a managerial audit object as well, including staff material and non-material incentive system, staff working quality evaluation system, including work done by staff, observance of labor discipline and corporate regulations. As well as, audit objects include effectiveness of BNTU commercial activity, as it forms its competitive advantages, provides possibilities for payment of employee pay, provision of high-quality educational service, research activity, stability of staff population, attraction of high-qualified staff, creation of state-of-the-art infrastructure and material and technical resources, and consistent development of BNTU in general, as an institution. Audit will make possible to evaluate level of effectiveness and soundness of the management of BNTU, and whether determined benchmarks are fulfilled or not etc. According to ISO Standards, BNTU conducts annual audit. As well as, monitoring of BNTU and educational activity and self-evaluation are conducted annually. This implies audit of different aspects of BNTU activity, analysis of opinions of educands, staff, partner institutions, alumni etc., which then will be used for the purpose of identification and elimination of defects. If required, BNTU may (Meeting of Partners, Representative Board) invite experts for the conduction of audit: audit group should be completed by persons having managerial activity experience in education institutions and management specialists that would provide required synergetic effect and impartiality of evaluation. For the purpose of audit, complex approach is essential for BNTU that implies determination of compliance with Georgian legislation standards, ISO and ENQA (ESG) standards: ISO Standards are the basis of activity of BNTU as maritime education institution, and ENQA Standards – basic requirements on which BNTU should rely on, as higher education institution.

9. Financial stability

Financial stability is considered as one of the basis of BNTU state. The following are the signs of stable state:

- BNTU successfully fulfills its functions, it has enough resources to carry out activity in accordance with planned goals and objectives;
- Main indicators of BNTU financial state meet predetermined conditions, i.e. corresponds to the justified expectations about proper financing;
- Existing faults (differences) regarding BNTU financial state do not exceed preliminary fixed/determined basic indices.

Three main results may be obtained during estimation of BNTU financial stability:

- Positive difference – BNTU obtained income more than needed for functioning and activity;
- Zero difference - BNTU spends whole existing financial resources for the purpose implementation of objectives of its activity;
- Negative difference - Resources received by BNTU in the form of income are not sufficient.

Main point of BNTU financial stability estimation results:

- Positive difference is considered the indicator of BNTU financial stability that means high probability of implementation of functioning, current activity and planned measures. Positive evaluation means that BNTU is functioning as profitable organization;
- In case of zero difference, it is necessary to seek and find additional financing sources for sustainable development of BNTU. In this case, BNTU can function sustainably and there will be possibilities for development;
- In case of negative difference:
 - Activities to be funded and the amount of financing have to be specified, which will be considered during formation of next year budget;
 - It is necessary to seek and find additional financing sources;
 - Optimization of BNTU budgetary costs is required for the financing of current activity.

10. Budget as economic resilience tool

BNTU budget is one of the tools of economic stability, and it reflects financial results of BNTU activity in monetary form. One of the conditions of BNTU stability is a principle of budgetary balance, which means non-deficit budget, when planned expenditures do not exceed planned income. Budget-related issues are governed by the "Regulations of planning and budgeting of financial and economic activity in Batumi Navigation Teaching University".

11. Effectiveness of educational activity

Performance indicators. Educational activity is a primary activity for BNTU that means its quality and compliance with the requirements of the Law of Georgia and International Standards. To measure effectiveness of educational activity it is necessary to determine main indicators: number of educational programme educands and total amount of funds for programmes; programme implementation costs; final outcome, on the basis of which the quality of educational process is measured (number of programme alumni). To determine effectiveness of educational activity it is necessary to calculate three indicators:

- Economic effectiveness index – calculated by means of division of total amount funding of education of programme educands (tuition fee, grants etc.) by cost of educational services (programme implementation costs) of educands of the same programme. By division of programme implementation costs by the number of programme educands we will obtain rate of expenditure obligations per educand;
- Performance index - calculated by division of number of programme educands by the number of alumni of the same programme;
- Cost efficiency index – calculated by division of the number of alumni by cost of educational services (programme implementation costs).

Based on abovementioned, to increase cost effectiveness index it is necessary to:

- reduce costs without deterioration of education quality, i.e. increase in economic effectiveness in the conditions of maintenance of productivity;
- improve education quality without increase in cost of educational services, i.e. increase in productivity in the conditions of maintenance of economic effectiveness.

Tuition fee. Taking into account that educational activity is a primary activity of BNTU, it is significant for BNTU financial stability to determine minimum possible amount of tuition fee – to fix minimum possible limit, which is enough for maintenance of profitability of educational programme. Calculation is carried out for each educational programme, based on their specificity and needs. For this purpose, the following formula may be used: "Minimum possible amount of tuition fee = A: B", where, A – is an amount of funds required for educational programme financing (funds, relating to the human and material resources, funds, aimed at programme development etc.), B – Total number of programme educands, i.e. the least the needs of programme and more the number of educands, the lesser tuition fee for particular educational programme. At the same time, it should be noted that reduction of funding amount of educational programme is not allowed if it results in deterioration of education quality, compromise provision of programme with human and material resources of proper amount and quality, threaten implementation and development of programme. Tuition fee is fixed for each academic year (may be increased or left unchanged) based on analysis of results of



previous years. Tuition fee shall be unchanged during whole period of study for educands with whom BNTU has executed education service contract.

Education process optimization. Education process optimization means proper carrying out of educational process in the conditions of maintenance of educational programme profitability in accordance with the requirements of the Law of Georgia and BNTU educational process governing regulations. Process profitability shall be provided at faculty and vocational education department levels. Educational process optimization procedure implies the following:

- Stable programmes and curriculums (programme components, number of contact hours etc.);
- Harmonization of semestral curriculums of educational programmes of the same stage of education and effective planning of educational process, which implies:
 - determination of relevant workload (contact hours) of programme implementers;
 - fixing of minimum and maximum number of educands in training group;
 - carrying out of joint classes for small groups (lectures, practical/team work), or drawing up of effective training agenda/plan for small groups;
 - possibilities for conduction of joint lecture for several training groups;
 - exclusion of division of training group into sub-groups, unless it is required based on specificity of educational process and other objective needs.
- Optimization of practical and estimate indicators of economic parameters of curriculum. These parameters are as follows:
 - In case of each curriculum - number of educands, number of training groups;
 - In case of each curriculum – total amount of employee pay of programme implementers (maximum possible value of this parameter is preferable);
 - In case of faculty, vocational education department – total contact hours of curriculum implementing staff (reasonable minimization of this parameter is preferable);
 - In case of faculty, vocational education department – number of curriculum implementers (reasonable minimum value of this parameter is preferable);
 - Cost of one contact hour based on peculiarities of educational activity (maximum possible value of this parameter is preferable);
 - Average number of educands, per one implementer (reasonable maximum value of this parameter is preferable);
 - In case of faculty, vocational education department - Ratio “Educand: Lecturer” (reasonable minimum value of this parameter is preferable).

Planning of educational programme implementer contingent. Ratio “Educand: Lecturer” is one of the indicators of education quality and effectiveness of educational process. When this index is high, the higher the effectiveness, but education quality may be reduced. When this ratio is too low, the effectiveness will be low as well that reduces economical effectiveness of educational process and compromises profitability of educational programme. The following are benchmarks for BNTU (minimum allowable ratios): In case of higher educational programmes – ratio, accepted in European countries “25 students: 01 lecturer” (no less than ½ - BNTU affiliated academic staff); in case of vocational programmes – “20 vocational students: no less than 01 implementer”. BNTU provides working space for staff (at least 05sq.m).

Application of training space. BNTU applies ratio accepted in European countries: “01 education entity: 04 sq.m” (it implies learning space – working place of education entity and area required for movement). In case of educands with special educational needs and disabled educands, BNTU applies the following ratio: “01 education entity: 05sq.m”. When calculating carrying capacity of BNTU learning space (number of educands, which may be accommodated together in whole BNTU learning space during 01 hour) it should be considered that education process in BNTU may last all day long (Monday-Friday - 9⁰⁰ - 21⁰⁰, Saturday - 9⁰⁰ - 17⁰⁰) in several shifts or by so called “intruded” schedules. Together with carrying capacity of learning space, BNTU considers possibilities of unhindered leaving of buildings by educands in emergency situation, as well. Training conducted for the purpose of formation of skills of conduct in emergency situations showed that for example corridors of one academic building (I floor: 26,18 x 3,42 + 54 = 143,54 sq.m; II floor: 46,18 x 3,44 = 158,85 sq.m; III floor: 46,18 x 3,58 = 165,32 sq.m; for one 01 education entity- 2 sq.m) may accommodate together at least 235 educands, who within the fixed time may freely leave BNTU building. Carrying capacity of non- learning space of second academic building is calculated similarly.

