

## **Methodology for Strategic Planning, Monitoring and Evaluation of BSU in the Direction of Vocational Education**

### **Article 1. General Provisions**

1. This methodology establishes the procedures for developing and sharing the long-term (seven-year) strategic development and annual action plans in the direction of vocational education at the Legal Entity of Public Law – Batumi Shota Rustaveli State University (hereinafter - "BSU" or "University" or "Institution"); managing the strategic planning process; making amendments to the strategic plan; informing stakeholders about the implemented amendments and monitoring and evaluating the execution of planned activities.
2. Activities planned by BSU imply objectives, activities, performance indicators, implementation timeframes, resources and responsible and implementing structural units/individuals defined by BSU's strategic development plan in the direction of vocational education.
3. As a result of completing the strategic planning process, the following should be developed:
  - a) BSU's long-term (seven-year) strategic development plan in the direction of vocational education (hereinafter - "**Strategic Plan**");
  - b) BSU's annual action plan in the direction of vocational education (hereinafter - "**Action Plan**").

### **Article 2. Strategic Plan and Action Plan**

1. **BSU's strategic development plan in the direction of vocational education** (7-year) represents the development path envisioned by the institution within a multi-year perspective.
2. **BSU's strategic plan in the direction of vocational education** is an analytical document. It is based on BSU's mission, vision, values and strategic development plan. It is realistic, time-bound and enables the evaluation of its results through predefined indicators. Strategic planning incorporates an objective analysis of the current situation (labor market demands, international standards, requirements stipulated by Georgian legislation and internal legal acts), analysis of available resources (human, material-technical, educational, financial, informational), identification of strengths and weaknesses (SWOT analysis), development of mechanisms to overcome them, risk determination and a long-term forecast of the future.
3. **The action plan in the direction of vocational education** (1-year) defines the specific steps required to achieve the goals outlined in the strategic plan; specific activities to reach the priorities, goals and objectives; indicators of their results; responsible structural units/individuals; timeframes for execution; and the budget and funding source for one calendar year.

### **Article 3. Strategic Planning Process**

1. Strategic planning is a participatory process and ensures the involvement of stakeholders (university administration, staff, vocational students, graduates, vocational education teachers, employers/partner institutions and other interested parties). Responsibility is distributed among stakeholders both during strategic planning and in the process of monitoring and executing the strategic and action plans.
2. The strategic planning process and procedures consist of the following phases:
  - a) Initiation of strategic planning;

- b) Development, review, and approval of the strategic plan;
  - c) Development, review, and approval of the action plan.
- 3. The initiation of strategic planning and the review of the active plan are performed by the Director of the BSU Vocational Programs Management and Lifelong Learning Center (hereinafter - the Center) within the following timeframes:
  - a) Initiation of strategic planning - 6 months prior to the expiration of the strategic plan;
  - b) Initiation of the active plan's review - at least 2 months prior to the review deadline.
- 4. Initiation of the active plan's review is possible in the event of external or internal factors emerging that impact the university's development and require a strategic response.
- 5. For the purpose of managing the strategic planning process, a Strategic Planning Group is established by order of the Rector of BSU. This group is responsible for developing the draft strategic development and action plans for BSU in the direction of vocational education, ensuring stakeholder involvement in this process, and sharing information.
- 6. The Strategic Planning Group is led by the Director of the Vocational Programs Management and Lifelong Learning Center, while the group's composition includes Center staff, representatives from other structural units of BSU and employers. To increase the efficiency of the working group's activities, an external facilitator/facilitators (education experts) may be invited.

#### **Article 4. Development, Review and Approval of Strategic and Action Plans**

1. The development of the strategic plan by the Strategic Planning Group includes the following stages:
  - a) Familiarization with the university's mission, vision, values and strategic development plan;
  - b) Creation of a situational analysis document in the direction of vocational education (including SWOT analysis);
  - c) Development of the initial version of the unified Strategic Plan/Action Plan document;
  - d) Financial expertise of the working version of the Strategic Plan/Action Plan;
  - e) Public discussion of the Strategic Plan/Action Plan;
  - f) Approval of the Strategic Plan/Action Plan.
2. The Strategic Planning Group is obliged to involve stakeholders in the process of developing the draft Strategic Plan/Action Plan, organize meetings in working groups and take into account the results of consultations with stakeholders during the strategy development process.
3. In order to receive feedback from stakeholders, the Strategic Planning Group sends the working version of the Strategic Plan/Action Plan to stakeholders via email and/or shares it during working meetings.
4. BSU's strategic development plan and action plan in the direction of vocational education are approved by the Academic Council of BSU and published publicly on the official website of the university.

#### **Article 5. Monitoring the Implementation of Strategic and Action Plans**

1. The purpose of monitoring and evaluating the implementation of BSU's strategic and action plans in the direction of vocational education is to verify the execution of results defined by strategic goals, objectives and activities; identify deficiencies and determine recommendations; conduct a detailed study of results and achievements; determine potential impact; and implement corrective measures (if necessary).
2. Monitoring is conducted:
  - a) For the Strategic Plan - once every 3 years;
  - b) For the Action Plan - once every 3 months.

3. The Vocational Programs Management and Lifelong Learning Center is responsible for managing the monitoring and evaluation process of the implementation of BSU's strategic and action plans in the direction of vocational education.
4. For the purpose of conducting monitoring, a Monitoring Group is established by order of the Rector of BSU, led by the Vice-Rector of BSU (in accordance with the coordination sphere in the direction of vocational education).
5. In its working process, the Monitoring Group is guided by BSU's strategic development plan approved by the Academic Council of BSU, BSU's strategic development plan in the direction of vocational education, the annual action plan and other acts and/or documents provided by the legislation of Georgia for the effective monitoring of activities defined by these plans.
6. **For the purposes of this methodology, the Monitoring Group shall perform:**
  - a) Gathering information and periodic analysis regarding the progress of activities envisaged by the strategic and action plans;
  - b) Timely identification of risks associated with the execution of planned activities;
  - c) Development of recommendations to eliminate obstacles (deficiencies) related to the execution of planned activities;
  - d) Timely notification of structural units/individuals regarding the execution of planned activities and ensuring process transparency;
  - e) Development and submission of the monitoring group's progress report (frequency: 3, 6 and 9 months) and annual report;
  - f) Other activities to be achieved for monitoring purposes, in accordance with the legislation of Georgia.
7. **At the first working meeting of the Monitoring Group, the following are decided by a majority of votes:**
  - a) A secretary of the working group meeting is elected, who reflects the course of the meeting and the decisions made in the minutes (briefly, in a generalized manner);
  - b) Curatorial directions are assigned to the members of the Monitoring Group;
  - c) A monitoring plan for the execution of activities planned in each curatorial direction will be scheduled and/or the necessity of conducting a study will be determined.

#### **Article 6. Making Amendments to the Strategic Plan and Action Plan**

1. Making amendments to BSU's strategic plan/action plan in the direction of vocational education is possible based on the Monitoring Group's report prepared on the basis of monitoring and evaluation.
2. Making amendments to the strategic plan/action plan in the direction of vocational education is carried out at the initiation of the Director of the BSU Vocational Programs Management and Lifelong Learning Center, following the procedures established by this methodology for the approval and public availability of the strategic plan/action plan.