



Shota Rustaveli Theatre and Film Georgia State University LEPL

PATH TO THE ART

Development Strategy of Shota Rustaveli Theatre and Film Georgia State University 2018-2024

1. Preamble

We shall consider art education, as a certain unity of classical cultural-educational cornerstones subordinated to the Ministry of Culture and Sports of Georgia and traditional art schools, to be a place of meeting of two fields having strategic importance, synthesis of cultural and educational areas. Respectively, it, as an organic component of these two large-scale areas, is a subject of special care from the State due having an extremely great importance for both of the areas.

Field of art education:

- Represents a specific field having individual professional peculiarities which exists on each level of education (general, professional and higher) and conventionally, is divided into three groups;
- Incorporates a cultural-educational process conducted by cultural-educational institutions subordinated (founded by) to the Ministry of Culture and Sports;
- System of arts education represents an organic component part of educational and cultural areas of Georgia and is having an extreme importance and priority from both viewpoints;
- System of arts education is sharply separated from the united educational space and is characterized by a peculiar specificity. Respectively, with the purpose of effective functioning and development, it shall function within the framework of independent state policy and legal regulation. For more clarity: art education shall definitely represent a part of the united education system but, followed from its specificity, with the purpose of

providing sustainable development throughout time and space, it is essential to support planning and implementing relevant, different politics and legal regulations for it;

- Within the mentioned framework, Shota Rustaveli Theatre and Film Georgia State University LEPL (Hereafter University) is one of the most important places of higher academic education in the field of arts. In Georgia, the major vector of University's activity is the development and research of various fields of art. One of the primary specific characteristics of higher art education (see detailed of higher academic education in the field of arts. below) is revealed in the process of individual creative development that implies integration of creative/practical and theoretical studies. Main purpose of art education consists of the development of individual creative potentials and professional skills. During the process of teaching, Shota Rustaveli Theatre and Film Georgia State University is focused on creative potentials of each individual, respectively, the learning process is oriented towards the development of these potentials and revelation of student's creative possibilities.

2. General principles

Taking into consideration the democratic values of the state on the basis of the continuous learning process principle, education system shall train a free citizen thinking for the state, the system of values of whom will be based on major merits of the modern European civil society that will promote integration process in a big European family.

Every person in modern time needs essential knowledge and skills that will enable one to adjust harmoniously to quickly changing world, obviously, taking into consideration the traditional values.

Higher art education system on each stage of education on the basis of continuous education, shall take care of the development of essential professional and personal skills, such as: critical and analytical reasoning, creativity, initiating, solving problems, risk assessment, taking responsibility and decision-making. Each individual shall be able to rationally transfer theoretical knowledge to practical life. All this is possible by implementation and development of the culture of learning, teaching, creative growth and management quality in higher art education system. Quality assurance system of higher education of European space is based on the following four principles:

- Higher education institution takes major responsibility for the quality of educational activity and its provision;
- Quality assurance reacts at the diversity of higher education systems, institutions, programs and students;
- Quality assurance supports development of the culture of quality;
- Quality assurance takes into consideration the needs and expectations of students, other interested parties and society.

3. Specificity of higher arts education

One of the main specificities of higher arts education is displayed in the principle of individual creative development that implies integration of creative/practical and theoretical teaching. The major goal of arts education consists of the development of individual creative potential and skills. In the process of learning, higher education institution is naturally focused on separate individual creative potentials and respectively, is oriented towards opening up possibilities. All these details represent quintessence of art education strategy that needs an active support from the government.

Principle specificity of arts education, a sign that makes it drastically different from classical university education, consists of the following: art education in the teaching and learning process is focused on the students potentially having abilities relevant to different fields of art, somehow specific segment of appliers and the final results of educational process, its efficiency is conditioned by the existence of adequate assessment system during auditions. In accordance with specificity of separate fields of art, this prioritized art skills, talents or abilities may be expressed in different forms, for example, poetic imagination, hearing, artistic performance, plasticity, potential of developing creativity and so on. Respectively, guiding principles for selecting appliers is based on this “specificity” of arts education and selection, first of all, implies assessment of natural resources and learning/assessing skills the development and raising to high professional level of which is the fundamental task of higher education institution in art field.

4. Mission of University

Shota Rustaveli Theatre and Film Georgia State University LEPL is an important center of higher academic education in the field of arts in Georgia. Mission of University is to develop and research the field of arts, bring up high-qualified specialists and professionals. University represents a team of students, professor-tutors, artists, researchers, administrative and supporting staff, by the means of united, harmonious collaboration of which is created a united area of creative development and scientific researches, also important and solid ground for development of fields of art (theatre, audio-visual, choreographic, music) within the borders of the country and beyond it. Mission of the University is to be the international center of sharing experience, creative relations and dialogue of cultures.

5. Vision

Shota Rustaveli Theatre and Film Georgia State University LEPL by the year 2024 is a famous and recognized university, oriented towards a unique and modern way of progress, having rich traditions of art profile, which, by the means of creative advancement, innovational methods of teaching-learning and researching, courses, educational programs, creative projects, arts sciences, researches of international importance and various high-quality services in the field of media, tourism and management responds to the principal challenges of modernity, serves the development of the fields of art and holds a leading position among the higher education institutions of Georgia, Caucasus region, Europe and Asia.

6. Short history

First attempt of theatrical education in Georgia is connected with the dramatic studio founded under coordination of A. Paghava in 1922, on the basis of which on October 10, 1923 in accordance with the Ordinance issued by Board of People's Commissioners (Report N 31) "Institute of Stage Arts" was created.

The first rector of institution was Akaki Paghava, art director – Kote Marjanishvili, famous scientists worked as pedagogues: I. Javakhishvili, D. Uznadze, G. Chubinashvili, A. Shanidze, G. Akhvlediani, A. Natishvili. Directors: S. Akhmeteli, M. Koreli. Writers: K. Gamsakhurdia, Gr. Robakidze, N. Shiukashvili.

Structure of the institute consisted of studios (instead of faculties) and classes:

- a) Drama studio;
- b) Opera studio;
- c) Opera chorus class;
- d) Class of plasticity and rhythmic gymnastics.