Planning of educands contingent. Correctly calculated number of students, master’s students and vocational students (hereinafter referred to as - Educands) is one of the basic elements of economic stability of BNTU, and analysis of education process dynamics (changing of number of educands during education process) is a part of strategic planning of education process, which is caused by the following circumstances:

- Number of educands is directly linked to the financial, human and material resources required for implementation of educational programmes and economic effectiveness (profitability) of educational programme. Number of educands is limited by capabilities of BNTU as a tangible object, and requirements determined for education process. Maximum increase in number of BNTU educands is possible by modification of conditions in BNTU and is allowed only in case of increase of quota of educands fixed for BNTU in accordance with the Law of Georgia;
- Taking into account the fact that the number of educands, which student’s status will be suspended, restored, terminated of who will continue study in BNTU by mobility is not known preliminary, it is possible to determine only expected number of educands. During calculation of number of educands, BNTU will use the method, which is based on the theory of random processes. For the purpose of simplification of calculations, duration of educational programme is divided into academic years – figuratively, into so called “courses” (each includes 2 semesters) and probability of moving (study) of educands from one to other course is considered, which then will be used for determination of expected number of educands, as well as expected number of alumni. It should be considered that probability of moving from one to other course may be different for various specialties/specializations/vocational specializations. Based on abovementioned, for the purpose of determination of justified value (number) of probability of moving of educands from one to other course in case of each educational programme, it is necessary to conduct statistical analysis of changes of number of educands of various educational programmes according to the complete cycle (complete duration) of educational programme implemented during reporting period. For example, in case of higher educational programme:

Number of students (Y)		Coefficient of study continuation probability (K)
Bachelor’s programme	Number of students enrolled at I course Y ₁	
	Number of II course students Y ₂	K _{Y1} = Y ₂ / Y ₁
	Number of III course students Y ₃	K _{Y2} = Y ₃ / Y ₂
	Number of IV course students Y ₄	K _{Y3} = Y ₄ / Y ₃
	Number of alumni Y ₅	K _{Y4} = Y ₅ / Y ₄
Master’s	Number of students enrolled at I course Y ₁	



programme	Number of II course students	Y_2	$Ky_1 = Y_2 / Y_1$
	Number of alumni	Y_3	$Ky_2 = Y_3 / Y_2$

Note: The same principle is applied for calculation of expected number of vocational students. Only difference is that calculation is made according to semesters rather than academic years (i.e. Courses).

- Expected number of educands at particular course of educational programme may be calculated by the following formulae: $Y_i = (Y_{i-1}) \times (Ky_i)$, where: Y_i – is an expected number of educands at particular course; Y_{i-1} – number of educands at previous course of the same programme, Ky_i - coefficient of study continuation probability at this course, i - sequence number of a course (second, third, fourth), for which the calculation is made. The same principle may be used for calculation of expected number of educands according to semesters.
- Total number of BNTU educands is of practical interest of BNTU, rather than probability of moving of education entity from one to other course, and it may be calculated as follows:

Course / Academic year	Expected numbers of students and alumni			
	2018-2019	2019-2020	2020-2021	2021-2022
Programme A (Bachelor's programme)				
I Course	$A_{(2018)}$	$A_{(2019)}$	$A_{(2020)}$	$A_{(2021)}$
II Course	$A_{(2017)} \times Ka_1$	$A_{(2018)} \times Ka_1$	$A_{(2019)} \times Ka_1$	$A_{(2020)} \times Ka_1$
III Course	$A_{(2016)} \times Ka_1 \times Ka_2$	$A_{(2017)} \times Ka_1 \times Ka_2$	$A_{(2018)} \times Ka_1 \times Ka_2$	$A_{(2019)} \times Ka_1 \times Ka_2$
IV Course	$A_{(2015)} \times Ka_3$	$A_{(2016)} \times Ka_1 \times Ka_2 \times Ka_3$	$A_{(2017)} \times Ka_1 \times Ka_2 \times Ka_3$	$A_{(2018)} \times Ka_1 \times Ka_2 \times Ka_3$
Programme B (Bachelor's programme)				
I Course	$B_{(2018)}$	$B_{(2019)}$	$B_{(2020)}$	$B_{(2021)}$
II Course	$B_{(2017)} \times Kb_1$	$B_{(2018)} \times Kb_1$	$B_{(2019)} \times Kb_1$	$B_{(2020)} \times Kb_1$
III Course	$B_{(2016)} \times Kb_1 \times Kb_2$	$B_{(2017)} \times Kb_1 \times Kb_2$	$B_{(2018)} \times Kb_1 \times Kb_2$	$B_{(2019)} \times Kb_1 \times Kb_2$
IV Course	$B_{(2015)} \times Kb_3$	$B_{(2016)} \times Kb_1 \times Kb_2 \times Kb_3$	$B_{(2017)} \times Kb_1 \times Kb_2 \times Kb_3$	$B_{(2018)} \times Kb_1 \times Kb_2 \times Kb_3$
Programme C (Master's programme)				
I Course	$C_{(2018)}$	$C_{(2019)}$	$C_{(2020)}$	$B_{(2021)}$
II Course	$C_{(2017)} \times Kc_1$	$C_{(2018)} \times Kc_1$	$C_{(2019)} \times Kc_1$	$C_{(2020)} \times Kc_1$
Total predictive number of students	Sum of abovementioned numbers	Sum of abovementioned numbers	Sum of abovementioned numbers	Sum of abovementioned numbers
Expected number of alumni	$A_{(2015)} \times Ka_1 \times Ka_2 \times Ka_3 \times Ka_4$	$A_{(2016)} \times Ka_1 \times Ka_2 \times Ka_3 \times Ka_4$	$A_{(2017)} \times Ka_1 \times Ka_2 \times Ka_3 \times Ka_4$	$A_{(2018)} \times Ka_1 \times Ka_2 \times Ka_3 \times Ka_4$
	$B_{(2015)} \times Kb_1 \times Kb_2 \times Kb_3 \times Kb_4$	$B_{(2016)} \times Kb_1 \times Kb_2 \times Kb_3 \times Ka_4$	$B_{(2017)} \times Kb_1 \times Kb_2 \times Kb_3 \times Kb_4$	$B_{(2018)} \times Kb_1 \times Kb_2 \times Kb_3 \times Kb_4$
Total	Sum of abovementioned numbers	Sum of abovementioned numbers	Sum of abovementioned numbers	Sum of abovementioned numbers
Expected number of vacant places	{expected number of students} – {expected number of alumni}	{expected number of students} – {expected number of alumni}	{expected number of students} – {expected number of alumni}	{expected number of students} – {expected number of alumni}

Note: 1) A, B, C in the Table above indicates number of students; (Year) – Year of enrollment of students at I course, K - Coefficient of study continuation probability (for calculation, see, Table #01); 2) The same principle is applied for calculation of expected number of vocational students. Only difference is that calculation is made according to semesters rather than academic years (i.e. Courses).

Planning results of student body represented as a table (Table #02) are used for long-term planning of student body.

12. Quality Management

BNTU Quality Assurance Policy determines principal areas of BNTU quality development and those main values and priorities, which have to be observed by BNTU against all concerned parties (customers, staff, educands, partners, public). In BNTU Quality Management Policy is realized through Quality Management System, which is based on ISO International Standards and ENQA directives. BNTU applies the following documents, which correspond to ISO Standards: "Quality Manual", "Education Quality Management and Assurance System Governing Regulations", "BNTU Quality Assurance Service Regulations". Compliance of educational services provided by BNTU with the established state requirements and customer's expectations is a measurement of quality of such services, which is provided by the quality of processes current in BNTU (level or organization, stability, due-time identification and elimination of non-conformities etc.). BNTU Quality Management Policy is a basis of distribution of BNTU mission and formation of strategic programs. Main aspects: process management; liability towards public; focus on results and achievement of set goals; development of quality culture; staff; leadership. As well as, customer service block takes important place in ISO Quality Management Service – aimed at identification of degree of their requirements and satisfaction. Low degree of customer satisfaction means that services offered by BNTU do not correspond to their expectations and are not interesting for them that will cause decrease in demand on BNTU educational products and BNTU competitiveness level.

