EAST EUROPEAN UNIVERSITY

East European University (EEU)

Strategic Development Plan 2019-2025

We strive for success!
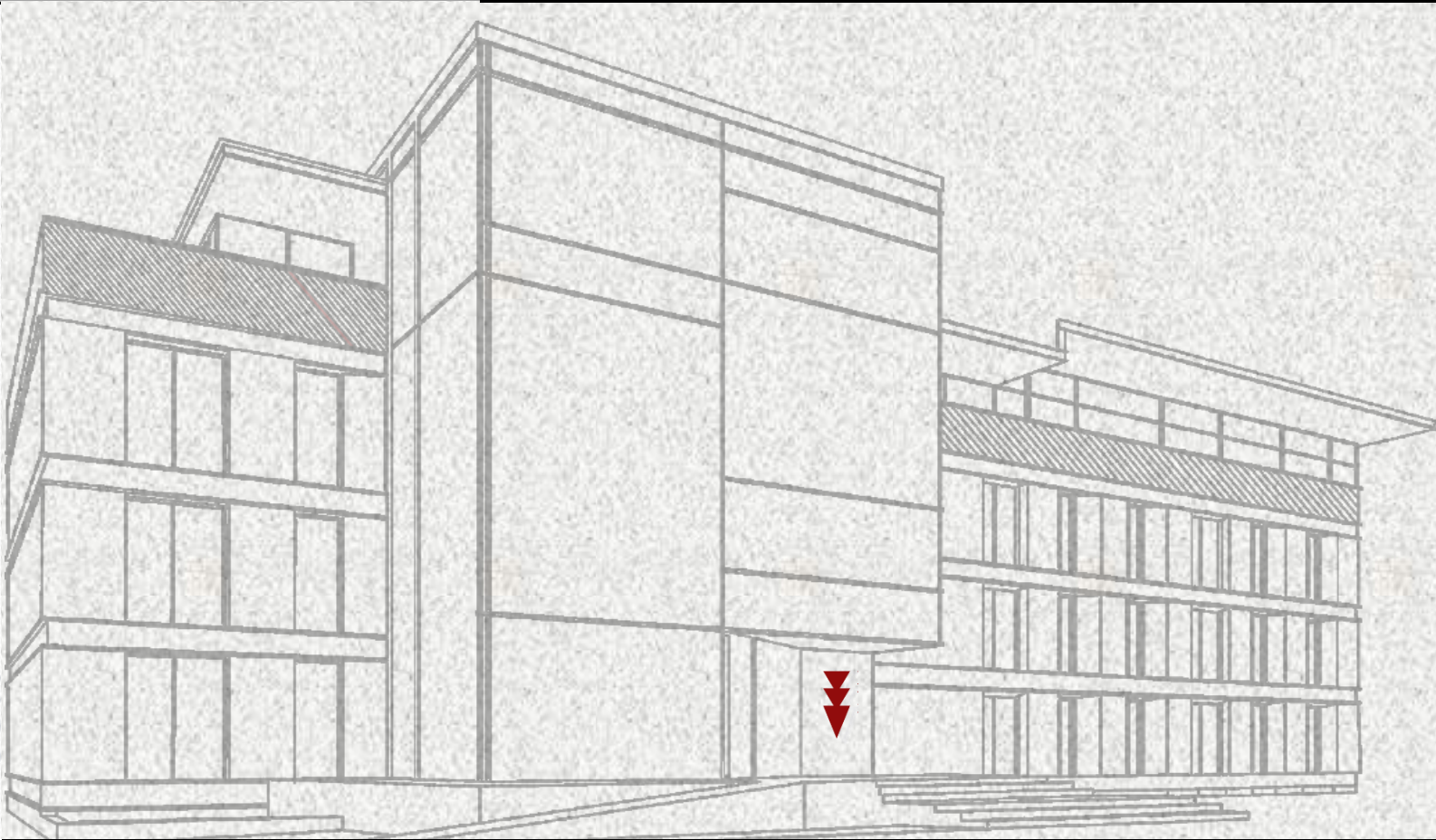
Introduction

Strategic development plan (hereinafter – strategic plan) represents a long-term planning document of the University, which describes the priorities and activities of its future development based on the goals and visions of the University. East European University considers it as the main regulatory document for future development, in order to keep the East European University ready for novelty and adequately respond to rapidly changing international and National Higher Education sectors, by this way to continue the process of faster development and to establish itself as one of the successful higher educational institutions throughout Georgia.

