



## **Development Strategy of Shota Rustaveli Theatre and Film Georgia**

**Shota Rustaveli Theatre and Film Georgia State University**

**2024-2030**

**Approved by the protocol N3 of the Representative Council**

**dated 05/03/2024**

### **1. Introduction**

The development strategy of Shota Rustaveli Theatre and Film Georgia State University is a document based on the mission and vision of the university.

LEPL Shota Rustaveli State Theatre and Film Georgia State University is an artistic higher educational institution with a rich century-old history, serving as one of the important cultural and educational institutions in Georgia. The primary focus of the

university lies in the advancement and exploration of various artistic domains, including theatre, cinema, music, dance, and more. (theatre studies, film studies, art studies, cultural tourism, cultural journalism, and management). One of the primary specific characteristics of higher artistic education is exemplified by the principle of individual creative development, which entails the integration of creative-practical and theoretical teaching. In the teaching process, the university naturally emphasizes individual creative input; consequently, the educational process also prioritizes the development of this input and the unlocking of students' creative potential.

## **2. The University Mission**

Shota Rustaveli Theatre and Film Georgia State University is a significant hub of higher academic education in the field of arts in Georgia. The mission of the University is to develop and research the field of arts, to bring up highly-qualified specialists and professionals in the field of art sciences, media and management. University represents a team of students, professor-tutors, artists, researchers, and administrative and supporting staff, by means of united, harmonious collaboration that cultivates a shared space for creative development and scientific research, also important and solid ground for the development of fields of art (theatre, audio-visual, choreographic, music) within the borders of the country and beyond it. The Mission of the University is to be an international center for the exchange of expertise, creative relations, and intercultural dialogue.

## **3. Strategic Planning**

The 2024-2030 strategic development plan of LEPL Shota Rustaveli Theatre and Film Georgia State University (hereinafter referred to as "University") is a guiding document, which has been developed through a participatory approach, engaging

university administrative and academic staff, programme implementers, students, alumni, partner organizations, and various other stakeholders. The strategic planning process was conducted with consolidation and coordination efforts led by the working group. The strategic plan is founded upon and incorporates tasks outlined in the unified strategy of education and science of Georgia, as well as the document outlining strategic directions for the development of the education and science system. Furthermore, the plan aligns with the standards required for authorization of higher educational institutions, is based on the recommendations specified in the authorization manual, and is in line with the national plan for developing the quality of education as outlined in the Center's strategy document. The revised strategic development plan of the University also considered the analysis of the outcomes from the 2018-2024 action plans. The development of the strategic development plan was preceded by several key steps, including revising the mission and vision statements, summarizing achievements and identifying challenges, and monitoring the effectiveness of University management.

To facilitate the development of a strategic development plan, according to the Rector's Order No. 213/2 dated October 19, 2023, a working group (hereinafter referred to as the "working group") was established. The primary objectives for establishing the working group were

- ✓ to develop the plan through a participatory approach and to enhance the engagement of various administrative units of the university;
- ✓ to share valuable and strategic opinions and recommendations of all stakeholders in the development of the plan;
- ✓ to increase the involvement, activity, and motivation of the parties by participating in the planning process, and subsequently in the process of implementing the plans.

At the outset, the working group concentrated on developing a strategic planning methodology document and the University's mission, vision, values, and orientations have been revised. The initial framework for the organizational structure

was developed, and priority directions were outlined. The conducted SWOT analysis enabled the university to evaluate its internal capabilities and resources, leading to the identification of effective utilization methods. Based on this analysis, the 2024-2030 strategy of the University outlines the University's priorities and main directions of activity.

In relation to the strategic plan for the academic years 2024-2030, meetings were conducted with various university stakeholders under the coordination of the working group. Surveys and interviews were conducted and focus groups were created to discuss various issues related to this topic. This approach ensured the identification of the university's strengths, weaknesses, opportunities, and threats, thereby facilitating long-term activity planning. This approach determines the sustainability of the university as a self-developing system, its effective integration with the socio-cultural environment, and identifies new opportunities for growth and development.