13. Workforce policies

BNTU workforce policies are focused on both, maintenance and development of stability of existing staff population, and attraction of new employees. The following are the main component part of development of BNTU workforce capacity: creation of convenient conditions for effective work and incentivation system for BNTU staff, provision with proficiency enhancement, creative activity and career development possibilities, invitation of senior staff with many years' experience as advisers, support of their self-realization and utilization of their potential. For the purpose of staff development, BNTU may apply the following: creation of BNTU employee pool by BNTU outstanding students, master's students and young lecturers; development and support of BNTU staff (academic, administrative, supporting). In workforce policies BNTU implies application of both non-monetary and monetary incentivation mechanisms/tools, for example, formation of internal competitive environment (possibility of involvement of foreign competent experts, conduction of competitions and certifications); promotion of labor activity (in case of academic staff – educational and research activity) (material and non-material incentivation, support of creative activity etc.); support of professional advancement and development of competencies, formation of employee pool – preparation of future employees from students. The following may be used for the strengthening of workforce capacity: specialized workshops, master-classes, internship, participation in international conferences, proficiency



enhancement trainings. By means of invitation of experts from foreign higher educational institutions, BNTU plans to solve the following tasks: development of educational and scientific activities, BNTU reputation, introduction of international academic culture in BNTU educational space, support of introduction of best international experience and practice, sharing of innovations existing in science and practice, integration of BNTU into international educational and research space.

14. BNTU infrastructure and material and technical resources

BNTU and its material (including for learning purposes) resources correspond to the International Standards - International Quality Standard ISO 9001:2015, international IQNet and field audit/confirmation certificates. BNTU owns buildings and facilities equipped in accordance with these requirements, as well as library book collection (printed/on-line), inventory, computer equipment, class-rooms, computer classes, language laboratory (24-places), navigation, logistics etc. rooms; laboratories; Shipboard installation hall; simulators; Simulator center; training-center (simulators, rooms); Training ship Elite. BNTU resources are audited annually by LEPL Maritime Transport Agency, ISO and field organizations, including foreign experts, potential employers of alumni.

15. Common information area

BNTU common information area is a complex of information and communication technologies, computer systems, educational information provision and software, library e-resources and BNTU information infrastructure and other components, which provide unlimited access to information, including library resources, application of information and communication technologies in any area of BNTU activity, day-to-day management of BNTU, effectiveness and consistency of activity, availability of public information and provision information protection. Common information area provides effectiveness of managerial, educational and other processes in BNTU. The goal of development of common information area:

- Provision of complete and effective application of information infrastructure in BNTU management and activity. Placement of current information, describing BNTU activity at web-page;
- Improvement of effectiveness of application of information and communication technologies in educational process;
- Support of replenishing of BNTU e-library, promotion of usage of e-library possibilities;
- Creation of e-base of theses of faculty staff (library of pre-prints);
- Increase in possibilities of usage of international library network (identification of required e-resources and delivery of corresponding information to BNTU Administration);
- Increase in effectiveness of application of educational process management system possibilities;
- Increase in effectiveness of application of BNTU management system possibilities;
- Improvement of working environment of educands (computer equipment, Internet, library book and electronic collection etc.): space for work with educands (for individual and group consultations); demonstration zone (for work with audio- and video materials); independent working zone;
- Maximum application of e-learning technologies (delivery of learning materials, tasks etc. in e-format; online consultations, feedback between staff and students etc.).

16. Scientific activities. Development of international scientific cooperation

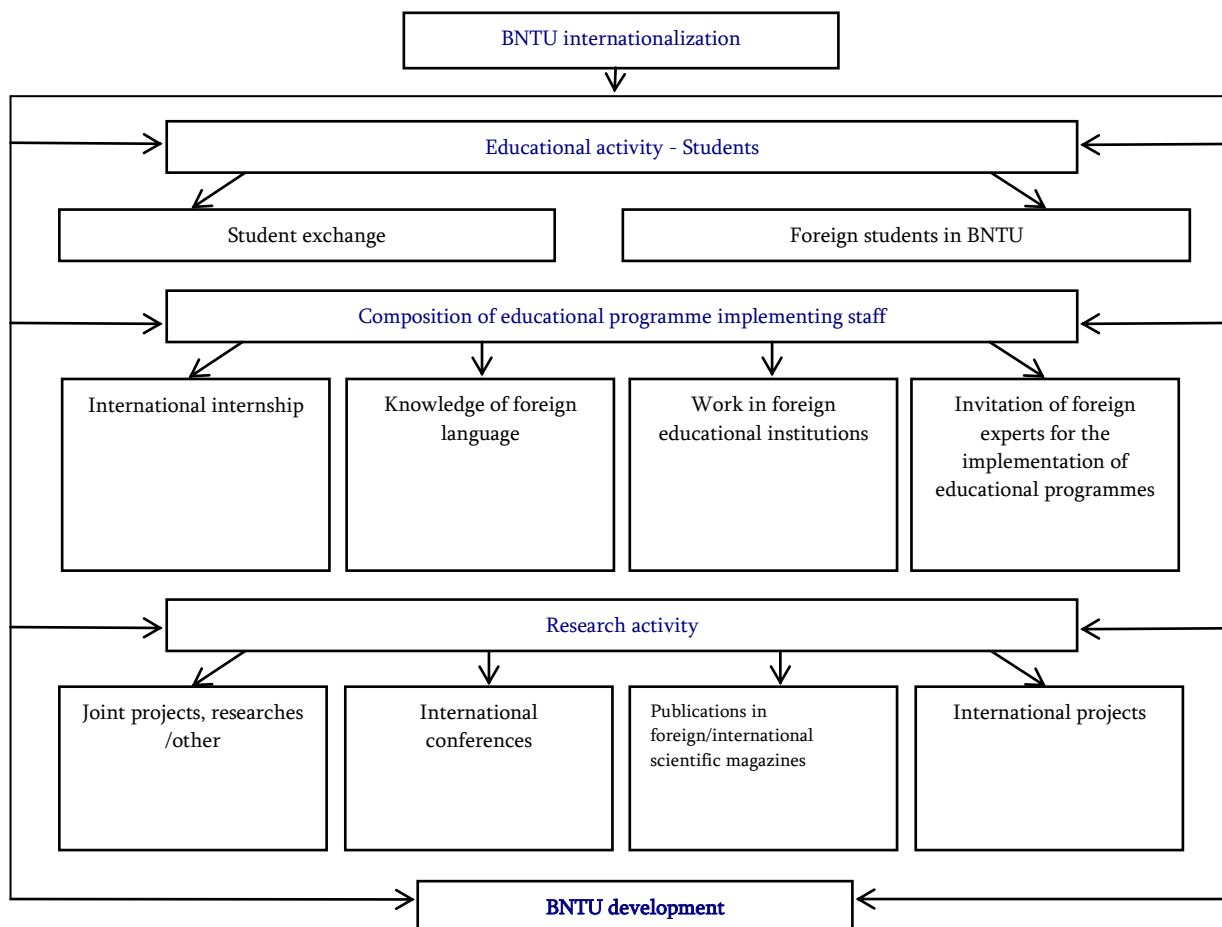
Development of scientific activities means the following: strengthening of cooperation with field organizations, international research and educational institutions and effective usage of opportunities; staff research activity in priority areas (participation in research and field conferences, projects etc.; publication of works in scientific peer-reviewed magazines; publication of scientific papers). Promotion of staff scientific activities; support of activity of students (preparation of students for the participation in conferences, provision of assistance in preparation of theses etc.). The following are of high priority in international scientific cooperation: involvement of BNTU academic staff in international scientific conferences, workshops, etc., participation in joint projects/programs, increase in number of publications in international peer-reviewed magazines, implementation of joint projects with the representatives of foreign partner institutions and provision of possibilities for their commercialization, increase in number of international research events in BNTU (conferences, forums etc.), creation of image of respectable partner of BNTU in international scientific space.