In 1924 the first graduation of the institution was held. 21 students graduated that year. Among the graduates were: A. Khorava, V. Godziashvili, S. Takaishvili, T. Tsulukidze, M. Mrevlishvili, P. Kobakhidze, P. Kandelaki, P. Murghulia, G. Kuprashvili, N. Shengelaia, S. Chelidze and others.

From 1927 year the institution stopped functioning.

On September 1 of 1939 with the initiative of Akaki Khorava and Akaki Paghava, on the basis of government ordinance, Theatre Institute was restituted.

In 1992 Theatre Institute was named Theatre and Film State Institution.

In 2002 institution was transformed into university.

The graduates of Shota Rustaveli Theatre and Film State University have defined cultural development and character of XX century and modern Georgian theatre and cinematography.

In 2005 Ekvtime Takaishvili Culture and Art State University joined Theatre and Film University. As a result of reorganization, profile of the university enhanced and its potential increased.

The university played an important role in training actors of drama and film, musical theater, puppetry, marionettes and pantomime, directors of drama, film and television, cinematographers, theatre and film critics, art historians, specialists of television and other media, choreographers, managers of tourism and experts of cultural - educational sector.

Many students achieved international success and highest awards in different festivals and competitions of the world.

The university has a training theatre, training TV studio, audio studio, scientific library, laboratories, publishing house and educational-scientific institute of theatre, film and traditional Georgian arts.

University has faculties of Drama; Film and TV; Arts sciences, Media and Management, where students obtain Bachelor, Master and Doctoral degrees.

The University played a huge role in training specialists of theater and cinema for the entire Caucasus Region. The University brought up specialists for Russian, Armenian, Azerbaijani, Abkhazian, Ossian, Ingush, Chechen and other theatres. A number of now famous theatres were founded on basis of training and diploma performances of the University (such as Cinema Actors Theatre, Meskhetian Theatre, Theatre Metekhi, Akhmeteli Theatre, Theatre of Saingilo, Pantomime Theatre, etc.).

The University maintains creative and scientific relations with the universities in different countries.

At university one can observe a tradition of pertained preparation of actors that supports the development of Georgian theatre in the regions.

Publishing house of “Centaur” publishes text books composed by professor-tutors, support text books, scientific books and monographs. A journal “Searches of Art Sciences” is published.

University is situated in two blocks: first block – Rustaveli Avenue, N 19-23 and second block – Davit Aghmashenebeli Avenue N40.

Three basic education units function at University:

a. Faculty of Drama:

- Provides academic programs for BA, MA and PhD in the direction of drama, music and choreography.
- Within the possession of the faculty are: material-technical base, stages of training theatre – equipped with proper technologies and inventory, studios, lecture spaces, laboratories.

b. Faculty of Film and TV

- Provides academic programs for BA, MA and PhD in the direction of audio-visual art.
- Within the possession of the faculty are material-technical base equipped with the modern technologies and inventory, montage studios, laboratories and centers.

c. Faculty of Art sciences, Media and Management

- Provides academic programs for BA, MA and PhD in the direction of humanitarian sciences, social sciences, business administration; Also an education program for training into the Georgian language.
- Within the possession of the faculty are: material-technical base, training theatre stages – equipped with proper technologies and inventory, lecture spaces, laboratories.

7. Priorities

- a. Development of the fields of arts (having a high priority – theatrical art), audio-visual (film and media art), traditional Georgian choreographic and music art. Teaching, developing and researching history and theory of the fields of art (history and theory of art, theatre studies, film studies, choreology, media surveys). Providing academic higher education in this field;
- b. Bringing up high-quality professionals. Development of the creative potentials of the future generations and offering to them possibilities for employment and studying in its own environment;
- c. Forming artistic-creative higher education by two main indicators – development of performing/creative skills and by the means of theoretical researches of the relevant fields of art – studying and researching methods and achievements of the relevant fields;
- d. Implementation of the possibility of getting high-qualified artistic-creative education on the three stages of higher education – baccalaureate, magistrate, doctorate;
- e. Possibility of getting artistic-creative education oriented on practical work by the means of implementing professional educational programs and courses;
- f. Getting close to the requirements of the relevant fields of art by the means of traditional specialities and implementing new ones; developing new educational programs, providing conditions for learning and researching in accordance with the internationally recognized standards; surveying the problems of humanitarian/art sciences (theatre studies, film studies, arts studies, choreology) and social sciences, as developing the basis for preparing scientists in the field of art and developing basis for creating new knowledge;
- g. Developing individual creative skills of students and preparing high-qualified workers in the field of art;
- h. Close connection with other artistic educational institutions, exchanging information regarding educational programs, sharing achievements and giving recommendations;
- i. Development of Georgian culture and art – Georgian theatre and film, traditional Georgian art by the means of activating performing/creative potential or skills and theoretical researches too;
- j. Participating in the process of forming values on the local and international level of the Georgian traditional art (Georgian dance and music) as non-material cultural heritage;
- k. Popularization of artistic-creative higher education and fields of art, development of the management of art, cultural tourism. Providing institutions of art and culture field with workers with expertise in management of the field of culture and cultural tourism;
- l. Creating art works and presenting in the process of learning, teaching and assessing;
- m. Encouraging and implementing innovational methods of studying and teaching suited for the students;
- n. Supporting different attitudes towards essential side of teaching, approaches and results;
- o. Separating space for creative thinking and process; Encouraging theoretical researches that are oriented towards creative practice;
- p. Supporting and protecting diversity of academic and scientific process and involving the society in this process;
- q. Using new technologies and mass media as creative instruments;

- r. Supporting academic personnel to develop higher educational programs in accordance with the local and international standards; provide maximum flexibility of the educational programs;
- s. Supporting free mobility of students and pedagogues, improving the quality of studying and teaching and supporting the graduates in getting employed;
- t. Supporting the development of the relevant field, sphere of modern art or in a wider context, helping the students to make their contributions.

8. Problems and challenges

Shota Rustaveli Theatre and Film Georgia State University represents one of the greatest higher education art institution that plays an extremely important role in the Georgian educational art space. In accordance with the achieved results, followed from the national strategy of education and context of art education in the country, University has a potential to create and develop online teaching courses in the English language, educational programs, projects of international collaboration that will attract students from the other countries. University has a potential to turn into a connection between higher educational spaces of the west and the east that represents one of the principal tasks of strategic development of University.