East European University's strategic plan is based on understanding of the role and purpose of the University, integrity of an Independence, academic freedom, teaching and research. These basic principles ensure the growth and success of the University, as well as the responsibility towards the public and interested persons.

LLC East European University as a legal entity under private law, was established by the team with significant experience, motivated and competent in the field of successful management of the organization and significant experience in higher educational institutions.

East European University (in the future **EEU**) is one of the youngest institutution within the educational space of Georgia, which started its activity by developing an undergraduate and graduate level educational programs **since September 2013** as a teaching university status.

With successful start-up of its activity in two years, EEU through re-authorization obtained the right to implement doctoral programs And has been operating since 2015 up to present as a three-stage university. As of 2015, in University through software accreditation 8 educational programs were introduced.

By the end of 2020 year, **the University is represented by 19 Educational Programs**, which are created By sharing labor market requirements, modern trends and international practices and is carried out by highly qualified, motivated academic and invited personnel.

despite short history of existence EEU was able to gain confidence at local and international levels, as a quality-oriented, modern corporate style Institution. The university **has made rapid and significant progress** in all directions of Educational activities. This progress is especially evident in terms of internationalization, it established partnership with 40 international universities and organizations, including British, US, German, universities, 6 grants of ERASMUS+have been obtained, four grant of US embassy and one grant of British Council, it has implemented more than 30 international projects and actively cooperates with international funds, is a member of 10 international organizations, among them: European Public Law Organization (EPLO), World education services organization (WES, USA), UK researchers ' potential implementation programme (Vitae), World Health Organization (WHO);

The multiplicity of exchange programs offered to students during this period is especially important on almost all educational programs available at the University. English-language educational programs have been introduced, including and noteworthy is One-stage Program of **trained/associated degree Medic and Successful implementation of English language program,** also in 2020 there has been developed an English-language master's program in digital management, implemented by Georgian and German specialists and for students is operating Exchange program at the University of Fresenius (GER); Currently, the university offers four English-language educational programs and up to 250 international students are studying from 10 countries around the world. Up to 15 international personnel participate in educational programs.

At the same time, it should be noted that the policy of supporting students was formed as one of the strongest parties of the EEU, which is implemented by offering a variety of services and by successfully introduced of Protection of students ' rights and legal interests. In addition to increased budget in the mentioned direction, an introduction of modern electronic platforms improved the student services. The university is a licensed partner of Microsoft and at this stage six licensed platforms are introduced at the University, Thus, effective administration of educational and structural units is ensured (EEU-EL; ELMA; Microsoft Teams; OPAC; EEU-HR, FMG SOFT).

The university actively implements social policy, among them, both in terms of social activities and projects, as well as in the direction of research. Over the years, activities are constantly carried out in this direction and especially noteworthy is the large-scale socio-educational project, Which the University carried out during the pandemic in 2020 In cooperation with Education Management Information System (EMIS) , about 1200 entrants were trained within the project in Unified national and graduate exams in four entrance/qualification subject, more than 600 entrants were provided with uninterrupted internet access. The project administration and full funding was provided by the East European University.

Since the EEU has gained Right to conduct doctoral level education, significant changes were made and activities were intensified in the direction of scientific research. Among them, mechanisms supporting research activities have been developed, Annual budget for funding research activities compared to 2015 By 2020 it has increased by 4 times, 6 scientific-research centers were established , the University's research activities, strategies, active cooperation carried out international scientific universities and organizations, numerous textbooks and papers have been published, it was set up making of abstract and University bilingual annual scientific journal, in 2015-2020 years and more than 50 scientific conferences and workshops are organized/implemented, including up to 15 international conferences, where about 200 students participated and up to 70 academic staff, conference compilations were published, local and international research activities of personnel were funded, it has obtained 6 international and local grants, 8 projects have been financed within the framework of internal grant scientific and student projects with total budget of 130 000 gel. With several universities, EEU carried out large-scale survey of labor market in respect with an Education programs in Georgia, a number of joint local and international scientific projects have been implemented, the university was strengthened by qualified and experienced scientific personnel, the Project of structural changes was prepared in order to support doctoral studies in order to establish the structural unit" Center for development of doctoral studies", and the rule of plagiarism detection and response has been reviewed updated" , the Code of research ethics and academic integrity was developed", Research-teaching laboratories and Simulation Center in medicine were created, significant investments were made for the development of research infrastructure.