17. Regionalization and internationalization

BNTU activity is realized toward regionalization and internationalization:

- BNTU regionalization implies carrying out of educational activity corresponding to the expectations and requirements of country and region population, cooperation with country and region business-organizations, field organizations, research centers and education institutions, public and region's governmental agencies, involvement in region's social, cultural and other activities, promotion of region's social and economic and cultural development;
- BNTU internationalization implies integration into international educational, research and industry space, including compliance of BNTU educational programmes with international standards and harmonization with the programmes of foreign partner-institutions, implementation of exchange programs, involvement of foreign students in education process, invitation of experts for the purpose of involvement in education process, conduction of trainings in BNTU, sharing state-of-the-art knowledge and best practice, international internships, involvement of BNTU academic staff in international research activity etc. BNTU considers internationalization one of the mechanisms of promotion of academic staff research activity - integration of BNTU into international educational and research space makes possible participation of academic staff in scientific conferences conducted in BNTU by /with the participation of partner-institutions, involvement in international programmes/projects, sharing modern approaches etc.

Schematically BNTU internationalization vision may be represented as follows:



18. Competitiveness. Indicators of competitiveness and economic performance. Management of competitiveness

Competitiveness of BNTU as educational institution implies its ability to train competitive experts in local and international labor and education markets, create competitive product/services within the area of its strategic and educational priorities, implement effective policy in all areas of its activity.

BNTU competitiveness is directly linked to the economic efficiency of its activity. Costs incurred for particular advantages (provision of level necessary for competitiveness) are justified until they result in positive economic effect (BNTU income shall exceed the costs incurred for the achievement of results). Evaluation of effectiveness of BNTU functioning includes the following stages:

- Comparison of external indices of efficiency (for several years) and its main competitors in the region (for example, cost of rendered services, number of educational programmes and training/retraining programmes, number of programme educands etc.);
- Calculation of internal indices of competitiveness, which describe BNTU activity (for example, human resourcing, number of affiliated academic staff, number of published scientific papers, manuals, methodological materials etc., involvement in scientific activities (number of conferences, number of staff and educands involved in research activity), provision with material and technical resources etc.);
- Determination of specific share of all parameters in BNTU total competitiveness (determination by means of points or percentage);
- Comparison of results (income) obtained by achievement of level necessary for competitiveness for each index with costs incurred for the achievement of such level of competitiveness;
- Comparison of total outcomes (income) and total expenses of BNTU. If difference is positive than BNTU activity is considered effective, and BNTU (as an organization) - competitive.

Competitiveness of BNTU as educational institution is determined on the basis of quality of education offered to customers and of provided educational service, effectiveness of marketing activity, financial management, effectiveness of investment and labor potential. Effectiveness of BNTU competitiveness management is determined by improvement of BNTU positions in labor and education markets and increase in main competitiveness parameters. Total effectiveness of BNTU competitiveness management is a combination of effectiveness of management of main competitiveness modules. They include the following: Education Quality Management; competitiveness of educational services; effectiveness of management of BNTU financial, labor etc. potential; effectiveness of marketing activity. For each module, there will be determined their changes within the specific period. In total, such changes describe increase or reduction of competitiveness. This method allows establishment of factors, which during reporting period affected BNTU competitiveness, and development of measures, which provide: increase in effectiveness of usage of BNTU potential, strengthening of advantages and elimination of defects; development of effective competitiveness strategy of BNTU and determination of main areas; forecasting of BNTU competitiveness for next reporting periods; formation of BNTU as stable competitive institution.

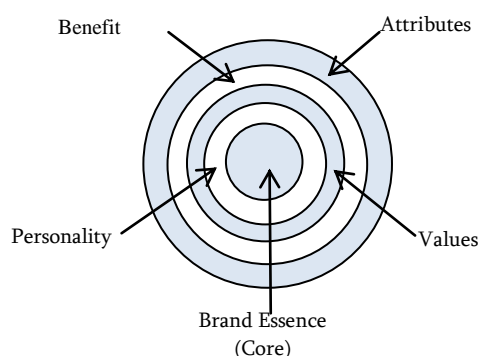
19. BNTU marketing area. Brand. Image

For the purpose of successful operation of BNTU, identification of service customers (students, parents, prospective students, potential employers and public in general) and identification of BNTU marketing area is necessary. BNTU marketing area implies the following: 1) External marketing area – the group of customers (prospective students, master’s degree candidates, students/master’s students/vocational students of other educational institutions, alumni, trainees of proficiency enhancement/retraining programmes etc.); suppliers (schools, other educational institutions, education and labor markets); competitors (educational institutions, implementing the same educational programmes, training and retraining centers); agents, including situational agents (agencies, marketing professional, photographers, video-reporters etc.); information means

(mass media (newspapers, TVs etc.), generally available internet-resources, exhibitions etc.); 2) Internal marketing area – BNTU structural units, which affect BNTU activity results directly or indirectly. The following are the main trends in marketing area: actualization of BNTU resources; popularization of BNTU educational services, arrangement of promotional campaigns, optimization of advertisement and its effective application; seeking of new ways of raising of interest in study in BNTU. Moreover, it is necessary to form positive image and work in this direction (image formation process includes the following stages: Identification, positioning and visualization of BNTU. Creation and support of corporate identity, development of information resources, realization of publishing projects, arrangement of cultural events will promote BNTU awareness and image). The following marketing communication elements are of high priority for BNTU: Public Relations (relationship with mass media), direct marketing, branding, advertisement (printed, outdoor advertisement), special events (BNTU holidays, sporting events, charity events etc.), electronic communications, presentation of BNTU in Internet network (web-site, social networks, facebook), exhibitions, corporate culture and style, non-formal communications.

For the purpose of successful operation of BNTU, identification of service customers (students, parents, prospective students, potential employers and public in general) and identification of BNTU marketing area is necessary. Expected outcomes of development of BNTU brand: possibilities of future investments and additional profit, choice of customers in favor of BNTU, identification of BNTU by customers etc. To create brand, it is necessary to examine opinions and expectations of BNTU service customers. For this purpose “Brand Wheel” may be used, which allows establishment of attitude of customers, and their basis that may be used in future for brand development. “Brand Wheel” includes 5 levels: Attributes (describe the product as physical object), Benefit (represents total outcomes of usage of brand by customer), Values (describe emotions of customers), Personality (descriptor, by means of which the brand may be represented as personal qualities) and Brand Essence (the core, combination of previous four levels):

- “Attributes” – What is the brand (physical description) – BNTU educational programmes, short-term training and retraining programs (courses), research activity;
- “Benefit” – What are the physical results of brand usage – Interest of high-qualified staff, including young specialists, further employment in BNTU, involvement in implementation of educational programmes and scientific activities; training of competitive employees etc.;
- Values” – What are the emotions brought out by the usage of brand – high-quality education, high scientific potential, tradition of training of competitive employees, reliable relationships with partners etc.;
- “Personality – Who is the Brand - Competitive specialist with currently important competencies;
- “Brand Essence” - BNTU mission and vision.



All groups of customers have different priorities and requirements, so, it is necessary to describe all abovementioned five levels for each of them, and analyze obtained information. Low quality of customer satisfaction means that BNTU offers services that do not correspond to their expectations, and it will cause deterioration of BNTU image.

Both, internal (how BNTU is perceived by the members of its society) and external (how BNTU is perceived by its partners, service customers, public in general) images are important for BNTU. Image formation process includes the following stages: Identification, positioning and visualization of BNTU. Creation and support of corporate identity, development of information resources, realization of publishing projects, arrangement of cultural events will promote BNTU awareness and image.

20. External and internal factors affecting BNTU

BNTU as any other organization is affected by internal and external factors, which have to be considered. Internal factors belong to BNTU activity area and represent direct range of influence of BNTU management. Internal factors: Economic factors (they are determined on the basis of BNTU economic potential) and social factors (level of competency of BNTU administration and employees; availability of social protection and promotion; provision of staff self-realization; positive psychological environment). External factors include any factor, which is out of control of BNTU, i.e. this is a complex of factors, which affect/may affect BNTU and its objectives. External factors have direct and indirect influence. Direct influence factors imply external influence, which directly affects BNTU activity, and such factors include government authorities (their decrees and laws), partners and partnership relationships, competitors. Indirect influence factors imply external forces, which affect BNTU directly or in specific conditions (through other factors), and they include political and social factors. Internal and external factors differ from each other by the period of influence. For example, one time contract/order is considered one-time influence factor. In most cases such factors are unpredictable. If factors have their influence during specific period of time (for example, seasonally), they are grouped as a group of temporary factors. These factors are external predictable factors. Most of factors are permanent. Such factors belong to the external and internal predictable factors. Affecting factors may be manageable or unmanageable. Manageable factors are predictable internal factors. Unmanageable factors are factors, which are out of control of BNTU. Mitigation of their negative effect is possible only by means of consideration of influence of such factors in development strategies. Unmanageable factors may have predictable or unpredictable nature but in all cases they are external factors.

