BAU International University Batumi LLC
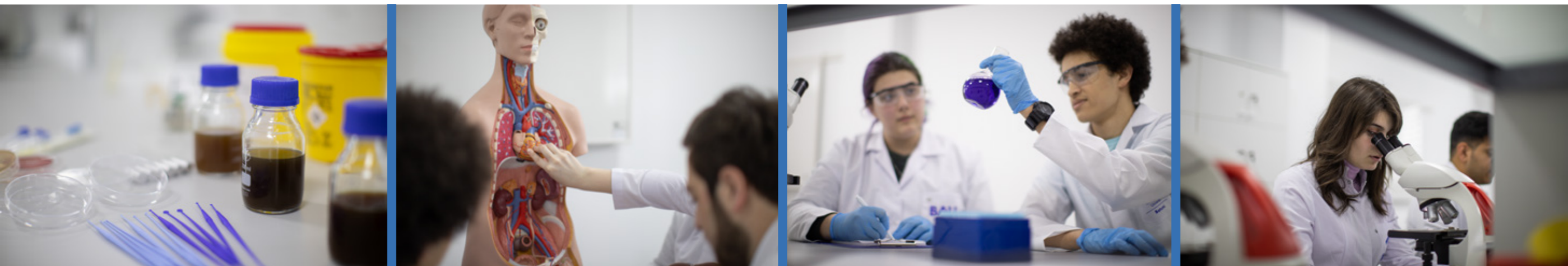
STRATEGIC PLAN OF DEVELOPMENT
2018-2024

UPDATED 2020

Content

Rector's message

It is my pleasure to welcome you to BAU International University Batumi.

BAU International University Batumi is a relatively new and vibrant higher educational institution in Georgia, which strives for highest standards of academic excellence. We are registered and operate in Georgia, but the same time we are a part of BAU Global with the head campus in Istanbul, Turkey and 8 other locations across three continents.

BAU International University Batumi runs a MD degree-leading English-instructed program. The majority of our medical students are international and come from many different countries of our region and beyond.

Our Faculty of Medicine operates in conjunction with a modern high-tech teaching hospital. Our faculty members come with diverse educational and professional backgrounds from different parts of the World. We offer to our students the enabling environment for effective learning and continuous self-development where they master not only basic and clinical sciences, but acquire global vision for human development, respect for universal rights, and ability to successfully function in multicultural settings.

It is our strong belief that a true medical doctor can only be raised by combining clinical excellence and deep respect for human life through its biological, social and cultural dimensions. We build medical and healthcare competences of our students by applying diverse teaching and learning aids, such as modern labs, patient simulation devices, hands-on clinical exposures and contemporary public health intervention methodologies. It is our ambition that our graduates can fit the licensure requirements in different advanced healthcare systems. Therefore, we offer to USMLE (United State Medical Licensing Examination) preparation courses as an elective option.

And lastly, our students and faculty enjoy multiple options of social life and leisure opportunities in a beautiful city of Batumi at the Black Sea coast

Demet Akın
Rector, Associate Professor

Preamble

BAU International University, Batumi is a newly established teaching university in Georgia, where the three fold mission of education and research is successfully carried out by highly trained academic personnel, latest technologies, laboratories and classrooms.

American model educational program meets international standards and is carried out by foreign as well as Georgian professors invited from different educational institutions.

BAU International University, Batumi is a university within the BAU Global Network, which is comprised of 5 Universities, 5 Branch Campuses and 3 language schools spread in 7 countries over 3 continents. This gives an excellent opportunity to our students to enrich their knowledge and experience in leading medical and educational establishments on a global scale

University is authorized and accredited by the National Center of Education Quality Enhancement of Georgia, state accreditation agency, registered in The European Quality Assurance Register for Higher Education and awarded recognition status by the World Federation of Medical Education which makes accreditation of our program recognizable worldwide.

Mission

Mission

The mission of a teaching university BAU International University, Batumi, is to support and implement the values of World Federation of Medical Education promoting the highest scientific and ethical standards in medical education, initiate new learning methods, new instructional tools, and innovative management to continuously develop modern educational approaches in academia, in a strive improve the health of many peoples by training medical professionals, who aspire to demand excellence in studying with didactic use of international academic experiences, and careers' options to become highly qualified professionals, possessing globally applicable and transferable skills, scientific outlook, high moral standards, possession of innovative technologies and liberal values.