The university acquired the property in 2018 for the new campus and carried out large-scale investments. The new campus includes several buildings: Training-administrative, for research centers/laboratories, for sporting and public events, Cafeteria, playground; Also, recreational areas, Modern Library, examination / OSCE Center. Modern hardware and techniques of the building, such as: smart tablets, new model computers, Modern Library Services, Safety systems, new training inventory, special equipment და Equipment for research centers and for laboratories of Medicine direction: interactive anatomical table,

laminars, laboratory equipment and instruments, Neuro-marketing and psychodiagnostic apparatus, Multifunctional computer equipment, etc. Restrictions caused by pandemic caused some delays with respect to the completion of Campus, accordingly, the opening of the new campus is scheduled for May 2021. Effective quality assurance system has been successfully introduced in EEU, which helps the institution in maintaining and developing the quality of educational activities. Quality Assurance System, in response to the demands of students and other stakeholders and to achieve their satisfaction ensures the evaluation and development of the quality of the activities of the University in all directions - Educational programs, learning, services, resources, Internationalization, research, management, services, contribution made to the development of society, positioning in the educational field. For the implementation of a quality assurance system in the EEU an administration of processes for continuous and systematic use of quality assurance mechanisms occurs using the PDCA cycle. EEU, using collaborative and consistent quality assurance mechanisms strives to ensure sustainable success Challenging, in demanding and ever-changing environmental conditions. For this purpose, the University systematically operates Evaluation of university activities, Analysis of obtained results, identification of improvement issues and the implementation of appropriate interventions for their development. Following in the footsteps of significant progress achieved during the reporting period uhe university addresses special efforts for the development of teaching and learning process, the need for the development of which is clearly manifested in the period of pandemics. Currently, the in EEU has already been created study-teaching development policy and its introduction will begin in the spring semester of the 2021 school year.

EEU realises its own role, as a responsible higher educational institution is not sparing its efforts, to be constantly oriented on progress and development.

The EEU at the same time is particularly proud of the achievements of its own graduates. With their qualifications, the employment rate is high and growing every year.

A great honor for the EEU is that, the staff discusses their activities with the University in the long term. EEU students note in poll results, that their expectations were justified and they recommend others to choice an East European University. History of East European University is created by graduate, staff and partner, and in order to justify their expectations we are obliged to constantly strive for success!

Strategic planning process

Update of the present strategic plan has been implemented in accordance with strategic planning methodology, with involvement and complicity of the University academic and administrative staff, students.

First stage:

To develop this strategy, a working group was set up at the University. The group carried out preparatory activities at the first stage.

The results of the study conducted by the University were studied by the group, Unified strategy of education and science of the country, documents on trends in other higher education systems, recommendations, as well as international experience and best practices.

In order to analyze the situation at the University, establish the needs for further development and formulate relevant conclusions, the Working Group met with the University's upper and middle chain representatives, among them, the Faculty Deans, program heads will be the students ' self-government representatives, examined relevant standards and recommendations, current environment and trends, analyzed plans and expectations of international and local partners to further develop relations with them.

Second stage:

Based on the analysis of the results of the activities carried out at the first stage b y the Working Group is has been drafted updated 2019-2025 seven-year strategic development plan projects of the Universities and projects a three-year plan for 2019-2021.

Third stage:

Strategic and Action Plan projects prepared by the Working Group has been discussed with various interested groups: University staff, students, employers, etc. Taking into account the results of the received feedback, the final edition of the strategy documents was formed and approved. At the same time, a unanimous decision was made, that is should be carried out on the regular basis review of identified priorities, goals and specific activities; Specify them as needed for real development of Processes and in order to ensure equal benefits for each member of the university community and to ensure equal benefits for each member of the university community of the progress made in the university community.

Revision of the strategic plan

Follow the results of external, internal assessments and strategic plan monitoring, in the autumn semester of 2020 the revision of the strategic plan was carried out by the Working Group, who has formed strategic plan of 2019-2025 years.