2024-2026 Action Plan serves as the mechanism for practically implementing the strategic plan. Alignment of the activities outlined in the plan with the strategic goals and setting deadlines implies a structured and accountable approach to implementation. Rational consideration of human, material and financial resources in planning ensures appropriateness and sustainability.

The indicators of the last period enable us to assess the University as a dynamically evolving educational institution, striving to enhance its educational activities in line with modern requirements and challenges. To achieve this goal, the University is committed to implementing sustainable and progressive practices in management, quality assurance, and internationalization mechanisms.

#### 4. University SWOT Analysis

The strategic planning working group conducted a SWOT analysis of the University, which was performed based on an assessment of the needs and requirements of the main educational units—professors, administration, and students. This analysis also includes the study of internal and external factors influencing the University.

The process of analysis included the following main stages:

1. Developing and piloting survey instruments, as well as conducting surveys.
2. Analysis of results
3. Formulating strategic tasks, conducting discussions, and preparing for approval were key steps in the process

The conducted SWOT analysis enabled the university to assess its strengths, weaknesses, threats, opportunities, and resources. This assessment helped determine the ways of their effective use, based on which the 2024-2030 strategy outlines the university's priorities and main directions of activity through strategic tasks and activities.

For the SWOT analysis, each questionnaire was precisely tailored to the specific characteristics and needs of the target group. The research involved the representatives of the university administration, academic and visiting staff, students, graduates, and employers. Questionnaires were distributed across various departments, with each focus group evaluating the university's strengths, weaknesses, opportunities, and threats within the scope of its competence. Additionally, the questionnaires provided an opportunity for participants to share different opinions, suggestions, and proposals. The main principle of the survey was openness and honesty. Long-term activities were planned based on the analysis of the obtained results. A rational distribution of resources was implemented to ensure the sustainability of the University as a self-

developing system and to facilitate its effective integration with the socio-cultural environment. This approach also aimed to highlight the specific position of the University within the educational space of the country.

### **Strengths of Shota Rustaveli Theatre and Film Georgia State University:**

- Georgian drama school with century-old traditions and high international authority;
- Georgian film school with its half-a-century of experience and high international recognition;
- High visibility both locally and internationally;
- The academic and practical experience of University academic staff and visiting lecturers;
- The employment of graduates at the local and international levels;
- Subsidizing/support from the Ministry of Culture and Sports of Georgia, from Tbilisi City Hall and other state structures;
- Successful practice of individual teaching of students and personalized approaches to their needs;
- Equipping educational spaces in accordance with the requirements of the field;
- Exclusive training programmes "Choreographer of Georgian Dance, cultural tourism, theatre studies, etc.;
- Exclusive teaching of higher education in choreographic direction and teaching of Georgian traditional art (dance and song);
- Modernized, flexible administrative structural units tailored to the needs of students/trainees.
- Coordinated and collaborative teamwork within administrative units;
- High index of graduate employment;
- The training process takes place in small groups;

- The University publishing house “Kentavri”

#### **Weakness of Shota Rustaveli Theatre and Film Georgia State University:**

- Incompatibility of financial resources with real demands and needs;
- Lack of infrastructure to meet modern challenges and the continuous need for updating the technical facilities.
- Lack of adapted infrastructure for individuals with disabilities and with special educational needs;
- Low awareness in the international scientific space;
- Insufficient intensity of university research activities due to lack of financial provision;
- A small number of international scientific-research projects;
- The absence of English-language study courses and educational programmes at all three levels to attract foreign students is attributed to the inadequate English language proficiency among the older generation of academic staff;
- The lack of young staff actively engaged in teaching and scientific research;
- Absence of student dormitory facilities.
- More promotion of sports activities.