Despite the achieved results, University is facing serious challenges:

1. Accordance of the quality of education with international standards, development of the culture of quality;
2. development of the existent mechanisms of collaboration on the international level, implementation and development of international exchange programs, internationalization of creative process, studying-teaching and researching;
3. Connection between University and labor market;
4. Increasing awareness of creative and scientific-research products;
5. Strengthening connections among studying-teaching, creative activity and scientific researches – integration of the mentioned processes into the contest of development of the idea of University of art direction;
6. Increasing the number of strategic partners of University;
7. Permanent modernization of University infrastructure;
8. Development and diversity of student life;
9. Implementation and development of electronic system of management;
10. Development and implementation of modern, diverse and effective services oriented on results;
11. The University shall play an important role in the social life of the country;
12. Education received at University shall be satisfying the modern standards, oriented towards academic quality and employment;
13. Research executed at University shall be valuable, having fundamental and practical importance;
14. Internationalization shall include processes of learning, studying, creative development and researching;

15. Relationships among employers, students, professor-tutors and researchers shall be based on each other's support, exchange of information and sharing the experience;
16. University shall have international strategic partners in the art, academic field as well as other fields;
17. Infrastructure of the University shall be developed in accordance with the requirements of teaching, creative processes, research and student life;
18. Processes of academic and administrative management shall be well organized and effective.

9. Objectives and tasks

- Supporting implementation of modern standards of studying-teaching and creative processes;
- Development of the culture of quality;
- Strengthening international contact further and increasing geographic area coverage;
- Strengthening scientific-researching part of art sciences, media, tourism and management;
- Permanent care regarding raising qualification of University administration and pedagogical part;
- Infrastructure in accordance with the modern standards;
- Supporting active socialization of the students and integration in the society by the means of different mechanisms;
- Creating a package of internal and external motivations for the students, tutors and administration of the University;
- Conducting commercialization policy oriented on increasing economic appropriateness of University;
- Attracting private sector;
- Charity activity;
- Supporting employment of the students in infrastructural and external activities.

Shota Rustaveli Theatre and Film Georgia State University shall step-by-step accept modern challenges that will lead to complex replication of its content, first of all, in favor of the students, country and interested society.

It is obvious that education is the system of those values that represent some kind of impulse and main direction for the country in all the fields. Within the context of art education, Theatre and Film Georgia State University is a subject of special characteristics in a world where different culture, socio-economic and political process are taking place in time and space. Creative perception, representation and delivering information to wide society shall be done by the very students who grew up and were educated within the walls of the University.

Shota Rustaveli Theatre and Film Georgia State University as an alive, dynamic organism, is a reflection of success or failure of the country. Thus, all the strength of the management of the University shall be directed towards the development into united and strong team, again and again for the good of the country and spreading its name in the world. With this purpose, we deem the following aspects as essential:

- ❖ Strategic politics of University development and respectively, vision shall be based on the holistic approach;
- ❖ In general, University shall be developed evolutionally, taking into consideration the needs and specific circumstance of an individual but using radical measures is possible and necessary too at certain times;
- ❖ Causal connections between process and events going on at University shall be correctly identified; functions of every employee of the University shall be clearly defined and delegated;
- ❖ Administrative activity as well as processes of studying-teaching and creative processes too shall serve socialization of an individual as having a special and distinct personality. Thus, it is essentially important to strengthen the pluralist and inclusive approaches towards the students (increasing involvement of the students in the University activity; creating free spaces for students creating additional working activities for students that implies their employment in the internal space of University and clearly, compensation too);
- ❖ Permanent care with respect to raising motivation of the workers of University shall be increased and, in accordance with the Law of Georgia, active steps shall be taken towards material or non-material rewards;
- ❖ Politics and process of quality assurance shall become the main ground for internal provision system of even more consecutive quality. It shall create a cycle of continuous improvement and support increase in accountability of the University. Conditions for development of the culture of quality shall be created, within the framework of which internal interested party is responsible for the quality and each structural unit at each level of University is involved in the process of quality assurance. With the purpose of supporting the above mentioned, politics of quality assurance will be even more effective when it reflects the relation among research, creative activity, studying and teaching and will take into consideration national context, within which the University functions as well as institutional context and its strategic approaches;
- ❖ Commercialization of the material base and resources of different types and increasing income is essentially important for University;

- ❖ Monitoring for identifying economic appropriateness, economic efficiency and rationalism of the University shall be conducted permanently that will enable us to structure correct model of relevant qualitative and quantitative planning of budget;
- ❖ Partly, some conclusions exist but it is even more important to identify the correlation and compatibility between students and labor market the mechanism of which may turn into some kind of sociological research;
- ❖ International collaboration and achievements of professor-tutors and students in every direction of the University is crucially important but it is the component which needs renewing and strengthening in a continuous regime. Respectively, deepening-strengthening working in the direction of international relations is essentially important (creative projects of professor-tutors and students, scientific conferences, further collaboration with partner of new universities, establishing international and complex camps of different thematic and etc.);
- ❖ Strengthening/widening working sphere of public relations service on the background of increasing and progressing tendency;
- ❖ Even more actively involving into collaboration with universities of the country having an art profile is extremely important, planning and executing joint projects and events;
- ❖ Attracting state and private sector and enhancing their involvement, namely, executing joint projects for solving problematic tasks of the University is very important.

10. Strategy of development of University infrastructure

a. Description of the conducted work and financial support

In **2016-2017** year the building-rehabilitation work going on in Block I of Shota Rustaveli Theatre and Film Georgia State University LEPL was conducted by the company “State Building Company” LTD, with the total expense of **2 307 219. 32 GEL**.

In the process of building-rehabilitation work systems of electricity supply and water-sewerage system were completely replaced with new ones. University was equipped with the system of heating-cooling. On the 4th floor of the University a library was located and a reading hall was organized.

Certain changes have been made to the planning of University, only in separate elements of internal spaces – by the means of reducing the room for administration initial appearance returned to the University, central façade has remained unchanged.

Both stages of D. Aleksidze Learning Theatre were completely rehabilitated, and for the present moment works for internal beautification are being done.

In 2016-2017 studying year, within the framework of social responsibility by support from the University and kind will of many private companies collaboration was achieved and important products of material nature were donated to the University:

Company Beko – For D. Aleksidze Learning Theatre of the University the company purchased and transferred to our ownership chairs for the audience-hall. Theatre represents an essentially important place for complete provision of teaching and commercialization with the purpose of raising own incomes (15 900 GEL).