The results of the implementation of the strategic plan in 2019-2020 were discussed within the framework of the process as well as recommendations made by experts in external assessment. After that, the Working Group made minor correction/clarification of the mission and vision, it has been revised the University's core values, SWOT analysis results has been adjusted and some issues of the strategic plan, came in compliance with new structure of the established university after reorganization, technical inaccuracies have been corrected.

It was revised a three-year action plan of in 2019-2021 years In particular, the structure of the document was refined, to make better perceptible the document to the reader, for each task, the main implementing structural unit was specified, involved party and indicators.

Developed strategic and action plans of the new edition have been discussed with various interested groups and was approved by the representative council.

Mission of the University

Strategic plan is developed using strategic planning methodology and provides the mission of the University, achieving the target benchmarks set by the strategic plan and helps to establish effective and plan-based work system of University structural units.

▶ The vision of East European University

The vision of East European University is To make EEU an internationally recognized institution integrated into the European educational space and a leading institution within the field of higher education in Georgia. To ensure the expansion of research potential and the qualification of competitive specialists. To follow democratic principles and develop civic responsibility amongst the students and staff.

▶ Mission of East European University

The introduction of international standards following Georgian, and world cultural values, create an educational environment based on the integrity for all teaching and research activities.

- Help students and staff flourish academically, morally, and civically, by providing high quality teaching, scientific research, and fellowship.
- Contribute to Georgian and wider society through wisdom and dignity.

▶ **Key values of East European University**

The university, in its own activities is guided by the best interests of individuals (professionals) who are involved in the educational process and the implementation of strategic development based on the following values:

Unity (integrity) - Our (the university) aspiration is to create a professional environment, where academics, administrative staff, and students share common efforts and set strategies to implement the goals demonstrated within the university vision and mission.

Respect - Our attitude within the university and to the wider society is to follow the principles of Equality, Accountability, Justice, and Ethics. In addition, there is appreciation and recognition of the effort of every member of the university community, their personal and academic freedom.

Empathy - Our approach is focused/directed towards the elimination of social injustice, indifference and establish a fair society.

Support - The university promotes the development of personal and professional growth of our academic and non-academic personal as well as students, the process of socio-cultural expansion of society, and establish humanistic values. We consider the special needs and interests of individuals.

Conscientiousness – The significant principle of our academic and scientific work, thus, we will maintain a sense of responsibility, trust, fairness, and dignity within the university community.

Freedom of thinking and expression - We are committed to the fundamental principles of academic and personal freedom and our efforts are directed to creating an environment and conditions conducive to the implementation of these principles;

Collaboration and benevolence (Goodwill) - Through benevolence-based collaboration, we strive to achieve effective and mutually beneficial results in the university community as well as in relationships with partners.

SWOT Analysis

Strategic development plan, as well as relevant action plan,is developed based on our detailed and self-critical assessment of our past and current activities. We take into consideration the mission and vision of the University, a significant challenge for us is to develop a system of management and implementation of processes in the University, which will ensure the formation of such a system in the future, thus, it will be possible to create a continuous connection between higher education, research and business - ,,Knowledge triangle"; Which at the same time is one of the priorities of the European Commission's education policy.

In order to reach goals set in addition, that we carried out a large-scale survey of the employment market with regards to educational programs and at the same time systematically carry out internal research and assessment of saganmanatleblo, research, and managerial activity directions, we conducted in-depth SWOT analysis and we made decisions based solely on evidence, both in relation to short-term and long-term planning processes. Notable accomplishments and strengths highlighted by SWOT analysis results we rewieved with respect to general trends in the development of higher education and science and universal challenges contextually, which helped us to achieve the goals of the University in relevantly shaping of long-term and short-term planning processes and tasks.

The table below presents the results of the SWOT analysis, which formed the basis for **2019-2025 Strategic planning of East European University** .

	Development of competence	Organizational development	Development of cooperative system	Result-oriented development
Strengths	Highly qualified academic and administrative staff, Administrative support of research activities;	Effective bonus system for teaching staff support Recognition of fact-based overweights High quality educational programs;	Increasing rate of cooperation with international universities; Close cooperation with students and their involvement in various activities;	Student-oriented programs and services; Flexible teaching payment schedule; Students' financial support; Offering personalized services to international students; Interesting and diverse student life.
Weaknesses	Lack of international academic staff; Insufficient amount of professional development programs.	Lack of Georgian students at undergraduate (bachelor) level; Insufficient number of modern technologies and electronic management system in a Management and services implementation process;	Insufficient information on local target market requirements; Insufficient number of international scientific studies; Low involvement of students and academic staff in exchange programs offered by the University.	Unmatched research infrastructure Lack of recreational areas; Uncomfortable environment for persons with special needs; Improper development of research potential Lack of upgraded laboratories corresponding to the requirements of modern technologies.