21. Control of achievement of planned results. Improvement of achieved results

BNTU reflects development areas in its Development Strategy. BNTU stability and consistent development is provided by realization of measures planned in accordance with Strategic Development Plan, stage-by-stage inspection and analysis of achieved results, and elaboration, realization and control of measures aimed at improvement.

Control, inspection and analysis of BNTU state and fulfillment of strategic and Action Plans in accordance with ISO 9001:2015 Quality Management System are carried out with the participation of BNTU Administration and the heads of structural units. Materials for analysis and drawing up of report are represented by the heads of structural units. Quality Management System is based on the following:

1. Results of analysis of educational process;
2. Results of internal and external audit;
3. Results of analysis of documentation of quality system developed and introduced in BNTU in accordance with ISO 9001:2015 International Standard;
4. Results of elimination of defects identified during internal and external evaluations;
5. Feedback with customers;
6. Operation of processes and compliance of services;
7. Changes that may affect Quality Management System;
8. Improvement recommendations.



BNTU applies effective tool of continuous improvement – so called “Continuous improvement cycle” (PDCA). In the context of making of managerial decisions, annual analysis of activity, so called SWOT-Analysis is one of the effective mechanisms, which describes strengths and weaknesses, opportunities and threats of BNTU taking into consideration of impact of external factors.

VI. Strategic Development Plan. Development strategic programs (2018-2025)

1. Strategic Plan

Strategic Development Plan is a combination of interrelated activities aimed at fulfillment of mission, corporate strategy (hereinafter referred to as - Strategy), prime objectives. Strategic goals of BNTU represent the system of long-term tasks combined by means of cause-and-effect relationships, and determine strategy realization benchmarks. During strategic planning, strategic goal is decomposed (i.e. main goal is divided into sub-goals), implementation mechanisms and criteria (indicators) and prospects (expected outcomes) are determined. Development strategic programs are determined as well..

2. Strategic Development Plan stages

Strategic Development Plan (2019-2025) includes 3 stages: First two stages are realized on the basis of 3-year Action Plans (2019-2021; 2022-2024). On the basis of analysis of results, set goals will be corrected if required, more effective ways of their fulfillment/achievement will be selected and/or other relevant indicator will be used. As well as, when required, human and material and/or financial resources will be revised. III stage (2025) implies completion of activities, which due to external reason were not completed during previous two stages, 2019-2024, summarizing of results and their analysis, elaboration of strategy and strategic plan for next period.

3. Development strategic programs and concepts

Development Strategy is realized on the basis of development programs and development concepts.

1. Development program includes brief description of goals, objectives, expected outcomes and represents the combination of interrelated aspects, by means of which one or more strategic tasks are realized. Development programs:

- Support of continuing education and life-long learning principles;
- Educational activity;
- International relations and cooperation;
- research activity;
- Education quality assurance;
- Social and teaching activity;
- Information and communication provision of BNTU activity ;
- Material and technical resources and infrastructure;
- Involvement in region’s life and social activity. PR.

2. Development concept is a complex document, which is elaborated in cases when it was necessary to describe particular area of BNTU activity in details. Development concepts:

- Staff Management System Development Concept (2019-2025);
- Education Quality Management Concept (2019-2025);
- Faculty Development Concept (2019-2025);
- Department Development Concept (2019-2025);
- Vocational Education Department Development Concept (2019-2025);
- Common Information Area Development Concept (2019-2025).

3. These concepts partially include aspects considered under development plans and represent integral part of Development Strategy (2019-2025). Development plans and concepts complement each other and create unified system of development.

4. Measures and periods of implementation of development programs and concepts are indicated in action plan.

4. Development programs

1. Support of continuing education and life-long learning principles

Goal. Concentration of BNTU on personal development and enhancement of competencies. Promotion of continuing education and life-long learning concept, formation of motivation of continuous improvement of competencies and sharing of innovations.

Objectives. Support of idea of continuous education, formation of motivation of permanent enhancement of achieved competencies, promotion of intellectual activity of students/ vocational students.

Measures to be taken

- Elaboration of complex measures of involvement of BNTU educands in curriculum-free intellectual, research (for students) and/or practical projects;
- Promotion of principles of Continuing Education and Life Long Learning principles;
- Conduction of conferences, trainings, workshops, master-classes etc. (by BNTU staff and representatives of partner institutions) for BNTU educands, staff and third persons for the purpose of sharing of current achievements in science and practice;
- Popularization of opportunities existing in BNTU (training/retraining and proficiency enhancement, foreign language etc. courses), attracting interest and support of BNTU educands, staff and third parties.

Major benchmarks

- Involvement of BNTU educands, staff and alumni in BNTU short-term programs of additional education, training/retraining, etc. courses, trainings, etc. as well as attracting interest of third parties in these opportunities. Intellectual activities of BNTU educands. BNTU alumni, who continued study at next education level.

Expected outcomes

- Availability of effective mechanisms of support of Continuing Education and Life Long Learning concept in BNTU, understanding of necessity of continuous updating and enhancement of knowledge and skills obtained by educands, motivation and ability of continuation of study and self-development;
- BNTU popularization and awareness.

Provision with resources BNTU human, material and technical, and financial resources; human resources of BNTU partner institutions (in case of involvement of their representatives).

2. Educational activity

Goal. Provision of quality, competitiveness and demand on BNTU educational activity. Popularization of BNTU educational activity. Strengthening of positions of BNTU as higher educational institution in Georgian and international educational space.

Objectives. Compliance with law, international standards. Competitiveness of educational programmes; provision of educational programmes with resources; development and popularization of educational activity.

Measures to be taken

- Compliance with law, international standards. Competitiveness of educational programmes:
 - Periodic inspection of programmes (curriculums and syllabuses);
 - Examination of BNTU programmes by local and foreign experts;
 - Modification of programmes for the purpose of their improvement, consideration of changes made to the legislation, opinions of field expert, customer expectations etc.;
 - Application of modern educational technologies (teaching and learning methods, developmental evaluations of educands, e-technologies of teaching, remote access to the materials to be learnt, online communication and feedback between education course implementer and educands etc.);

Monitoring of educational process quality. Monitoring of educational process quality assurance by structural units implementing or promoting implementation of educational programmes. Examination of opinions of educands and programme implementers, analysis of results, development and application of corresponding mechanisms and carrying out of control of outcomes;

- Assessment of content, implementation peculiarities of educational programmes by field expert, educands, alumni and programme implementers, examination/analysis and consideration of recommendations/opinions;
- Regular audit of quality of educational activity in BNTU, development of the system of monitoring of student's education quality and training level.
- Provision of educational programmes with resources:
 - Inspection of material and technical resources of programmes, and their updating, replenishment, if required;
 - Replenishment of library collection with recent literature, provision of access to e-resources of various libraries. Inspection of availability of library book collection in e-format;
 - Inspection of information and communication technologies and software, development of resources;
 - Provision of possibilities for usage of BNTU e-resources by educands in educational process and during independent work hours;
 - Inspection of qualification, communication and teaching skills of programme implementing staff, quality of carrying out of educational process. Support and monitoring of development of professional competencies and proficiency enhancement of academic and invited staff;
 - Full employment of possibilities of educational process management e-system;
 - Funding of programme from the budget.
- Development and popularization of educational activity:
 - Elaboration and implementation of new educational programmes, including foreign-language programmes;
 - Development of mechanisms for attraction of foreign students in BNTU;
 - Sharing of innovations and best practice in the field;
 - Harmonization of programmes of BNTU and partner institutions. Implementation of exchange programs;
 - Involvement of foreign experts in the implementation of BNTU educational programmes;
 - Meetings with potential costumers of BNTU educational service, active involvement of potential employers in the process of formation of alumni competency model, regular inspection of education quality of students and alumni and development of recommendations, for the purpose of promotion of employment of BNTU alumni;
 - Arrangement of events in BNTU for the purpose of popularization of activity.