Bank of Georgia - Repaired and organized so-called cafeteria that represents truly important and timely donation as existence of such a place is essential for mental and physical development, and except for that, it really represents one of the alternative spaces for socialization and relations (8 020 GEL).

b. General strategic vision

After the 90s theoretical or practical understanding of education has been gradually changing. In accordance with the challenges of the 21st century, together with providing with diverse and modern professions, didactic function-obligations have shifted forward too as they represent the best micro-environment for socialization of an individual. For the mentioned, obviously, new necessities have entered into the agenda that provide modern professional qualification of a student and development as a complete citizen.

Along with the continuously changing challenges, paradigm of the development of University shall be based on humane and liberal values that clearly needs in the part of administration and studying-teaching complex qualitative and quantitative provision relevant with the modern challenges.

Generally, University shall be developed evolutionally, taking into consideration the casual connections of individual necessities, specific circumstances, processes and events.

11. General factual analysis of University (SWOT)

In accordance with democratic principles at University, taking into consideration the active collaboration and involvement of every interested person, we offer you the so-called SWOT analysis which is based on analyzing the weak and strong points of the organization, objective consideration of its opportunities and threats where the main principal is openness and sincerity.

General factual analysis of University (SWOT)	
Strengths	Weaknesses
Location of both blocks of University and its status of a cultural heritage site;	Incompatibility of financial resources with the real requirements and necessities;

<p>Special and specific functions of University as an important place of higher art education, having rich traditions and oriented on modern tendencies of development;</p> <p>Special and specific professional qualifications in the field of art;</p> <p>Leading position in the region within the context of art education;</p> <p>High awareness locally and globally;</p> <p>Existence of intellectual resource;</p> <p>Subsiding by the state;</p> <p>Film school;</p> <p>Having financially profitable commercial actives; learning theater learning film-television studio; library;</p> <p>Renewed on the basis of reorganization, flexible administrative structural services adjusted to the needs;</p> <p>Coordination of administrative services and team collaboration.</p>	<p>Quantitative and qualitative deficiency of technical bases and infrastructure relevant to the modern challenges;</p> <p>Inexistence of the united centralized electronic system for case proceedings and documentation;</p> <p>Inexistence of English teaching courses and education programs for attracting foreign students.</p>
<p>Opportunities</p>	<p>Threats</p>
<p>Commercialization of intellectual and material products;</p> <p>Development and usage of the resource of self-governance institution of students in accordance with the interests of the students at University;</p> <p>Enhancing involvement in the charity-social activities;</p>	<p>Financial-economic crisis;</p> <p>Circumstance of terminating or pausing the status from the side of the students.</p>

<p>Increasing/spreading geographic area of the local and international contacts;</p> <p>Participating in international conferences and festivals.</p>	
---	--

12. Financial provision of art education

Shota Rustaveli Theatre and Film Georgia State University LEPL, similarly, as in general, theatre and film, plays an important role in the development of the society that, on its hand, is a precondition for harmonious development of the country. Thus, institutions of art profile, including Shota Rustaveli Theatre and Film Georgia State University, need more support and advocacy from the side of the state.

Art education necessitates quite expensive material-technical base – theatrical areas, filming and montage technique, studios, workshops and others. Also, work material, decoration, costume, makeup and others. These circumstances condition additional expenses for the art universities but without them providing qualified art education is impossible.

Followed from the above mentioned, it is obvious that art education cannot exist as a successful business-project and cannot be self-accounting. This is confirmed by international experience. Qualified art education will be unable to exist without the support and funding from the side of the state, as a rule, it is subsidized everywhere.

Art direction, in most cases, proved that very exclusive specialities as in the conditions of inexistence of relevant demand on the market, it cannot exist as a business. Optimization of the expenses related to education process in any case reflect negatively on the quality of the final product, given education.

Like the Ministry of Education and Sciences, the Ministry of Culture and Sports is responsible for planning and executing state policy in one of the prioritized directions, field of culture. Developing united global cultural (cultural development) state politics or concept, planning consecutive activities, separating main objectives and then realizing them, practical execution of the planned politics, implementing it in real life is completely impossible without maximum involvement and active participation in the processes by art education field, especially, traditional cultural-educational places.

For each field of cultural activity, preparing future workers for state cultural institutions or institutions functioning under private law, creating human resources is done in this university.

At traditional art universities there exist strategically important exclusive specialities that is the only source of preparation of the relevant qualification. Respectively, the Ministry of Culture and Sports is undoubtedly interested and motivated party for art education, specificity of separate

art universities, defending natural priorities and positions, their realization. Thus, it is advisable, to gradually increase the budget of art universities for realizing the above mentioned tasks.

Complete budget of Shota Rustaveli Theatre and Film Georgia State University LEPL in 2018-2018 (4 825 000 GEL) is that minimum which is essential for providing stable development for the university, also, if own incomes consist of 1.5 million GEL on average.

13. Activities according to years

As the 7-year perspective of institutional development of University is oriented on maximally realistic and attainable purposes, for the present moment, for the planned events the following budget is given:

Fulfilled activities	2018	2019	2020	2021	2022	2023	2024
I Institutional development							
Renewal works of the infrastructure and technical equipment of learning television.	x						
Equipment of the lecture halls with special technique of modern methods	x	x	x	x	x	x	x
Technical equipment of the library of University (tables, chairs, racks, table lamps)	x						
Internal infrastructural improvement of the learning theatre	x	x	x	x	x		
Opening art exhibition center/saloon of students	x						
Technical equipment of learning film studio with the necessary inventory	x	x	x	x	x	x	x
Organizing pavilion of the learning film-studio	x						
Security cameras		x					
Organizing lecture halls, library and passages	x	x	x	x	x	x	x