Vision

BAU International University, Batumi, promotes a global vision through establishing multicultural teaching and research environment, based on the principles of excellence and continuous enhancement of the quality of teaching, research and clinical practice.

University acts as the active member of the global network, participating in global transfer of knowledge supporting implementation of joint educational programs and scientific, research projects, integration of faculty and students into the global educational and scientific arena and providing global career opportunities for graduates.

Values

Our approach to education and science transcends political and cultural boundaries and which advocates the utmost respect for human dignity, universal human rights and freedoms for all regardless of gender, race, color, creed or religion.

The university's primal goal is to provide students with high quality education and broad world view, emphasizing scientific foundations, humanism, the social context of disease and discovery which is and will be the basis for world peace, welfare and the happiness of mankind.

Core values of BAU International University, Batumi are:

- Service to our community, through public health programs, medical care, and health education;

- Strive for excellence through ongoing professional and personal improvement;

- Support for democratic ideals, the supremacy of law, human rights and freedom;

- Strict adherence to universally acknowledged ethical guidelines and principles;

- Utmost respect for the environment and responsible usage of the world resources;

- Uncompromised dedication towards creation, implementation and dissemination of knowledge;

- Obligations of collaboration with highly qualified academic and administrative staff whose qualification is congruent with the university vision and mission;

- Formation of favorable attitude towards the international community of students and respect towards cultural and religious diversity;

- Combining theoretical education with hands-on experience through developing practical skills;

- Close cooperation with private sector, government and non-government organizations.

Institutional Strengths

1. Favorable geographical location;

2. Stable financial support from partners;

3. Educational program corresponding to labor market demands;

4. Well-developed infrastructure and facilities, laboratories, Anatomy Theater, clinical skills centers;

5. Multinational administrative and academic staff;

6. Multinational students;

7. Stable increase in number of students.

8. Participation in international research and educational projects;

9. Wide range of clinical bases.

Areas for improvement

1. Increasing the level of awareness of the institution;

2. Broadening the range of educational programs and Introducing vocational and master's areas of study;

3. Intensifying cooperation with donor organizations and international partners;

4. Increasing number and range of scientific-research activities;

5. Strengthening internationalization;

6. Increase in number of students, introducing actions to attract more Georgian students;

7. Co-creation of educational programs with foreign and local universities;

8. Further enhancement of skills and qualification of administrative and academic staff;

9. Development of recreational and housing Infrastructure;

10. Increasing the levels of students' satisfaction.

Strategic Directions:

Development of education process;
Organizational development;
Development of infrastructure

Strategic Direction 1: Development of Education Process

Development of university education is one of the most important directions of strategic development plan of BAU International University, Batumi that on its own includes development of educational programs, scientific research, quality assurance system and internationalization.

In regards to educational program development, introduction of new vocational and master's programs should be noted. This will ensure preparation of qualified and competitive professionals able to respond to challenges of labor market.

Scientific- research direction is paid considerable attention in the strategic plan. The university is to promote integration of research and hands-on experience in theoretical teaching process that will equip students with necessary skills required by a modern-day labor market.

Monitoring of quality on constant basis is required for sound and proper development of educational programs and scientific research direction. However, this cannot be done without an effective quality assurance system. Therefore, strengthening a quality assurance function, streamlining the tools for evaluation and monitoring are main priorities of the university.

Similar policies and systems will favor attraction of highly competent academic and administrative staff which on its own is the indicator of sustainable and competitive programs. The aim of the strategic direction of education development is to facilitate the realization of students' aspirations beyond educational programs through organizing a wide range of extra curriculum activities that is to help students to develop leadership and other useful skills resulting in their successful employment and future career advancement

Goals	How to achieve the goal?
Development of educational process	Optimizing existing programs bringing higher education in full compliance with new local and global healthcare demands Obtaining international accreditation for the existing program Preparing new higher education programs Preparing vocational and certificate programs Setting up summer and winter schools; Implementing distance learning courses; Co-creating joint educational programs with other universities functioning in Georgia Co-creating joint educational programs with foreign universities
Promoting scientific research	Working out scientific-research strategy; Implementing ongoing system for funding research projects Ensuring integration of the research in education process; Stimulating research activities; Broadening scientific-research collaboration with affiliated clinics, partner universities and research centers; Co-organizing joint scientific conferences; Implementing anti-plagiarism system.
Development of quality assurance system	Identifying gaps in quality assurance system; Working out respective recommendations and tools for addressing those gaps; Creating a comprehensive quality management gu idebook; Working out tools for monitoring students' academic progress; Designing tools for evaluating educational programs Implementing regular actions strengthening a quality assurance function Encouraging establishment of quality culture
Encouraging the process of internationalization	Identifying gaps in quality assurance system; Working out respective recommendations and tools for addressing those gaps; Creating a comprehensive quality management gu idebook; Working out tools for monitoring students' academic progress; Encouraging improvement of competences necessary for academic staff internationalization.