#### **Opportunities for the University:**

- Increasing the quantity and quality of local and international research projects;
- Increased interest of foreign students in studying in Georgia and the development of joint/exchange programmes;
- Development of information technologies, enabling education to be delivered in new, innovative ways;

- Creation of new programmes that align with labor market requirements and enhancement of existing ones based on studies in the field of art;
- Leadership in the region regarding artistic education;
- Strengthening of students' self-government resources;
- Commercialization of University assets such as the educational theatre, film studio, television studio, library, video library, and other intellectual and material products;
- Enhancing student participation in charitable and social activities;
- Strengthening international partnerships and projects, as well as active participation in international conferences and festivals;
- Establishment of sustainable quality assurance mechanisms based on international best practices.
- Development of an electronic system for managing the educational process;
- Attracting local and international scientific grants;
- Enhancement of HR Management;
- Promotion of sharing foreign experiences and fostering mutual cooperation;
- Enhancement of extracurricular activities;
- Increasing the number of students by expanding the range of programmes offered.

**Threats to the University:**

- Unstable socio-economic environment in the country;
- Low motivation among students to study/small number of students;

- Limited number of academic staff in Georgia specializing in research within the field of artistic studies;
- The employment market in the artistic sector is full, characterized by a shortage of jobs and low remuneration for employees. Additionally, meeting the demands of the continually evolving, technology-oriented employment market presents challenges.
- Frequent legislative changes in the field of education;

Based on the analysis of the results obtained, the University formulated its primary strategic tasks.

## **5. Vision**

By the year 2024, LEPL Shota Rustaveli Theatre and Film Georgia State University has become a renowned 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 programmes, 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. Values**

The principles and rules governing the university's activities ensure the establishment of a fair, humane, equitable,

competitive, accessible, and student/employee-oriented educational and working environment. This environment fosters freedom of choice, quality education, and opportunities for self-expression.

### **Shota Rustaveli Theatre and Film Georgia State University**

- ✓ takes care of the continuous development of academic staff, programme implementers, and administrative staff;
- ✓ Ensures that the educational process is supported by an updated material-technical infrastructure and human resources aligned with modern standards.
- ✓ Takes into account the needs of socially disadvantaged and disabled students/trainees and creates favorable conditions to support their studies.
- ✓ Promotes the implementation of extracurricular activities for students within its jurisdiction.
- ✓ Promotes artistic education.
- ✓ Creates an educational environment founded on principles of academic freedom and integrity.

### **7. University activity**

There are three basic educational units at the university:

#### **1. Drama Faculty:**

- ❖ implements academic programmes encompassing bachelor's, master's, and doctoral degrees in the disciplines of theater, music, and choreographic arts.

- ❖ The faculty possesses a comprehensive material and technical infrastructure, including educational theater stages equipped with appropriate equipment and inventory, as well as studios, halls, and auditorium-laboratories.

## **2. Film and TV Faculty:**

- ❖ implements academic programmes at the Bachelor's, Master's, and Doctoral levels in the field of audio-visual arts.
- ❖ The faculty possesses a material-technical base, an educational studio, and an educational television, which is equipped with the latest equipment and technologies, as well as editing studios and auditoriums.

## **3. Art Sciences, Media and Management Faculty**

- ❖ implements academic programmes at the Bachelor's, Master's, and Doctoral levels in various disciplines such as humanities, social sciences, business administration, and cultural tourism. Additionally, it provides an educational Georgian language training programme.
- ❖ The faculty possesses a video library, a well-equipped material and technical infrastructure featuring cutting-edge technologies and inventory, as well as auditoriums equipped with demonstration audiovisual devices and computers.

In addition, the university implements short-term professional training and retraining programmes:

- Professional training programmes: "Theatrical Costume Tailor" and "Theatrical Costume Accessory and Quilting Specialist"; Professional School of Theatrical Costumes & Accessories Opens at TAFU
- Professional training programmes: "Artist-Make-up Artist" and "Artist-Decorator"

New professional training-retraining programmes have been prepared for authorization:

- Professional training programmes: "Stage Lighting"; "Video Editing"; "Digital Photography"; "Stuntman"; "Wig and Beard Weaving Specialist"

The university maintains collaborative partnerships in both creative and scientific realms with universities from various countries. Through these partnerships, the university engages in joint projects such as plays, films, scientific conferences, educational initiatives, and more.