Organizing and opening cafeteria	x						
Purchasing necessary technique for the publishing house of University for the studying-researching activity and commercialization	x			x			x
Capital repair of II block of University			x	x			
Organizing adapted environment for the PWDs.		x	x				
Creation and development of carrier development service for students		x	x	x	x	x	x
Development of the culture of quality, identifying the main problems in the system of quality assurance	x	x	x	x	x	x	x
With the purpose of achieving quality culture, provide definition of the internal politics and relevant mechanisms, planning activities	x	x	x	x	x	x	x
Training workers with the purpose of raising qualifications	x	x	x	x	x	x	x
Supporting knowledge of a foreign language among the personnel (academic and administrative)	x	x	x				
Recovering-organizing international etude festival of Tbilisi	x	x	x	x	x	x	x
Organizing local creative festivals	x	x	x	x	x	x	x
International student festival "Amirani"	x	x	x	x	x	x	x
Organizing World Theatre Student Festival	x	x	x	x	x	x	x
Organizing master classes/workshop projects of the representatives of international/local theatre and film	x	x	x	x	x	x	x
Strengthening creative collaboration with higher art education institutions in the creative field and executing joint creative projects	x	x	x	x	x	x	x
Permanent feedback from the students and academic personnel with the purpose of identifying needs	x	x	x	x	x	x	x
Widening the range of collaboration with the diplomatic, government and non-government sector	x	x	x	x	x	x	x

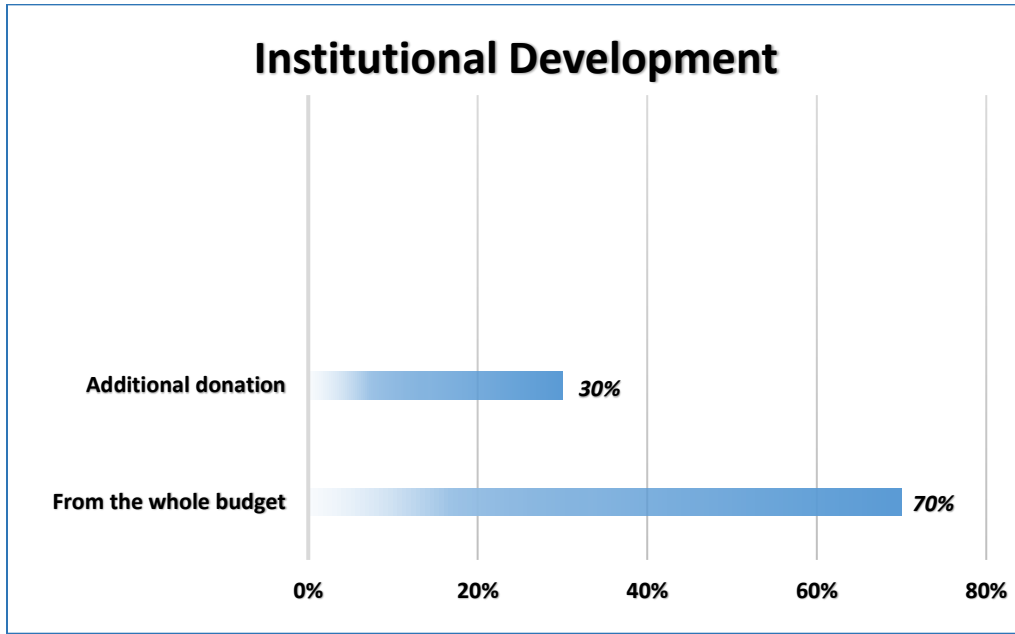
Advertising learning center of University	x	x	x	x	x	x	x
Permanent feedback from the students and academic personnel with the purpose of identifying needs	x	x	x	x	x	x	x
Creating and developing young artists club	x	x	x	x	x	x	x
Participating in international projects	x	x	x	x	x	x	x
Organizing local scientific conferences	x	x	x	x	x	x	x
Developing and monitoring the criteria for defining efficiency of the work done by administration	x	x	x	x	x	x	x
II Development of technological services:							
Creation and implementation of electronic library	x	x					
Integrating university library into the network of international libraries		x	x	x			
Development of electronic system of management of the learning process	x	x					
Implementing and developing united centralized electronic system for case proceedings and documentation		x	x	x	x	x	x
Creating electronic lecture courses		x	x	x	x	x	x
Providing conducting exams for theoretical courses at computers		x	x	x	x	x	x
Implementing video-lectures		x	x	x	x	x	x
implementing image branded attributes	x	x	x	x	x	x	x
Collecting and developing museum materials/funds		x	x	x	x	x	x
Archiving the film fund of the students existent at University	x	x	x	x	x	x	x
Creating electronic encyclopedia of theatre and film		x	x	x	x	x	x
Fundamental reconstruction and permanent renewal of the web page	x	x	x	x	x	x	x

Creating portal for learning video materials of the film-television faculty	x	x					
Creating accessible services for foreign-language students		x	x	x	x	x	x
Organizing international scientific conferences			x			x	
Scientific research (including, with involvement of scientist) and publishing scientific works		x	x	x	x	x	x
Implementing post-doctorate institute, planning functions and tasks in the relevant regulations and implementing them	x	x	x	x	x	x	x

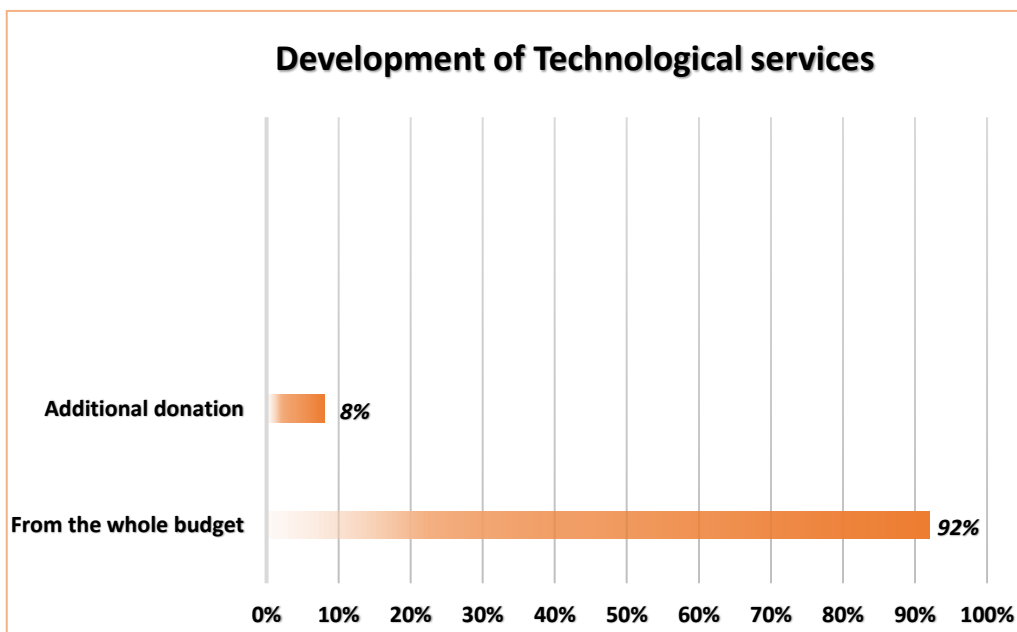
III Software development:							
Development and accreditation of academic education programs	x	x	x	x	x	x	x
Implementing and developing professional education programs			x	x			
Implementing innovational methods and forms of studying-teaching and researches. Providing qualified academic processes. Permanent survey of the quality and integration of the results in the education space	x	x	x	x	x	x	x
Developing learning courses in foreign language		x	x	x			
Developing education programs in foreign language					x	x	x
Creating remote learning programs and courses	x	x	x	x	x	x	x
Reinforcing scientific collaboration with higher art education institutions: collaborating with higher art education institutions in the scientific field and creating a united base of researches/publishing	x	x	x	x	x	x	x