Result of the Strategic Direction: Locally and globally competitive and research oriented educational programs that will prepare highly qualified professionals satisfying educational requirements.

Strategic Direction 2: Organizational Development

Organizational effectiveness requires internal organizational planning that involves structural development planning of the university. After structural development is planned and elaborated documents normalizing internal regulations and activities of different departments will be updated, job descriptions will be worked out etc. observing the updated structure. From the organizational development perspective, the university aims at working out and updating legal acts regulating administrative activities, including the university charter.

Implementing the system for developing and improving skills and qualification of the university academic and administrative staff as well as introducing reward system is a pivotal strategic direction.

BAU International University, Batumi is to contribute to society development and knowledge dissemination in order to enhance the role of the university.

For that purpose, it is important to plan and carry out social and environmental projects, trainings, conferences, workshops and so on. Moreover, it is important to strengthen partnership with different institutions on local as well as international level. Strengthening the role of the university can be achieved through sustaining financial stability that on its own requires rigorous financial planning. Therefore the university has to develop financial strategy that will streamline financial management of the university and will enable to make short and long term financial forecasts that will eventually lead to financial stability

Goals	How to achieve the goal?
Development of student-oriented environment	Further development and streamlining student services; Working out and development of the strategy for career advice service; Working out and development of the strategy for a life-long learning center Establishment of pre university preparation center Development of a diverse range of academic, social, cultural and sport activities for students; Financial support for students' union; Encouraging students' participation in foreign exchange programs; Enhancement of the cooperation with stakeholders
Development of employee-oriented corporate culture	Supporting improvement of qualification and skills for academic and administrative staff; Encouraging participation of the university staff in exchange programs for receiving and sharing experience; Working out and implementing staff assessment and satisfaction research tools;
Procedural development of the university	Revision of the structural units of the institution Development of departments' activities, updating regulating documents; Updating/working out job descriptions, Establishing system for monitoring effectiveness of staff
Increasing the university brand awareness and strengthening its social role	Developing partnerships on local and international level Getting the recognition for the university in foreign target countries; Implementation of CSR policy Organizing conferences, trainings and workshops.
Increasing the university brand awareness and strengthening its social role	Working out financial strategy Continual assessment of financial stability Working out short and long term financial forecasts;

Result of the Strategic Direction:
Reputation of the university with high standards on regional, national and international level.

Strategic Direction 3: Development of Infrastructure

The infrastructure of BAU International University, Batumi fully meets international standards creating comfortable environment for receiving quality education. However, the university aims at completely satisfying modern-day requirements that creates the necessity to further develop the university infrastructure, facilities and campus. From that perspective, development of scientific- research laboratories should be noted that will enable students and academic staff to conduct outstanding research activities.

Development of the university library is also an important strategic direction that aims at enriching the library resources with digital as well as print publications, enlarging the library reading rooms and introducing new international standards (RDA and MARC21) for cataloging books. From the campus development perspective, construction of the university dormitory should be noted. In addition, setting up recreational zones as well as cultural spaces is necessary for diversifying student life.

Goals	How to achieve the goal?
Development of university infrastructure and facilities	Development of scientific/research laboratories; Developing skills and exam center; Enriching the library resources with digital as well as print publications on regular basis; Introducing new international standards (RDA and MARC21) for cataloging books Enlarging the library reading rooms Joining local and international network of libraries Gaining access to online scientific database
Development of the campus	Building a student dormitory Setting up recreational zones and cultural spaces Making the university infrastructure more accessible for people with disabilities

Result of the Strategic Direction: the infrastructure responding to the needs of learning and teaching process, research and student life.

Methodology for strategic planning

With a purpose of creating the development strategy for BAU International University Batumi, a dedicated working group has been convened upon the rector's order that is led by the rector. The working group members are: the head of the administration, the head of the educational unit, as well as the heads of other structural units of the university, interested students and employers.