The university consistently prioritizes the development and enhancement of regional theaters, evident through the establishment of specialized acting groups tailored to specific objectives and needs.

The university operates its own publishing house called "Kentavri," where the textbooks, supplementary manuals, scientific books, and monographs authored by professors are printed. International Journal of Arta and Media Research is also published.

An Independent scientific research unit, the Dimitri Janelidze Scientific Research Institution, operates within the University. It conducts scientific research in various fields including theater studies, film studies, art studies, choreology, culturology, art education, and media studies.

The scientific-research institute publishes an annual collection of its scholarly works titled "Art Studies." Additionally, the institution is involved in the preparation of manuals, supplementary manuals, and translations.

Every year, the university hosts international and local events, festivals, and master classes, with primary financial support provided by the Ministry of Culture and Sports of Georgia and the Tbilisi City Hall. Traditionally, prominent companies have participated in and will continue to participate in events organized by our university. The Festival of Etudes " Arlekin", International Student Choreography Forum-Festival "Terpsichore", Annual International Student Film Festival "Amirani", and student award "Golden Branch", and events like the "Anointing of Freshmen's Makeup," among others.

The university conducts its educational activities at two locations in Tbilisi: Rustaveli Avenue N 19-23, where the University owns 7337square meters of space, and Davit Aghmashenebeli Avenue N40, where it owns 5050 square meters.

## **8. The University Strategic Development Plan**

The university has outlined seven primary strategic priorities (goals) that it will continue to pursue over the next seven years:

### **Strategic Goal 1 - Organizational Development**

*Task 1.1. Monitoring of the Implementation of Strategic and Action Plans, Elaboration/Development/Implementation of a New Plan*

*Task 1.2. Strengthening the Quality Management System*

*Task 1.3. Development/Renewal of Human Resources*

*Task 1.4. Alignment with the Authorization/Accreditation Standards of Educational Activities/Educational Programmes of the University*

### **Strategic Goal 2. Development of Academic/Professional Programmes**

*Task 2.1. Administration of Programme Development, Evaluation and Development Promotion Measures*

*Task 2.2. Administration of Educational Programmes*

*Task 2.3. Facilitation of the Process of Internationalization*

### **Strategic Goal 3. Enhancing Infrastructure, Material, Information, and Financial Resources**

*Task 3.1. Upgrading the University's Infrastructure to Modern Standards*

*Task 3.2. Advancement of Electronic Information and Communication Technologies*

*Task 3.3. Addition/Improvement of Material Resources*

*Task 3.4. Expansion and Improvement of Library and Educational Resources*

*Task 3.5. Optimization of Financial Resources*

### **Strategic Goal 4: Students/Trainees and their Support Services**

*Task 4.1. Protection of Students'/trainees' rights.*

*Task 4.2. Support for Students/Trainees*

### **Strategic Goal 5. Providing a safe working and learning environment**

*Task 5.1. Informing Administrative Staff, Programme Implementers, Students/Trainees about Safety Rules.*

*Task 5.2: Establishment of a Labour Safety Management System.*

### **Strategic Goal 6. Public Relations and Creative/Social Projects**

*Task 6.1. Development of public relations and fostering mutually beneficial connections.*

*Task 6.2. Establishment of Corporate Culture and promotion of social responsibility.*

*Task 6.3. Implementation of Creative, Scientific, Social Projects*

**Strategic Goal 7. Supporting Research Activities**

*Task 7.1. Establishment of a Research Project Financing System.*

***Strategic Development Plan 2024-2030***

Name		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
#	1. Strategic Goal - Organizational Development							
1.1.	Monitoring the implementation of strategic and action plans, and introducing/implementing/developing a new plan	*	*	*	*	*	*	*
1.2.	Enhancing the quality management system	*	*	*	*	*	*	*
1.3	Human Resources Development	*	*	*	*	*	*	*
1.4	Alignment with authorization/accreditation standards of university educational programmes	*	*					*
Strategic Goal 2. Development of academic/professional programmes								
2.1/	Administration of programme development, evaluation, and measures promoting development	*	*	*	*	*	*	*
2.2.	Administration of new educational programmes	*	*	*	*	*	*	*
2.3.	Facilitation of the process of internationalization	*	*	*	*	*	*	*
Strategic Goal 3. Development of infrastructure, material, information, and financial resources								