For the institutional development provided by Strategic Plan of 2018 year:

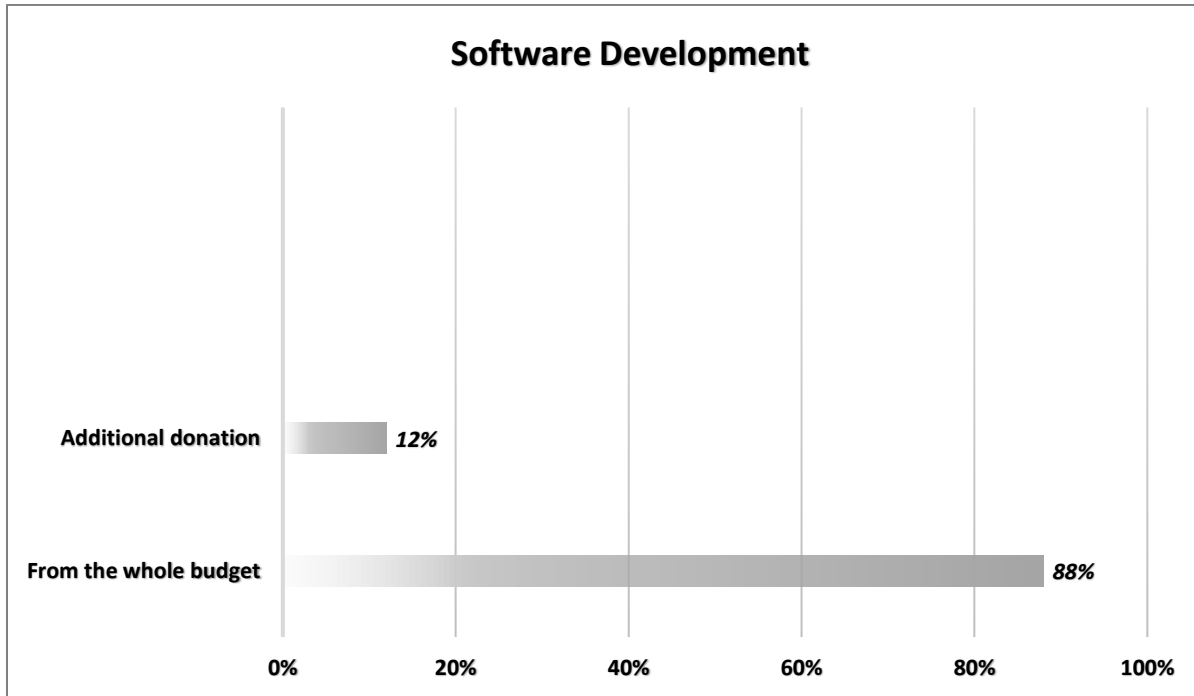
70% will be spent from the whole budget of University (4 825 000 GEL), and the rest will be provided by additional donation



For development of technological service: 92% - from the whole budget of University (4 825 000 GEL) and 8% will be provided by additional donation



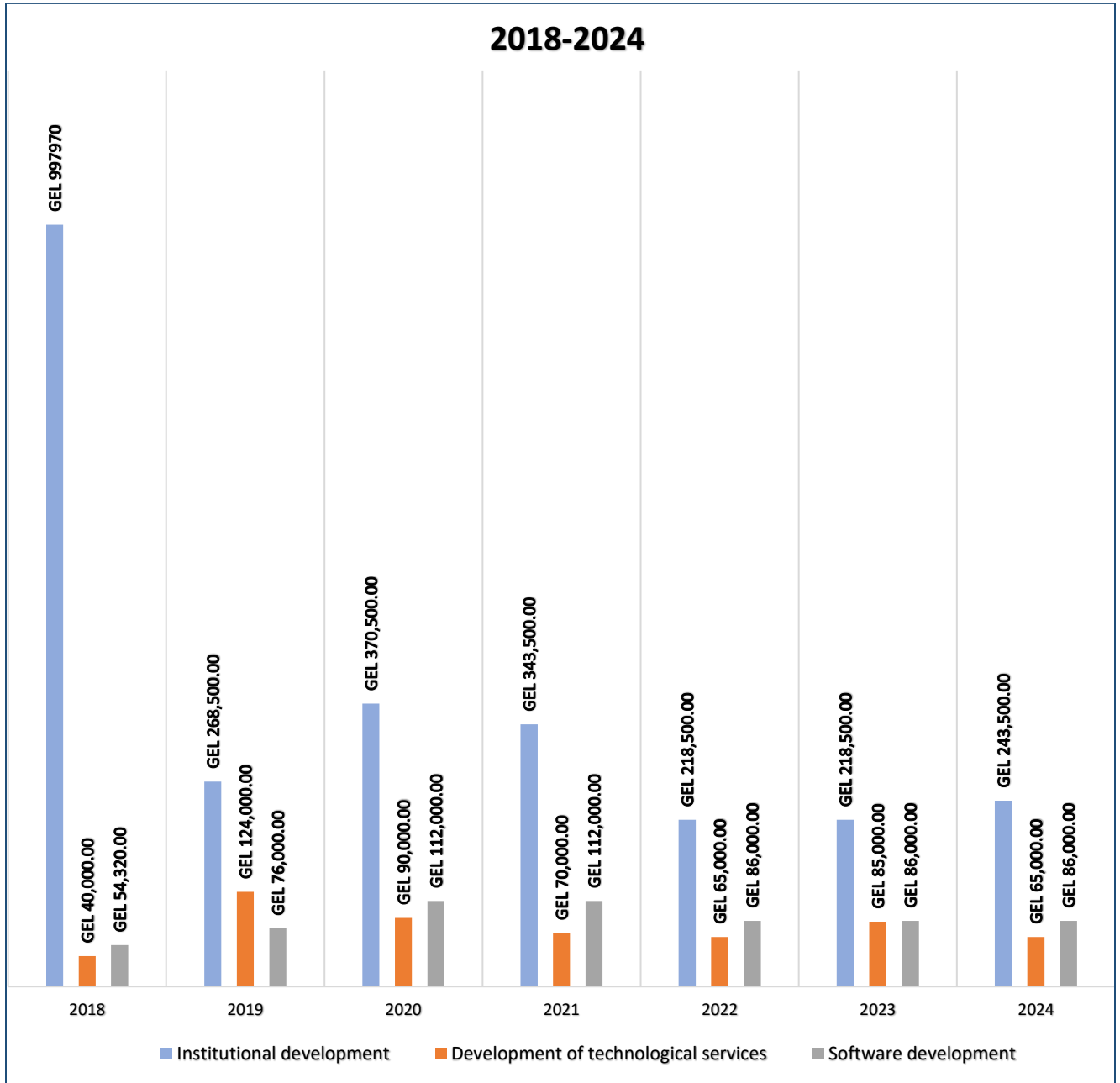
For software development: 88% - from the whole budget of University (4 825 000 GEL) and 12% will be provided by additional donation