On the initial stage of the development of the strategic plan, a working group conducted a situational analysis of the university (SWOT analysis) determining the advantages/strong sides as well as development opportunities of the university.
Based on the SWOT analysis each structural unit of the university works out a development strategy of their respective departments that is presented to the working group. Based on the strategic plans presented by the structural units the main strategic directions of the university, congruent goals and objectives are identified.

Goals and objectives shall be derived from the mission of the university and the announced vision of the organizational development adhering to the declared values.
Each strategic goal combines a set of goals necessary for achieving it that considering their characteristics can be sub grouped.

When formulating the goals performance indicators (quantitative and/or qualitative), as well as organizational and external resources necessary for achieving those goals (human, material and financial) are indicated.

A working group develops and audits the objectives and goals in accordance with SMART criteria, i.e. the goals in the strategic plan are verified to be specific, measurable, achievable, relevant and time bound.

A draft of the plan was sent to the students' union, representatives of the academic and invited personnel and an employer for assessment. The assessment results are to be taken into consideration when developing the final version of the strategic plan and a 3-year action plan.
The timeframe for fulfilling each goal has been defined in calendar years. The fulfilment timeframe can be determined in phases of implementation and execution considering the peculiarities of each goal. On the phase of implementation corresponding goals are developed and initially implemented at the teaching university while in the execution phase the performance indicators of each goal are sustained considering respective indicators/benchmarks.
The final versions of the strategic and action plans are presented to the academic council for approval.

The monitoring of fulfilment of the strategic and action plans

In order to monitor the fulfilment of the strategic and action plans BAU International University Batumi employs a reporting method.

At the beginning of each semester, the structural units within the administration as well as the educational unit develop semester action plans fulfilment of which is reported at the end of each semester. A report for a semester action plan has to include the goals to be achieved by the strategic and 3-year action plans, as well as operative goals that are planned to be fulfilled over each specific semester.

The semester action plan for the educational unit (the faculty) is developed with involvement of the academic personnel who presents a semester report to the head of the educational unit-the dean. The dean is accountable before the rector. The structural units within the administration present semester action plan and the report about the fulfilment of the action plan to the head of the administration who is accountable before the rector. The head of the administration and the educational unit monitor the fulfilment of the strategic and action plans on semester basis while the rector monitors the fulfilment of the plans through annual reports presented by the heads of the mentioned units. The annual report shall take into consideration the congruence between the goals of the strategic plan and the indicators and/or benchmarks defined by the plan. In case any indicator is not fulfilled a justified explanation about the change of the indicator, modification of the goal of the strategic plan and/or postponing its fulfilment deadline or the necessity for taking any other actions shall be indicated.

In case of discrepancy between the monitoring of the fulfilment of the strategic plan and the set goals the rector makes a decision to convene a strategic plan monitoring group through an individual legal act which in case of necessity will realize amendments in strategic and/or action plan based on consultations and recommendations. Following the amendments the strategic goals can be specified/corrected or the fulfilment deadline might change.
Goals, sub goals and objectives can be added to the strategic plans in accordance with the methodology of strategic planning.

A working group of monitoring strategic plan is convened by the rector's individual legal act on the third year of the strategic plan execution. The heads of all structural and managing units of the university, as well as representatives of the students' union and partner organizations of the university should be included in the monitoring group. Apart from that independent experts can be invited to join the monitoring group.

The group evaluates the fulfilment process of the strategic plan and in case of necessity based on consultations and recommendations makes decisions about adding a strategic goal or excluding an existing goal from the plan if this goal is no more relevant or it is impossible to achieve it.

Any amendments in the strategic plan are finally approved by the academic council.