3.1.	Upgrading the university's infrastructure to modern standards.	*	*		*		*	
3.2	Advancement of electronic information and communication technologies	*	*	*	*	*	*	*
3.3	Material Resource Development	*		*		*		*
3.4	Developing the library/educational resources	*	*	*	*	*	*	*
3.5	Optimization of financial resources	*	*	*	*	*	*	*
<b>Strategic Goal 4: Students'/trainees' and their Support Services</b>								
. 4.1	Protection of Students' rights	*	*	*	*	*	*	*
4.2	Support for students/trainees	*	*	*	*	*	*	*
<b>Strategic Goal 5. Providing a safe working and learning environment</b>								
5.1.	Development of labor safety management system	*			*			*
5.2	Informing administrative staff, programme implementers, students/trainees about the safety rules	*	*	*	*	*	*	*

Strategic Goal 6. Public relations and creative/social projects								
6.1	Development of public relations and fostering mutually beneficial connections	*	*	*	*	*	*	*
6.2.	Establishment of corporate culture and social responsibility	*	*	*	*	*	*	*
6.22.	Implementation of creative projects	*	*	*	*	*	*	*
Strategic Goal 7. Supporting research activities								
7.1	Development of Research Project Financing System	*			*			*
7.2	Expanding cooperation with scientific foundations;	*	*	*	*	*	*	*
7.3.	Promoting the development of academic staff research potential;	*	*	*	*	*	*	*

### Financial Provision for Artistic Education

Artistic education requires a significant investment in material and technical resources, including theater spaces, filming and editing equipment, studios, workshops, and more. Also, working materials such as decorations, costumes, makeup, and other necessary supplies for artistic education. This circumstance also incurs additional costs for artistic universities;

However, it is indispensable for providing high-quality artistic education. In many cases, the process of higher artistic education involves individualized training, leading to increased costs.

Based on the above considerations, it is evident that artistic education cannot thrive as a profitable business venture and cannot be self-sustaining financially. This is confirmed by international experience. High-quality art education relies on state support and co-financing to ensure its sustainability and effectiveness. As a rule, art education is subsidized, or in the case of private higher education institutions, it becomes too expensive. Such a high fee is unaffordable for the population of a small country like ours.

The field of art generally offers specialized disciplines since without corresponding market demand, it cannot sustain itself as a viable business. Regardless, optimizing costs related to the educational process often has a negative impact on the quality of the final product, which is the education provided.

In traditional art universities, there are strategically important exclusive specialties that serve as the sole source for training specialists with relevant qualifications.

Accordingly, the Ministry of Culture and Sports is clearly interested and motivated in safeguarding artistic education, preserving the specificities of individual artistic universities, natural priorities, and positions, and ensuring their realization. Thus, it is appropriate to gradually increase the budget of artistic universities to effectively implement the aforementioned tasks.

As long as the seven-year perspective of the university's institutional development is focused on the most realistic and achievable goals. Due to current economic policies, both internal and external factors, as well as objective or subjective

reasons, the university's financial situation is gradually improving. This improvement makes it possible to facilitate yearly development through the commercialization of modern administrative technologies and products.

## **10. Alternative Sources for Financing**

LEPL Shota Rustaveli Theatre and Film Georgia State University is a public institution funded through the budget. According to the budget approved by the Ministry of Culture and Sports of Georgia and the financial resources received from tuition fees, the University plans to implement the activities listed above. However, the mentioned circumstance does not preclude the university administration from taking care and implementing appropriate steps to secure alternative sources of funding. Certainly, it is challenging to predict which entities and what types of donations will benefit the university. However, within the realm of social responsibility, there are established norms and expectations regarding the university's collaboration with large companies.