For strategic development of the University in every direction (with essentially important components) fulfillment is provided for the first four years. Financial provision indicator of this qualitative part mostly takes into consideration non-subsidiary donations from state or private structures.

Due to today's actual economic politics, internal and external, objective and subjective reasons, annual indicator of financial stairs of the development of University is declining as it is considered for the current financing model. We hope that the last four years of strategic development due to changed economic and social parameters will subordinated to the uprising tendency.

Financial provision relevant to 7-year strategic plan:



14. Alternative sources of funding

Shota Rustaveli Theatre and Film Georgia State University LEPL represents a budgetary office. In accordance with the budget ratified by the Ministry of Culture and Sports, the above mentioned activities are planned. Also, the mentioned circumstance does not exclude effort and relevant activities from the administration of the University with the purpose of getting additional funding sources.

Obviously, it is difficult to define in advance, what donation will be provided by whom in favor of the University but, within the framework of social responsibility, certain experience and expectations of collaboration with large companies exist.

For such a type of collaboration the initial mechanism is based on a memorandum which includes the rights and duties of both sides (university and donor subject). On the basis of such very memorandum a very important donation of components and their functional reinforcement was provided for the University.

With such approach and interest for the future collaboration with companies which will have purposeful interest regarding intellectual resource of the University is considered (for example, with students, who will take advertising clips for a company, take part in different charity events for their popularization and etc.).

On this path it is clearly visible the provision of funding the series “TAFU” created by the University professors and students by Silknet which will popularize the series on its channels. International film festival “Amirani” in 2019 like previous years will be co-funded by Tbilisi City Hall and other small companies. Desire for co-funding “Amirani” was expressed by the company “BEDA TRANS” LTD.

One of the most important events of the University – “Applying makeup” for the first-year students – will be provided by the company “REDIX” in 2019 too as it did throughout all these years.

University administration will continue intense work on searching alternative sources of funding and with this purpose – popularization/advocating the University.

15. Resume – Factors and resources for successful execution of the strategic development plan:

1. University experience and image;
2. Strong creative, learning and researching traditions of University;
3. Creative and academic resources of University;
4. International contacts and partners;
5. University library;
6. Electronic system for management of learning, creative and administrative processes;
7. University budget;
8. Material-technical base of University;
9. Strategic geographic location;
10. Support from the Ministry of Culture, Monument Protection and Sport of Georgia and other ministries.

SOURCES

- *Ministry of Economy and Sustainable Development of Georgia. Strategy of social-economic development of Georgia “Georgia 2020”. Ratified by the Ordinance N400 issued on June 17, 2014 by the Government of Georgia.*
- *Ministry of Culture and Monument Protection of Georgia. Document of state culture politics of Georgia: “Culture strategy 2025” - ratified by the Ordinance N303 issued on July 1, 2016 by the Government of Georgia.*
- *Ministry of Education and Science of Georgia. United strategy of education and science 2017-2021 years. Ratified by the Ordinance N533 issued on December 7, 2017 by the Government of Georgia.*
- *Law of Georgia on higher education, Tbilisi 2004.*
- *Charter of Shota Rustaveli Theatre and Film Georgia State University LEPL – ratified by the order of Ministry of Culture and Monument Protection (Order N05/91, July 7 of 2014. Amendments – Order N05/81, December 23 of 2015 and Order N05/05, February 22 of 2017).*
- *Standards and guiding principles (ESG 2015) of Quality Assurance of Higher Education European Space. Handbook.*
- *Handbook for Internal Quality Management in Competence-Based Higher Education. Handbook.*

**3-year activity plan for development of
Shota Rustaveli Theatre and Film Georgian State University
2018-2020**

N	Activities	Quarter				Quarter				Quarter			
		I	II	III	IV	I	II	III	IV	I	II	III	IV
I Institutional development		2018				2019				2020			
1	Renewal works of the infrastructure and technical equipment of the learning television.		X	X									
2	Equipment of the lecture halls with special technique of modern methods	X					X			X			
3	Technical equipment of the library of University (tables, chairs, shelving, table lamps)	X	X										
4	Internal infrastructural improvement of the learning theatre			X			X			X	X		
5	Opening art exhibition center/saloon of students		X										
6	Technical equipment of the learning film studio with the necessary inventory	X					X				X		
7	Organizing pavilion of the learning film-studio	X											
8	Security cameras						X						
9	Organizing lecture halls, library and passages		X							X			X
10	Organizing and opening cafeteria		X										