Strategic plan of BAU International University, Batumi 2018 - 2024

| Goals | Indicator(s) | | Recourses | | | | |
| | | | Material | | Human | | Financial |
	Qualitative	Quantitative	Inner	Outer	Inner	Outer	Budget
Development of educational process							
Optimizing existing programs bringing higher education in full compliance with new local and global healthcare demands	Program is corresponding to new field characteristics	program is fully complied with all program related accreditation standards		OSCE equipment, Cadavers, PBL equipment	Faculty of Medicine, QA service	External peers	100,000
Obtaining international accreditation for the existing program	WFME accreditation received			Accreditation fee	Faculty of Medicine, QA service	External peers	12,000
Preparing new higher education programs	One cycle program of Dentistry and graduate program of physical therapy accredited		Teaching rooms, laboratories, library equipment	Dentistry equipment-phantom's, physical therapy equipment	Faculty of Medicine, QA service	External faculty, External peers	250,000
Preparing vocational and certificate programs	Vocational and certificate programs in Nursing, First and emergency aid, Medical laboratory technics, Medical documentation and secretarial, Anesthesia-dialysis Senior care implemented		Teaching rooms, laboratories, library equipment	Program equipment	Faculty of Medicine, QA service	External teachers	50,000
Setting up summer and winter schools	Summer and winter schools' programs on physiotherapy stem cell therapy developed	2 schools conducted annually	Teaching rooms and laboratories' equipment	Handout materials for participants	Faculty, Administration	Trainers	24,000
Implementing distance learning courses		Distant learning courses implemented for all theoretical subjects	Teaching rooms and computer equipment	Video conferencing software	Faculty	IT Trainers	10,000
Co-creating joint educational programs with other universities functioning in Georgia	Joint program is approved by institutions	Joint course programs with 3 HEIs in Georgia			Faculty of Medicine, QA service		
Co-creating joint educational programs with foreign universities	Joint program is accredited and approved by NCEQE	Joint course programs with 2 foreign HEIs			Faculty of Medicine, QA service	External peers	
Promoting Scientific Research							
Working out scientific-research strategy;	Scientific research strategy approved		lab and library resources		Rector, Dean(s) QA service	members of peer board	
Implementing ongoing system for funding research projects	Research funding policy implemented	Number of financed research projects rises annually	lab and library resources	grant financed research equipment	Academic council	Expert board	280,000
Ensuring integration of the research in education process;		20 ECTS Credits dedicated to research; 10% of the students participate in extracurricular research annually	lab and library resources	external resources for research	Head(s) of program		

Activity	Indicator	Target			Responsible	Partners	Budget
Stimulating research activities;	Research load for faculty defined	No decrease in the research load of the faculty			Human resource service, QA Service		
Broadening scientific-research collaboration with affiliated clinics, partner universities and research centers;		Number of research collaborations rises annually	lab and library resources	Partners' research resources	Dean(s); Faculty	external researchers	
Co-organizing joint scientific conferences;	Conference is peer reviewed by BAU and foreign institutions' faculty	1 annual joint scientific conference	Conference space	Conference space and participant handouts	Rector, Dean(s) Int. relations service, faculty	Coordinators from partner institutions	**350,000**
Implementing anti plagiarism system.	Anti-plagiarism policy implemented	100% of students and faculty papers subject to authenticity check		Anti-plagiarism software	Dean(s); Faculty		**126,000**

Development of quality assurance system

Activity	Indicator	Target			Responsible	Partners	Budget
Identifying gaps in quality assurance system;	Needs assessment complete	Quality assurance analysis conducted annually			QA service, faculty	External peers	
Working out respective recommendations and tools for addressing those gaps;	Recommendation plan prepared	75% of recommendations fulfilled within a year after implementation			QA service,	External consultants	
Creating a comprehensive quality management guidebook;	Guidebook prepared	100% of faculty acknowledged to the guidebook			QA service,	External reviewers	
Working out tools for monitoring students' academic progress;	Toolkits for monitoring students' academic progress developed	academic progress monitored for all student population per semester			QA service, Dean(s)		
Designing tools for evaluating educational programs	Toolkit for evaluation of educational programs developed	All programs evaluated duly		Software	QA service		
Implementing regular actions strengthening a quality assurance function	Toolkit for evaluation of students' and faculty satisfaction developed	Study courses and faculty evaluated per semester, Institutional resources evaluated annually,			QA service,	External consultants	
Encouraging establishment of quality culture	Training modules	20 % of existing staff and 100 % of new staff trained annually	Training space		QA service	Trainers	