Expected outcomes

- Compliance of all BNTU programmes with the requirements of Law of Georgia and international standards; compliance of these programmes with the expectations of educational service customers and of industry trends;
- Implementation of modern, currently important educational programmes in BNTU, including foreign-language programmes;
- BNTU educational programmes harmonized with the partner educational institution. Implemented exchange programs. Opportunities of international mobility of students and staff;
- Increase in number of educands, including foreign students;
- BNTU alumni competitiveness in labor and education markets;
- Full and stable implementation of BNTU programmes – implementation of educational programmes by high-qualified staff, including foreign experts. Provision of programmes with modern material, technical, information (information and communication technologies, library e-resources) and financial resources, corresponding to current standards;
- Actualization of employment of information and communication systems and information resources;
- Active involvement of concerned parties in the process of improvement of BNTU educational activity and education quality;
- Usage of effective system of education quality and educational process management;
- Involvement of BNTU into international educational space;
- Strengthening of BNTU potential, competitiveness and demand. Strengthening of BNTU positions in Georgian and international educational space, as a higher educational institution.

Major benchmarks

- Increased number of BNTU educational programmes, including foreign-language and exchange programs;
- Accreditation of all higher educational programmes;
- Confirmation of compliance of programmes with the requirements effective in this field;
- Growth of number of student body in BNTU;
- Implementation of programmes by high-qualified staff;
- Provision of educational programmes with human, material, financial, information resources and sustainability of programmes.

Provision with resources BNTU human, material and technical, financial resources; human resources of BNTU partner institutions (in case of involvement of their representatives in implementation of BNTU educational programmes and of exchange programs) and material resources (in case of exchange programs).

3. International relations and cooperation

Goal. Sharing of best practices and expertise and improvement of educational programmes, support of internship/ work placement of students and academic staff, integration into international scientific, industry and educational space and BNTU popularization.

Objectives. Involvement of partner institutions in BNTU activity. Support of development of academic staff and students; BNTU popularization, integration into international space.

Measures to be taken

- Involvement of partner institutions in BNTU activity. Support of development of academic staff and students:
- Involvement of staff of partner educational institutions in elaboration, improvement, evaluation and implementation of BNTU educational programmes;
- Inspection of BNTU educational programmes by experts of partner institutions;
- Activity of BNTU faculties/vocational education department towards full and effective employment of cooperation with foreign field and educational institution;
- Strengthening of cooperation with partners - field organizations and educational institution regarding study, internship/work placement in partner institutions, and usage of their potential (including access to library collections);
- Examination and analysis of legislation of foreign country applied in the field of education. Harmonization of BNTU educational programmes with the same programmes of partner educational institutions, involvement of partners in the process of modification of these programmes;
- Support of participation of BNTU affiliated staff in international grant programs. Participation of faculties in international projects;
- Invitation of foreign scientists, researchers and experts for the purpose of sharing of the best practice and expertise and innovations in field, research and education field with BNTU staff, and their involvement in implementation of BNTU educational programmes, trainings, etc. Improvement of language proficiency of BNTU staff and students;
- Arrangement of joint projects, workshops, trainings, conferences etc. in BNTU/with the participation of BNTU. Participation of BNTU staff and students in these events;
- BNTU popularization, integration into international space:
- Strengthening of public relations for the purpose of BNTU popularization. Establishment of new partnership relationships. Strengthening of relationships with BNTU alumni – foreign country citizens and Georgian citizens living in foreign countries;
- Strengthening of relationships in international educational, field and scientific areas, participation in workshops and conferences (with the status of co-organizer/organizer), planning and conduction of promotional activities with the participation of partner institutions.

Expected outcomes

- Internship/work placement/etc. of BNTU staff and successful students in partner institutions;
- Employment of potential of partner institutions, including library collections;
- Participation of employees of partner institutions in improvement and implementation of BNTU educational programmes. Sharing of modern trends and best practices, harmonization of programmes, inspection and quality recognition, growth of competitiveness of alumni of these programmes;
- Integration of BNTU academic staff into international educational, field and scientific space, participation in joint programs/projects and publishing of articles in international publications;
- Arrangement of joint events (conferences, workshops) by BNTU /with the participation of BNTU;
- Integration and popularization of BNTU into international educational, field and scientific space.

Major benchmarks

- Joint educational, field and scientific events;
- Internships/work placements in partner institutions;
- Usage of library collections of partner institutions;
- Involvement of partner institutions in BNTU educational activity in any form;
- International scientific, field etc. conferences, workshops, etc., in which BNTU was participated as organizer/co-organizer.

Provision with resources BNTU human, material and technical, and financial resources; human and material resources of BNTU partner institutions (in case of internships/work placement), as well as financial resources (in case of organization of various events).

4. Research activity

Goal. Development of BNTU scientific activities and cooperation in this field, support of realization of research potential of BNTU academic staff and students, arise interest of students in scientific activities. Support and promotion of research activity. Integration of BNTU into research field.

Objectives. Creation of integral space of research activity in BNTU; Integration into research field into international research space.

Measures to be taken

- Creation of integral space of research activity in BNTU:
- Development of system for the evaluation of scientific activities;
- Drawing up of rating of research activity of BNTU faculties;
- Active involvement of students in scientific, research and intellectual activities, application of supporting mechanisms;
- Invitation of researchers, scientists, experts with practical experience and conduction of scientific (including international) conferences and practical workshops for the purpose of raising of interest of students in scientific activities. Arrangement of themed lectures, workshops corresponding to educational programme tracks for students. Arrangement of student's scientific conferences;
- Printing of periodic scientific collections of scientific articles in BNTU;
- Application of promotion mechanisms for students and staff actively involved in research activity;
- Support of publication of results of research activity;
- Determination of priority areas of research activity. Examination of current importance of projects. Creation of modern material and technical resources, corresponding to projects to be implemented and provision of their availability;
- Control over observance of academic integrity standards. Application of anti-plagiarism system (program);
- Drawing up of list of implemented projects, published articles, issued theses, and creation of information base.
- Integration into international scientific space:
- Strengthening of relationships in international scientific space, participation in workshops and conferences (with the status of co-organizer/organizer);
- Support of integration of BNTU academic staff and students into international scientific space, participation in joint programs/projects and publication of articles in international publications.



Expected outcomes

- Involvement of students in high-priority areas of research activity, formation and development of their research skills;
- Improvement of research activities of academic staff;
- Consideration of recent achievements of science and technology and results of innovative studies in BNTU educational activity;
- Formation and continuous development of state-of-the-art infrastructure in BNTU;
- Implementation of joint scientific projects/events with Georgian and foreign educational institutions, scientific organizations and BNTU partners, further development of partnership relationships. Continuation of integration of BNTU in international scientific field.

Major benchmarks

- Academic staff involved in scientific activities;
- Students involved in scientific activities;
- Theses published in peer-reviewed scientific magazine including international publications, issued manuals etc.;
- Participation of BNTU staff and students in local and international scientific conferences, workshops, etc.;
- Application of anti-plagiarism system (program);
- Local and international scientific conferences, workshops, etc. arranged with the participation of BNTU (with the status of co-organizer).

Provision with resources BNTU human, material and technical, and financial resources; human, material, financial resources of BNTU partner institutions (in case of organization of various events).

5. Education quality assurance

Goal. Development of educational process and education quality by means of such system, which provides availability of permanent processes of quality improvement, high-quality education and BNTU educational activity in accordance with the requirements of the Law of Georgia and International Standards.

Objectives. Improvement of effectiveness of education quality management in BNTU, consideration of standards effective in international educational space, implementation of BNTU educational policy and strategy; provision of compliance with standards effective in Georgia and international educational space.

Measures to be taken

- Effectiveness analysis of quality management system, its comparison with ones existing in Georgian and foreign leading higher educational institutions. Reliance on international standards of education quality and application of PDCA principles in activity.
- Provision of compliance with standards effective in Georgia and international educational space:
 - Monitoring of quality of trainings conducted in BNTU. Elaboration, introduction and realization of measures aimed at improvement of education quality and examination of their effectiveness;
 - Evaluation of impact of effectiveness of organization of educational process on the education quality of educands;
 - Examination of opinions of educands and alumni, academic and invited staff, field expert and potential employers by means of questionnaire survey and interviewing;
 - Determination of which aspects, to which order, by whom and according to which criteria have to be evaluated;
 - Detailed planning of work to be done. Elaboration of evaluation criteria taking into account of specificity of educational process and/or the object to be evaluated. Elaboration of evaluation procedures and carrying out of monitoring using pre-determined criteria. Analysis of monitoring and questioning results, identification of causes of defects and development of recommendations for the purpose of their elimination, planning and carrying out of measures for the elimination of existing defects, and then analysis of results. Collection and analysis of information about quality of implementation of educational programmes and carrying out of educational process and elaboration of recommendations.