11	Purchasing necessary technique for the publishing house of University for the studying-researching activity and commercialization			X									
12	Capital repair of II block of University										X		
13	Organizing adapted environment for the PWDs.							X			X		
14	Creation and development of carrier development service for students								X	X			
15	Development of the culture of quality, identifying the main problems in the system of quality assurance	X	X	X	X	X	X	X	X	X	X	X	X
16	With the purpose of achieving quality culture, provide definition of the internal politics and relevant mechanisms, planning activities	X	X	X	X	X	X	X	X	X	X	X	X
17	Training workers with the purpose of raising qualifications		X	X			X	X			X	X	
18	Supporting knowledge of a foreign language among the personnel (academic and administrative)			X				X				X	
19	Recovering-organizing International Tbilisi Etude Festival	X				X				X			
20	Organizing local creative festivals		X				X				X		
21	International Student Festival "Amirani"		X				X				X		
22	Organizing World Theatre Student Festival				X				X				X

23	Organizing master classes/workshop projects of the representatives of international/local theatre and film	X	X	X	X	X	X	X	X	X	X	X	X
24	Strengthening creative collaboration with higher art education institutions in the creative field and executing joint creative projects	X	X	X	X	X	X	X	X	X	X	X	X
25	Permanent feedback from the students and academic personnel with the purpose of identifying needs		X		X		X		X		X		X
26	Widening the range of collaboration with the diplomatic, government and non-government sector	X	X	X	X	X	X	X	X	X	X	X	X
27	Advertising learning center of University		X				X				X		
28	Creating and developing young artists club				X				X				X
29	Participating in international projects	X	X	X	X	X	X	X	X	X	X	X	X
30	Organizing local scientific conferences				X				X				X
31	Developing the criteria for defining the rate of efficiency of the work done by administration and monitoring		X		X		X		X		X		X
II Technological service development		2018		2019				2020					
1	Developing and implementing electronic library		X	X		X							
2	Integrating University library into the international library network						X				X		
3	Developing electronic system of managing the learning process	X	X	X	X	X	X	X	X				
4	Implementing and developing united centralized electronic system for case proceedings and documentation					X	X	X	X	X	X	X	X

5	Creating electronic lecture courses					X	X	X	X	X	X	X	X
6	Providing conducting exams for theoretical courses at computers					X	X		X	X	X		X
7	Implementing video-lectures					X	X	X	X	X	X	X	X
8	implementing image branded attributes			X				X				X	
9	Collecting and developing museum materials/funds						X	X	X	X			
10	Archiving the film fund of the students existent at University	X	X	X	X	X	X	X	X	X	X	X	X
11	Creating electronic encyclopedia of theatre and film					X	X	X	X	X	X	X	X
12	Fundamental reconstruction and permanent renewal of the web page	X	X	X	X	X	X	X	X	X	X	X	X
13	Creating portal for learning video materials of the film and television faculty	X	X	X	X	X	X	X	X				
14	Creating accessible services for foreign-language students					X	X	X	X	X	X	X	X
15	Organizing international scientific conferences									X	X	X	X
16	Research activity (including, with the involvement of foreign scientists) and publishing scientific works					X	X	X	X	X	X	X	X
17	Implementing post-doctorate institute, planning functions and tasks in the relevant regulations and implementing them	X	X	X	X	X	X	X	X	X	X	X	X
III Software development		2018				2019				2020			
1	Development and accreditation of academic education programs	X	X	X	X	X	X	X	X	X	X	X	X
2	Implementing and developing professional education programs									X	X	X	X

3	Implementing innovational methods and forms of studying-teaching and researches. Providing qualified academic processes. Permanent survey of the quality and integration of the results in the education space	X	X	X	X	X	X	X	X	X	X	X	X
4	Developing learning courses in foreign language					X	X	X	X	X	X	X	X
5	Creating remote learning programs and courses	X	X	X	X	X	X	X	X	X	X	X	X
6	Enhancing scientific collaboration with higher art education institutions: collaborating with higher art education institutions in the scientific field and creating a united base of researches/publishing	X	X	X	X	X	X	X	X	X	X	X	X

Mechanism for strategic development and monitoring execution of the activity plan

The purpose of implementing system of financial management and control is to improve the quality of the management of public funds. Mentor at each level of hierarchy of University is responsible for implementing control mechanisms, their documentation and functioning within the framework of his/her competence, in accordance with Ordinance N133 issued on March 21, 2017 by the Government of Georgia “on ratifying the instructions regarding rules and procedures for developing system of financial management and control”. Each worker at University is responsible for compliance of his/her activity with the control mechanisms defined by the head or/and defined by University with the present document.

Organizational control of University includes monitoring of the activity, assessing factual situation that ensures reacting at the results. The first stage of the mentioned process is to identify problems that implies getting information regarding the situation and regarding executing potential strategy. Identifying the current situation is possible by using internal information of University. Information shall be provided at each level in order the control to be duly executed. Organization control of University supports effective execution of monitoring mechanisms of following strategic development and activity plans.

Factors having influence on providing with information are the following:

- Objectives of University;
- Scales and types of economic operations;
- Management structure;
- Management style;
- Types of the made decisions;
- Rate of interaction of University with the environment.

Managerial information executed during organizational control of University is utilized for internal usage which includes three basic types that are used by the managerial part of the institution. These are: strategic, tactical and operative (see Diagram N1).



Diagram N1

I. Strategic information is mainly used by the Representative Council of University for planning united objectives and strategy and for checking if these objectives were actually achieved.

Strategic information includes:

- Main activity of University;
- Existent and potential perspectives;
- Material funds for requirements;
- Possibility and perspectives for obtaining long-term funds.

II. Tactical information is used by the persons authorized for University management at each level of the management but mainly, at the middle level in the fields of planning and managerial control such as definition of prices, procurement, distribution and storage activity. Tactical information is prepared regularly, every week or every month.

Tactical information includes:

- Control of reserve level;
- Regarding the rate of efficiency of labor;
- Regarding current procurements of the requirements;
- Budget control and analysis of deviations;
- Statistics of the employment.

III. Operative information is the type which is needed for everyday management and control of operations.

Operative information includes:

- List of debtors and creditors;
- Details of payroll;
- Requirements for the goods;
- Work schedule.