Encouraging the process of internationalization

Activity	Indicator	Target			Responsible	Partners	Budget
Encouraging staff participation in international mobility programs;	Policy for encouraging international mobility developed	1 academic staff participates in international mobility program annually			Dean(s) of faculty, International marketing and support service	Exchange programs' coordinators	
Encouraging student participation in international mobility programs;	Policy for encouraging international mobility developed	1 students participates in international mobility program annually			Dean(s) of faculty, International marketing and support service	Exchange programs' coordinators	
Encouraging involvement in international research;	Policy for encouraging international research developed	1 ongoing research project in academic year			Dean(s) of faculty,	Research coordinators	
Ensuring attraction, retention, assessment and development of foreign academic and science staff	Tools for attraction and assessment of foreign staff developed	retention rate for foreign staff stays above 100%			Dean(s) of faculty, International marketing and support service, HR		
Encouraging improvement of competences necessary for academic staff internationalization.	Needs assessment conducted	10% of staff participate in training and skill development programs annually	Training space		Deans of faculty, QA service	Trainers	

Goals	Indicator(s)		Recourses				
			Material		Human		Financial
	Qualitative	Quantitative	Inner	Outer	Inner	Outer	Budget
Development of student-oriented environment							
Further development and streamlining student services;	Student service package developed				Student service dept.		
Working out and development of the strategy for career advice service;	Career advice service strategy developed	10% of student population address career advice service annually	Office space		Administration	Career center staff	
Working out and development of the strategy for a life-long learning center	strategy for a life-long learning center established	Number of LLL Trainings increase every year	Office space; Site			Training center coordinator(s)	**50,000**
Establishment of pre university preparation center	Pre University preparation center established	15 perspective students apply to preparation center annually	Office space; Site		Teachers and faculty	Preparation center coordinator(s)	**100,000**
Development of a diverse range of academic, social, cultural and sport activities for students		25% of students engaged in the activities annually			Marketing and student support service	Student volunteers	**70,000**
Financial support for students' union;	Financial support policy for students union established	Financial support is not growing in 10% every subsequent year			Administration		**90,000**
Encouraging students' participation in foreign exchange programs;		At least 2 students participate in foreign exchange programs every year			Marketing and student support service; Faculty		
Enhancement of the cooperation with stakeholders	Stakeholder activity covers educational, science and QA sectors	At least 10 active stakeholders in cooperation			Dean(s), QA department,		
Development of employee-oriented corporate culture							
Supporting improvement of qualification and skills for academic and administrative staff;	Professional development plan implemented	10 % of administration and 5 % of academic staff participate in qualification and skills development annually	Training space	Training space	Dean(s) of faculty, Head of Administration, QA service	Trainers	**350,000**
Encouraging participation of the university staff in exchange programs for receiving and sharing experience;	Financial support plan for experience-sharing programs implemented	1 administrative staff and 2 academics participate in exchange programs annually			Dean(s) of faculty, Head of Administration, International relations	Exchange programs' coordinators	
Working out and implementing staff assessment and satisfaction research tools;	Staff assessment toolkit developed	75% of staff assessed annually		Software	QA service, Administration		

Procedural development of the university

Activity					Responsible	Partners	Budget
Revision of the structural units of the institution	New organizational structure developed				Rector, Head of administration, Dean(s) of faculty, Head of legal department		
Development of departments' activities, updating regulating documents;	Departmental activities reflect new structure				Rector, Head of administration, Head of legal department		
Updating/working out job descriptions,					Administration, Legal department		
Establishing system for monitoring effectiveness of staff	Monitoring system developed	job descriptions developed for 100% of administrative and academic staff			Head of administration, QA service		
Updating other legal documents regulating administrative activates at the university.					Legal department		

Procedural development of the university

Activity					Responsible	Partners	Budget
Developing partnerships on local and international level	Marketing plan developed	Number of partnership increases annually					
Getting the recognition for the university in foreign target countries;	recognition in countries of India, Jordan, Saudi Arabia, Bahrain, UAE			Recognition fees	Rector, International relations dept.		30,000
Implementation of CSR policy	CSR Policy Developed	one social project is held semi-annually		Goods for social projects' necessities	Rector, Head of administration	Sponsors, stakeholders	40,000
Organizing conferences, trainings and workshops.		3 conferences, training or workshop organized in a semester	Conference and training spaces	Handout materials	Rector, Dean(s)	Invited speakers and trainers	100,000