Expected outcomes

- Compliance with the principles of Bologna process, possibilities for international cooperation and integration into European educational space.
- Compliance of educational programmes and educational process with the requirements and standards. Development of educand-oriented educational space. Quality of educational programmes, alumni competitiveness, possibilities for successful career development;
- Assurance, improvement and development of education quality;

Major benchmarks

- Effectiveness of Education Quality Management System;
- Systematic character and effectiveness of self-evaluations;
- Trainings conducted for BNTU educands and staff.

Provision with resources BNTU human resources.

6. Social and teaching activity

Goal. Support of initiatives and activities, formation and introduction of tolerance and legal culture, promotion of healthy lifestyle, creation of conditions for psychological support, formation of corporate culture, respect of BNTU traditions and motivation for participation in BNTU public activities.

Objectives. Support educand adaptation in BNTU; support of student/vocational student's independent educational, sporting and creative initiatives, public and social activities; development of social support mechanisms; development of social infrastructure; formation of healthy lifestyle culture.

Measures to be taken

- Adaptation of first-year educands:
 - Elaboration and implementation of adaptation program for first-year educands;
 - Explanation to first-year educands their rights and obligations;
 - Planning and implementation of events aimed at formation of stable psychological state in first-year educands training groups, establishment of friendship relationships among educands, support of adaptation to specificity of educational process;
 - Involvement of first-year educands in sporting, cultural, intellectual etc. activities and arrangement of various events with their participation;
 - Library work towards adaptation of first-year educands with educational process;
 - Arrangement of organizational and psychological workshops, trainings etc. for BNTU staff.
- Support of educand's independent educational, sporting and creative initiatives, social and public activities:
 - Arrangement of discussions and thematic meetings on the issues relating to the culture, moral, tolerance, universal values;
 - Arrangement of cultural and creative events, competitions, trivia championships, academic competitions, exhibitions, festivals etc. with the participation of educands and staff;



- Arrangement of meetings and lectures for educands on civil, patriotic, legal, social issues;
- Arrangement of meetings of educands with public representatives, interesting persons (representatives from culture, art, sports fields, scientists, researchers, persons with practical work experience in various fields, alumni, potential employers etc.);
- Visiting historical sites of Georgia, arrangement of tours;
- Support of sporting activities of educands;
- Enhancement of BNTU role regarding knowledge of historical, cultural and scientific heritage of Georgia by educands;
- Involvement of educands in sporting, cultural, creative etc. activities (for example, formation of choral group, dancing group) and arrangement of various events with their participation;
- Recognition of the best BNTU educands, support of motivation of improvement of knowledge and skills and continuation of learning;
- Examination and analysis of problems existing in the organization of educational process and teaching activities by means of discussions, meetings and conferences;
- Involvement of educands in solutions of various tasks (sporting, social etc.);
- Promotion and support of participation of educands in BNTU life:
- Participation of educands in planning and carrying out of social actions and projects – participation in urban beautification and cleaning activities; arrangement of events in orphan asylums, homes for children with disabilities and/or with special needs under the state care; selection of orphan asylums, homes for children with disabilities and/or with special needs under the state care for patronage etc.
- Development of social support mechanisms:
 - Enhancement of effectiveness of social and academic scholarship mechanisms;
 - Student's insurance;
 - Development of flexible tuition fee payment system for socially vulnerable persons, fixing various social allowances for them;
 - Creation of proper conditions for educands with special educational needs and their support;
 - Formation of circle of friends of BNTU;
 - Creation of center for employment and consultation of educands;
 - Enhancement of relationships with corresponding state agencies and private sector for the purpose of educand's career development;
 - Maintenance of relationships with alumni for the purpose of their employment and career development.
- Development of social infrastructure:
 - Development of social infrastructure, improvement and updating of corresponding material and technical resources;
 - Formation of recreation areas, creation of comfortable recreation conditions for educands;
 - Allocation and improvement of place for sporting, cultural and creative activities of educands.
- Formation of healthy lifestyle culture:
 - Realization of healthy lifestyle program;
 - Opening sports groups corresponding to educands interests;
 - Arrangement of sporting competitions and events with the participation of educands;
 - Arrangement of meetings for the purpose of examination of topical problems concerning young people;
 - Conduction of themed talks, meetings with experts (medical professionals, psychologists etc.), arrangement of trainings for the purpose of promotion of healthy lifestyle;

Expected outcomes

- Simplification of adaptation of first-year educands with new team and new requirements;
- Formation of civic position in educands;
- Improvement of physical state of educands, formation and introduction of healthy lifestyle;
- Acculturation of educands, sharing of country's historical, cultural and universal human values by them, accumulation of moral and aesthetic experience;
- Remote access to BNTU library electronic materials;
- Formation of professional competence, personal qualities (leadership, organizational etc.) in educands, which is necessary for their effective professional activity.

Major benchmarks

- Conferences, workshops, trainings and other events (tours, competitions etc.);
- Elaborated and issued methodological materials;
- Participation of educands in development and arrangement of public activities;
- Events, aimed at introduction of healthy lifestyle and prevention of psychological liability of educands.

Provision with resources BNTU human, material and technical, and financial resources.

7. Information and communication provision of BNTU activity

Goal. Improvement of quality of educational, research and managerial activity as a result of application of information and communication technologies.

Objectives. Improvement of BNTU activity; improvement of information and communication resources; improvement of automated management systems; development of educational environment; activation of permanent retraining system of staff in the area of information technologies and modern teaching methods.

Measures to be taken

- Improvement of BNTU activity:
 - Optimization and automation of record-keeping system and activity of all structural units for the purpose of prompt transfer of information between structural units;
 - Development and application of unified e-forms of documents for the purpose of optimization of record-keeping;
 - Improvement of educational process management e-system.
- Improvement of information and communication resources:
 - Provision of unlimited access to information and communication technologies, introduction and elaboration of new forms of e-schedules, exams and registers for the purpose of assurance of quality of independent work of educands, educational process (lectures, exams etc.);
 - Application of modern software in accordance with the specificity of educational programmes and particular educational courses;
 - Equipment of all class-rooms for the purpose of application of multimedia means during educational process, and periodic updating of equipment;
 - Upgrading and enhancement of corporate network to provide staff and educands with unlimited access to information and Internet resources;
 - Updating of computer equipment;



- Provision of access to internet -resources;
- Taking all measures, provided for by strategic development programs and concepts and relating to the usage of BNTU material and technical resources and infrastructure.
- Improvement of automated management systems:
 - Updating hardware and software;
- Analysis and classification of incoming and outgoing information by structural units;
 - Creation of unified database, elaboration and application of regulations of its structure and seeding to avoid omission or duplication of information.
 - Development of educational environment:
 - Updating educational programme-relevant software;
 - Administration of information and communication resources and regulation of their usage;
 - Introduction of remote educational technologies;
 - Increase in effectiveness of application of information and communication technologies in educational process.
 - Introduction of permanent retraining system of staff in the area of information technologies and modern teaching technologies:
 - Organization of systematic retraining of staff for the purpose of application of modern software and technologies.

Expected outcomes

- Upgrading of BNTU activity unified management information and communication infrastructure;
- Provision of application of state-of-the-art information and communication technologies in educational process;
- Improvement of effectiveness and day-to-day management of administrative, educational, managerial and economic processes;
- Improvement of access to information and communication resources and provision of unlimited access to them.

Major benchmarks

- Monitoring results of updating, purchase and usage of software, information and communication technical facilities;
- Monitoring results of equipment of educational process with information and communication facilities, and application of modern technologies and software;
- Monitoring of unlimited access to information and communication technologies and modern software;

Monitoring results of application of information and communication technologies and modern software by structural units;

- Number of employees, who took proficiency enhancement courses of information and communication technologies.

Provision with resources BNTU human, material and technical, and financial resources.

8. Material and technical resources and infrastructure

Goal. Development and improvement of material and technical resources.

Objectives. Maintenance, development and updating of BNTU material and technical resources for the purpose of provision of educational process; Provision of educational process with material and technical resources taking into consideration of specificity of educational programmes; development of infrastructure and creation of convenient and safe environment.

