

International Black Sea University LLC
Strategic Planning Methodology

Article 1. General provisions

1.1. The "Strategic Planning Methodology of the International Black Sea University LLC" document defines the main issues and processes related to the development, implementation and evaluation of the strategic development and action plans of the university (hereinafter - the "University").

1.2. Strategic development and action plans are an important basis for the long-term development of the university, the monitoring of which is carried out in accordance with the document "Mechanisms for Monitoring the Implementation of Strategic Development and Action Plans".

Article 2. Strategic planning process and stages

2.1. Strategic planning at the International Black Sea University is based on team, transparent processes and participation of stakeholders (administration, students, graduates, academic staff, employer), which is an important basis for the correct strategic development of the university.

2.2. The strategic planning process in the university is led by the vice-rector for administration together with the strategic development office.

2.3. The vice-rectors of the university, who are responsible for coordinating the development of the strategic development plan, participate in the strategic planning process; The results are discussed at the governing board.

2.4. Strategic planning is a participatory process, in which the involvement of stakeholders is important, it is divided into the following stages:

2.4.1. Defining and modifying the vision, mission, and values - the strategic development office organizes the participation of structural units of the university, schools, academic staff, students, graduates, and employers in defining the vision, mission, and values of the university. The Strategic Development Office will analyze the received information, determine the main views on the university's activities and discuss it with the governing board, where the vision, mission and values will be discussed, modified and approved as necessary.

2.4.2. SWOT analysis of the current situation - the strategic planning process is preceded by a SWOT analysis, in which the participation of interested parties is necessary; The process is organized by the Strategic Development Office. SWOT questionnaires are prepared and sent to the target groups for completion. The Strategic Development Office will process and study the obtained results together with the vice-rector for administration, discuss the university's internal and external factors, strengths and weaknesses, existing risks and opportunities at the governing board; As a result, the long-term strategic priorities of the university are determined.

2.4.3. Defining and modifying strategic tasks - the Strategic Development Office prepares questionnaires, plans additional meetings for structural units and schools; Strategic tasks will be named

by them. The office will study and determine the strategic tasks, the strategic tasks will be modified according to the need.

2.4.4. Determination, modification and benchmarking of measurement indicators for each strategic task - the Strategic Development Office, based on the information submitted by structural units and schools, will review and determine measurement indicators for each strategic task, modify them if necessary and set target benchmarks.

2.4.5. Binding of the strategic plan - the strategic development office will process the information received from the bottom-up principle and compile the seven-year strategic plan of the university. The office will review the strategic development plan and introduce it to the target groups, and after the feedback received from them, will formulate the seven-year strategic development plan of the university in the final form.

2.4.6. Approval of the seven-year strategic development plan - the university's seven-year strategic development plan is reviewed by the governing board and approved by the founders' meeting.

2.4.7. Determination-modification of activities by each structural unit for the performance of each strategic task in three-year terms - in order to fulfill the strategic tasks, the Strategic Development Office will develop a three-year action plan form for each structural unit/school according to the strategic tasks and plan additional meetings. They discuss and write down the specific activities and timelines needed to accomplish each strategic task. Activities and deadlines can be modified depending on the need, which should be agreed in advance between the Strategic Development Office and the relevant unit. The Office of Strategic Development will eventually outline activities and timelines in a three-year framework.

2.4.8. Determination-modification of the three-year action plan - Strategic Development Office determines the three-year action plan of the university on the basis of the research and results listed in point 2.4.7, where, in agreement with the structural units and schools, the activities necessary and implemented to achieve the strategic tasks are clearly written down, the deadlines, main and auxiliary units are defined .

2.4.8.1. The preparation of the three-year action plan is carried out together with small working / target groups - relevant responsible structural units / schools, which discuss specific strategic tasks, indicators (KPI), necessary activities to be implemented to achieve strategic tasks and their performance criteria, resources, the period of activities and the main and supporting units.

2.4.9. Approval of the three-year action plan of the university - the three-year action plan of the university is presented by the three-year action plan of the university for consideration by the governing board.

2.4.10. University action plan implementation report - the strategic planning process is also preceded by the review of the university's activities at the governing board, the action plan implementation report is one of the important issues for the strategic development and planning of the university. The

Strategic Development Office prepares a report on the implementation of the action plan and submits it to the Governing Board for consideration.

2.4.11. The governing board of the university is responsible for the implementation of the 7-year strategic development plan and 3-year action plan of the university;

2.4.12. The control of the implementation of the 7-year strategic development plan and 3-year action plan of the university is entrusted to the vice-rector of the university in the field of administration.

2.4.13. The seven-year strategic development plan and the three-year action plans (shortened version of the action plan) were communicated to stakeholders.

2.4.14. Work on each subsequent seven-year strategic development plan of the university begins at least one year before the expiration of the current strategic development plan.

Article 3. Development of mechanisms for monitoring and evaluating the implementation of strategic and action plans

3.1. The Strategic Development Office will develop mechanisms for monitoring and evaluating the implementation of strategic and action plans.

3.1.1. The strategic development plan of the university will be evaluated annually (at the end of the academic year, at the end of the spring semester);

3.1.2. Based on the results of the strategic development assessment, the action plan will be revised once during the academic year (at the end of the spring semester).

3.1.3. The assessment of the strategic development and action plans of the university is determined in detail in accordance with the "Mechanisms for Monitoring the Implementation of Strategic Development and Action Plans" document.

Article 4. Rules for revising strategic development and action plans

4. The basis for the change/revision of strategic development and action plans is:

4.1. A substantiated report by the Strategic Development Office on the implementation of the change, which is discussed at the Governing Board.

4.2. An action plan performance evaluation report that includes the rationale for implementing the change. Issues will be presented to the Governing Board for further action.

4.3. Changes at the initiative of the Rector in case of external or internal factors that affect the development of the university and require a strategic response. The issue will be discussed with the Strategic Development Office, presented to the Governing Board for further action, and then approved at the Founders' Meeting.