Streamlining financial planning

Activity					Responsible	Partners	Budget
Working out financial strategy	Document of financial policy is developed				Rector, Head of Administration, Financial Department	External Peers	
Continual assessment of financial stability		financial reporting and audit is performed annually	Financial Software		Rector, Head of Administration, Financial Department	External Peers	6,000
Working out short and long term financial forecasts;		Financial projections document is developed and updated annually	Financial Software		Financial Department, Head of Administration		

| Goals | Indicator(s) | | Recourses | | | | |
| | | | Material | | Human | | Financial |
	Qualitative	Quantitative	Inner	Outer	Inner	Outer	Budget
Development of university infrastructure and facilities							
Development of scientific/research laboratories;	laboratories equipped with resemblance to modern lab standards and GMP rules	Laboratories'' capacity exceeds maximal necessity of student numbers	Laboratory areas	Laboratory equipment Laboratory materials, reagents	Lab personnel: Director of Research Center- Research Committee- Clinical ethical Committee-Researchers: Academics, students and Lab technicians	Collaborations: Rio University, Brazil- Perugia University, Italy - Istanbul Bilim University, Turkey-Bonn University, Germany	
Developing Skills Center and Exam Center;		Capacity of skills and exam centers equal to methodological percentage from number of students	Exam center areas	Computers	exam center personnel		
Enriching the library resources with digital as well as print publications on regular basis;	New edition of books purchased annually, digital publications updated		Library area	Textbooks and publications	Librarians		**300,000**
Introducing new international standards (RDA and MARC21) for cataloging books	Library management system using barcode scanner developed		Library area	Equipment for library management system	Librarians, Material-technical department	Trainers	**60,000**
Enlarging the library reading rooms		Library reading room capacity enough for 25% of student population		additional equipment for reading rooms	Material-technical department, Librarians	Development company	**30,000**
Joining local and international network of libraries	subscribed to the international library network IFLA and American Library association				Librarians		**21,000**
Gaining access to online scientific database		subscribed to the 6 international online scientific database	Library computer system	Subscriptions	Librarians		**20,000**
Development of university infrastructure and facilities							
Building a student dormitory	Dormitory project implemented	Dormitory houses 100 students	Campus area	Building permission. Construction service	Administration	Development company	**500,000**
Setting up recreational zones and cultural spaces	Recreational zones project implemented		Campus area	Building permission. Construction service	Administration	Development company	**100,000**
Making the university infrastructure more accessible for people with disabilities		100% of study facilities are accessible	university building	accessibility equipment	Administration	Development company	**70,000**

Strategic Plan Implementation Timeframe 2018-2024

Goals	Timeframe						
Development of educational process	2018	2019	2020	2021	2022	2023	2024
Optimizing existing programs bringing higher education in full compliance with new local and global healthcare demands	**Implementation**		**2020**	**2021**	**2022**	**2023**	**2024**
Obtaining international accreditation for the existing program	**2018**	**2019**	**Implementation phase**		**2022**	**2023**	**2024**
Preparing new higher education programs	**2018**	**2019**	**2020**	**Implementation phase**			
Preparing vocational and certificate programs	**2018**	**2019**	**2020**	**Implementation phase**			
Setting up summer and winter schools	**2018**	**2019**	**Implementation phase**		**Execution phase**		
Implementing distance learning courses	**2018**	**2019**	**Implementation phase**				
Co-creating joint educational programs with other universities functioning in Georgia	**2018**	**2019**	**2020**	**Implementation phase**			
Co-creating joint educational programs with foreign universities	**2018**	**2019**	**2020**	**Implementation phase**			
Promoting Scientific Research	2018	2019	2020	2021	2022	2023	2024
Working out scientific-research strategy;	**2018**	**Implementation phase**		**2021**	**2022**	**2023**	**2024**
Implementing ongoing system for funding research projects	**2018**	**Implementation phase**		**Execution phase**			
Ensuring integration of the research in education process;	**Implementation phase**			**Execution phase**			
Stimulating research activities;	**Implementation phase**		**Execution phase**				
Broadening scientific-research collaboration with affiliated clinics, partner universities and research centers;	**2018**	**Implementation phase**					
Co-organizing joint scientific conferences;	**Implementation phase**		**Execution phase**				
Implementing anti plagiarism system.	**2018**	**Implementation phase**		**Execution phase**			
Development of educational process	2018	2019	2020	2021	2022	2023	2024
Encouraging staff participation in international mobility programs	**Implem.**	**Execution phase**					
Encouraging student participation in international mobility programs	**Implem.**	**Execution phase**					
Encouraging involvement in international research;	**Implem.**	**Execution phase**					
Ensuring attraction, retention, assessment and development of foreign academic and science staff	**Implementation phase**		**Execution phase**				
Encouraging improvement of competences necessary for academic staff internationalization.	**Implementation phase**		**Execution phase**				