Measures to be taken

- Permanent replenishment and updating of material and technical resources (including, computer equipment, software, library collection) based on educational, scientific, pedagogic, social and cultural development etc. needs;
- Planning and carrying out of measures of repairing and updating of material and technical resources, educational and social infrastructure;
- Major and current repair of buildings and structures;
- Purchase of modern equipment based on specificity and requirements of educational programmes;
- Creation of proper conditions for the promotion of learning, leisure, healthy lifestyle in BNTU, provision of safety and health;
- Taking all measures, provided for by strategic development programs and concepts and relating to the usage of BNTU material and technical resources and infrastructure.

Expected outcomes

- Availability of state-of-the art material and technical resources and infrastructure corresponding to the International Standards;
- Provision of educational programmes with material and technical resources;
- Availability of infrastructure and material and technical resources required for working, studying and researches in BNTU;
- Provision of safety of students and staff in BNTU;
- Equipping and upgrading of training and auxiliary area in accordance with current requirements;
- Creation of the most favorable conditions for carrying out of educational process;
- Improvement of conditions for educands for study and leisure.

Major benchmarks

- Current and major repairs and upgrading of buildings and structures and social infrastructure;
- Availability of material and technical resources corresponding to the specificity of educational programmes and required for research activity;
- Replenishment and refilling of library collection;
- Purchase and updating of computer and other equipment.

Provision with resources. BNTU human, material and technical, and financial resources.

9. Involvement in region's life and social activity. PR

Goal. Realization of BNTU social responsibility in the part of involvement in region's life and social activity, activation of public relations and distribution of diverse and reliable information about BNTU. Enhancement of positive image of BNTU existing in society, reviving interest of society in BNTU.

Objectives. Activation of involvement in region's life and social activity of BNTU; PR. Enhancement of image of BNTU as successful, modern higher educational institution, popularization of BNTU. Formation of successful brand and effective management.

Measures to be taken

- BNTU social activity. Involvement in region's life. Public Relations:
 - Participation in regional programs, projects and events and arrangement of social, cultural, sports and environmental events, which are aimed at development of the region;
 - Arrangement of scientific, intellectual, sports and social events and environmental and charitable actions by BNTU;



- Invitation of students from other educational institutions, secondary school students, community representatives etc. For the purpose of participation in BNTU events;
- Organization and conduction of various sporting competitions, meetings etc. in BNTU, participation of BNTU representatives in the events arranged by other educational institutions;
- PR. Enhancement of image of BNTU as successful, modern higher educational institution, popularization of BNTU. Formation of successful brand and effective management:
 - Arrangement and conduction of PR campaigns and promotion actions aimed at BNTU popularization;
 - Participation in programmes, projects and events, which are aimed at or promote popularization of BNTU and its educational activity;
 - Publishing of digests describing BNTU educational, research etc. activity, publication and distribution of prospects, articles etc.;
 - Arrangement of press-conferences, receptions, formal events etc.;
 - Delivery of information to population via printed media (preparation and distribution of information, advertising etc. materials) and Internet, for the purpose of BNTU popularization;
 - Initiation of increase in number of information publications and footages for the purpose of BNTU popularization;
 - Arrangement and conduction of special events for BNTU popularization oriented to wide public, especially to general educational institutions, analysis and evaluation of outcomes of events. Examination of link and output of events relating to the marketing activity;
 - Development of the image of BNTU as successful, modern higher educational institution. Arrangement of events aimed at the development of BNTU image and its popularization, preparation of various advertisement videos and broadcast in mass media;
 - Creation of flexible system for delivery of information to BNTU educational service customers, employers and other concerned persons, examination and consideration of their opinions for the purpose of enhancement of the brand of BNTU as “successful modern higher educational institution”;
 - Information provision of BNTU official events, preparation of press-releases;
 - Recording and analysis of published and transmitted articles and videos about events conducted by BNTU;
 - Arrangement of events aimed at raising of interest in study in BNTU (such as “First-year student day”, „Open day”, topical workshops, conferences, meetings), analysis of results and planning of next events;
 - Prompt updating of BNTU webpage, placement of current and interesting information for potential customers of its educational products;
 - Issuance of advertising printed and other products with BNTU logo.

Expected outcomes

- Enhancement of image of BNTU, as successful, modern higher educational institution. Image of BNTU as a favorable partner;
- Taking leading positions in region’s public and educational areas, public confidence. Popularity of BNTU and increase in demand on its educational products.

Major benchmarks

- Regional programs, projects and events in which BNTU took part;
- Social, cultural, sporting and environmental events organized by BNTU and aimed at the development of Region;
- Events arranged for the purpose of BNTU popularization.

Provision with resources. BNTU human, material and technical, and financial resources.

VII. Development Strategy (2018-2025) implementation management. Key expected outcomes

1. Key expected outcomes of strategy implementation

- BNTU institutional sustainability, availability of conditions, required for stable development;
- Equal opportunities of education for everyone, maximum support of realization of intellectual potential of a person and development of research, scientific, practical, cognitive, creative skills;
- Programmes corresponding to the requirements of education and labor market, which integrate achievements of research and practice. Provision with state-of-the-art material and technical, high-qualified human and relevant financial resources;
- Complex approaches to the educational, research and managerial activity quality;
- Integration of BNTU into international educational, research and industry field and strong partnering relationships. Compliance of BNTU activity with international standards and international recognition;
- Social confidence in BNTU, positive image and strong business reputation.
- Image of successful modern institution and taking rightful place in educational area

2. Strategy implementation management

1. Achievement of results planned by this document within the period fixed on the basis of action plan points at the implementation of development strategy. Realization of strategy is carried out mainly by internal resources of BNTU, and in some cases – using resources of partner institutions. All BNTU structural units (within the scope of their competence) take part in fulfillment of the strategy and short-term and long-term action plans (hereinafter referred to as - Plan). Activity of structural units is coordinated by the head of structural unit;
2. Implementation monitoring is carried out by Monitoring group (hereinafter referred to as - Group) composed of Head of Administration-Chancellor (leader of the Group), heads of all structural units, persons responsible for the compliance with ISO and IMO Standards. Meeting of Group shall be convened no less than quarterly and examine carried out and current processes. Monitoring of performance indices is carried out during reporting periods according to performance goals. As well as, there are applied so called PDCA – “Continuous improvement cycle” (“Plan-Do-Check-Act”) and SWOT analysis;
3. Head of corresponding structural unit is responsible for fulfillment of developed recommendations. Performance control is carried out by the Head of Administration-Chancellor;
4. The Head of Administration-Chancellor is entitled to personally carry out current performance control of planned measures and fulfillment of the plan, determine management and monitoring forms and methods of this process, form task group and/or alternative monitoring groups for the purpose of control. The Head of Administration-Chancellor is responsible for the creation of conditions required for the fulfillment of plan, step-by-step fulfillment of plan and final outcomes.
5. Head of structural unit and the Head of Administration-Chancellor may be the initiators of changes to the action plan. Changes shall be examined and approved by the Representative Board. Corrections may be made if:
 - changes are caused by the changes made to the Law of Georgia;
 - changes are caused by external circumstances, with corresponding justification and description of such changes;
 - changes are caused by changes of BNTU strategic priorities due to external circumstances;



6. Annual results of fulfillment of strategy and plan shall be stated in annual summarizing report, which is examined and approved by the Representative Board upon recommendation of the Head of Administration-Chancellor. Calendar year coincides with the reporting year;
7. Results of fulfillment of strategy and plan will be stated in summarizing report of 2019-2024, which is examined and approved by the Representative Board upon recommendation of the Head of Administration-Chancellor, and thereafter the Representative Board shall form task group, which shall evaluate results, consider current situation of 2025 year, and elaborate development strategy and action plan of next period before the end of 2025 for the purpose of provision of continuity of BNTU activity.

3. Final provisions

1. This document is approved by BNTU Representative Board. This document shall enter into force from January 01, 2019; BNTU structural units shall plan their annual activity in accordance with this document;
2. BNTU staff and educands shall be obliged to be acquainted with this document, and BNTU Administration shall be obliged to make available this document for acquaintance at any time;
3. Annexes of this document shall be its integral part;
4. Modifications and additions to this document shall be made in accordance with the resolution of the Representative Board;
5. Invalidation of any article/provision of this document shall not invalidate remaining articles/provisions;
6. All the issues not covered by this document shall be governed in accordance with the Law of Georgia;
7. This document shall be null and void after approval of new document.