The primary mechanism of this type of cooperation is based on a memorandum in which the rights and obligations of both parties (the university and the donor entity) are outlined.

Based on these types of memoranda, companies such as "Beko," "Redixis," and "Leppert" have donated crucial components to the university, enhancing its functionality. The Patriarchate of Georgia, that is actively involved in and regularly organizes significant events with the participation of academic staff and students from the university, serves as a promoter and motivator as well.

With such an approach and interest, there are plans to collaborate with companies that have a specific interest in the intellectual resources offered by the university.

The university administration will continue to work intensively to explore alternative sources of funding and to advocate for the university's interests in this regard.

## **11. Monitoring and Evaluation of the Strategic Development Plan**

Monitoring the implementation of plans through designated responsible persons and structures, along with periodic reviews and evaluations, demonstrates a commitment to continuous improvement. Amendments based on the results of this review indicate flexibility and responsiveness to change.

The strategic development and implementation of action plans are monitored by the Quality Assurance Office, the Deputy Head of Administration, and the Deputy Rector.

Every year, the university monitors and evaluates the implementation of the strategic plan. The results of the assessment are discussed at a meeting presided over by the Rector. During the meeting, discussions revolve around what was accomplished, what experienced delays, which tasks lost relevance, and so on. The purpose of monitoring is to ensure timely adaptation to changes, identify current organizational problems, and promptly address them. Monitoring is conducted using both quantitative and qualitative indicators, gathering information about the actual situation from the responsible structural unit. Periodic assessments, either semi-annually or annually, determine the level of achievement of strategic

goals. The responsible structural unit submits information to the Quality Assurance Office in the form of a specialized report. The evaluation is conducted by comparing the target benchmark with the current benchmark, and any discrepancy identified during this comparison is described in percentages. Assessment of achievement of strategic goals is carried out once a year.

The monitoring and response system consists of the following stages:

- The responsible structural units are required to submit a comprehensive written report to the Quality Assurance Office within the specified deadlines;
- The Quality Assurance Office transforms the received information into target indicators, conducts a comparative analysis of the planned and actual situation, and determines the necessity for corrective measures;
- The Quality Assurance Office submits an annual report to the university rector detailing the implementation of activities outlined in the strategic development and action plans;
- Implementation of the university's three-year action plan;
- In case of non-fulfillment, partial fulfillment, or delays in the activities outlined in the strategic development and action plans, the Deputy Head of Administration and the Deputy Rector (academic direction) conduct a thorough analysis to determine the causes of the delay and develop a set of corrective measures to be implemented;
- The University Rector, in collaboration with the relevant structural units, identifies responsive measures and issues appropriate directives to the respective units. The response involves making appropriate corrections to the existing strategic plan in response to changes in the environment.

Quality assurance procedures are cyclical and continuous. The Quality Assurance Office collaborates with all university structural units, administrative staff, academic staff, programme implementers, students, graduates, partner organizations, employers, and other stakeholders to achieve established goals.

Quality assurance mechanisms involve internal and external quality assessment.

Internal evaluation involves assessing the primary and supporting processes of the university and responding to evaluation results to enhance overall outcomes.

External evaluation includes assessments obtained during accreditation, authorization processes (such as from the National Center for Educational Quality Enhancement under the Ministry of Education), as well as evaluations from invited experts and partner organizations. Responses to these evaluation results aim to improve overall outcomes.

## **12. Factors and Resources for the Successful Implementation of the Strategic Development Plan:**

1. century-old experience and high international image of the university;
2. strong creative, teaching and research traditions in the university;
3. creative and academic resources within the university;
4. international contacts and partners;
5. University educational and scientific library;
6. Electronic system of academic, creative and administrative process management;
7. The University budget;

8. Material-technical base of university.
9. Advantaged geographical location;
10. Support from the Ministry of Culture and Sports of Georgia, Tbilisi City Hall, and other governmental entities.