Development of quality assurance system	2018	2019	2020	2021	2022	2023	2024
Identifying gaps in quality assurance system;	Implementation phase						
Working out respective recommendations and tools for addressing those gaps;	Implementation phase						
Creating a comprehensive quality management guidebook;	Implementation phase		2020	2021	2022	2023	2024
Working out tools for monitoring students' academic progress;	Implementation phase		Execution phase				
Designing tools for evaluating educational programs	Implementation phase		2020				
Implementing regular actions strengthening a quality assurance function		Implementation		Execution phase			
Encouraging establishment of quality culture			Implementation phase		Execution phase		

Goals	Timeframe						
Development of student-oriented environment	2018	2019	2020	2021	2022	2023	2024
Further development and streamlining student services	Implementation phase		2020	2021	2022	2023	2024
Working out and development of the strategy for career advice service	2018	2019	2020	Implementation phase		Execution phase	
Working out and development of the strategy for a life-long learning center	2018	2019	2020	Implem.	Execution phase		
Establishment of pre university preparation center	2018	2019	2020	Implementation phase		2023	2024
Development of a diverse range of academic, social, cultural and sport activities for students	Implementation phase		Execution phase				
Financial support for students' union	2018	Implem.	Execution phase				
Encouraging students' participation in foreign exchange programs	Implem.	Execution phase					
Enhancement of the cooperation with stakeholders	2018	Implementation phase					
Development of employee-oriented corporate culture	2018	2019	2020	2021	2022	2023	2024
Supporting improvement of qualification and skills for academic and administrative staff	Implementation phase		Execution phase				
Encouraging participation of the university staff in exchange programs for receiving and sharing experience	2018	Implementation phase		Execution phase			
Working out and implementing staff assessment and satisfaction research tools	Implementation phase		2020	2021	2022	2023	2024

Procedural development of the university	2018	2019	2020	2021	2022	2023	2024
Revision of the structural units of the institution	Implementation phase		2020	2021	2022	2023	2024
Development of departments' activities, updating regulating documents;	Implementation phase		2020	2021	2022	2023	2024
Updating/working out job descriptions,	Implementation phase			2021	2022	2023	2024
Establishing system for monitoring effectiveness of staff	Implementation phase		2020	2021	2022	2023	2024
Updating other legal documents regulating administrative activities at the university.	Implementation phase		2020	2021	2022	2023	2024
Increasing the university brand awareness and strengthening its social role	2018	2019	2020	2021	2022	2023	2024
Developing partnerships on local and international level	Implementation phase		Execution phase				
Getting the recognition for the university in foreign target countries;	2018	Implementation phase				2023	2024
Implementation of CSR policy	Implementation phase			Execution phase			
Organizing conferences, trainings and workshops.	Implem.	Execution phase					
Streamlining financial planning	2018	2019	2020	2021	2022	2023	2024
Working out financial strategy	2018	Impl.	2020	2021	2022	2023	2024
Continual assessment of financial stability	Impl.	Execution phase					
Working out short and long term financial forecasts;	2018	Implementation phase					

Goals	Timeframe						
Development of university infrastructure and facilities	2018	2019	2020	2021	2022	2023	2024
Development of scientific/research laboratories				Implementation phase			
Developing skills and exam center;	Implementation phase				2022	2023	2024
Enriching the library resources with digital as well as print publications on regular basis;	Implementation phase		2020	2021	2022	2023	2024
Introducing new international standards (RDA and MARC21) for cataloging books	2018	Implementation phase			2022	2023	2024
Enlarging the library reading rooms	2018	2019	Implem.	2021	Implem.	2023	2024
Joining local and international network of libraries							
Gaining access to online scientific database							
Development of the campus	2018	2019	2020	2021	2022	2023	2024
Building a student dormitory	2018	2019	2020	2021	Implementation phase		2024
Setting up recreational zones and cultural spaces				Implementation phase			2024
Making the university infrastructure more accessible for people with disabilities	2018	2019	Implementation phase		2022	2023	2024

Team working on strategic plan

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Batumi 2020
Approved by the academic council of BAU International University Batumi
With resolution 15 dated with March 27, 2020