	Development of competence	Organizational development	Development of cooperative system	Result-oriented development
Opportunities	Increasing awareness of the University, as a research-oriented institution; Attracting high potential international academic / research staff; With Journals reviewed by Academic staff increasing number of published publications; Introduction of a personnel development system.	Use of external evaluation of the University for Organizational Development (Authorization /accreditation; international experts and others). Development of educational programs; Development and expansion of research activities Support the integration of modern teaching methods into educational programs and educational process; Introduction of modern technologies and electronic management system Development of student research projects and activities	Membership in international organizations; Introduction of effective communication system with graduates. Implementation of dual / joint / exchange educational programs	Developing a new brand and corporation identity; Formation/development of research structural units; New, modern campuses; Training / research laboratories; Organizational strengthening of faculties.

	Development of competence	Organizational development	Development of cooperative system	Result-oriented development
Threats	Availability of academic personnel with relevant qualifications	Structural units of the university may not adapt sufficiently quickly to organizational changes;	Rapid changes in legislation, organizational management and education standards, High risk unforeseen external factors. Tightening requirements/complications for international students; Deterioration of the country and international political / economic situation;	Reputational risks caused by improperly done work Financial risks

Strategic development plan includes main strategic goals and priorities of East European University, that ensures its effective functioning and sustainable development.

Strategic development plan based on four main objectives:

- ✓ To achieve our vision and mission;
- ✓ To contribute to the achievement of the goals of the Georgian higher education system;
- ✓ To develop educational and research potential, to integrate ourselves with European Higher Education Area;
- ✓ To act and operate based on our shared values.

In order to implement goals set by 2019-2025 strategic plans, East European University in 2019-2021 will focus on 5 strategic priorities. Among them, we have identified 3 main priorities:, and in order to facilitate their achievement we defined **2 penetrating priorities :**

3 key priorities:
- ► Increase of attractiveness;
- ► Development of research;
- ► Internationalization;

2 Penetrating priority:
- ► Management strengthening;
- ► Development of infrastructure.

The above steps are based on the main strategic initiatives, which are defined in the Strategic Development Plan , below of each strategic and penetrating priority.

Annual evaluation and update of activities defined by the action plan is implemented through monitoring and evaluation policy procedures of University's Strategic Development Plan and action plans.

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Only with adequate management and development of relevant infrastructure is it possible to increase the attractiveness of the institution, expansion and internationalization of research.

In each strategic priority and penetrating priority, we will apply a variety of steps that will more thoroughly defined in our 3-year action plan. These actions are consistent with the main strategic initiatives, which underlies each strategic priority.

Strategic priority 1: increase of attractiveness

East European University since its foundation is constantly evolving and as a result at all three levels of Higher Education offers quality educational programs tailored to students ' needs and effective services, and for highly qualified academic and support staff even comfortable working environment. In addition, the university expands its partner network, is developing research environment, and is involved in internationalization processes.

The goal of the European University is that through effective activities and the implementation of a strategic plan, to become one of the successful universities across the country. For which it is necessary that the current and future achievements to be transformed in to the organizational image, in order to establish its own name in the public, which is associated with the success of students and staff. The above approach will help the University, to accelerate the further development and strengthen its position in the higher education space.

These achievements do not sufficiently reflect on his image in society. That makes the final impact on the number of students enrolled in the University. Like any university in the world, also for us attracting of more high academic performance, motivated student remains one of the top priorities, especially of an Undergraduate (baccalaureate).

Accordingly, we will focus on the following strategic initiatives:

1. **To attract more motivated and high academic performance students; to create a brand with an improved look and reputation.**
   Measure of our success is as follows:
   - Increasing student contingency rate;
   - The enrollment rate of Georgian and international students is constantly increasing;
   - An Undergraduate (baccalaureate) increased enrollment of students;
   - Predominant choice of successful students;
      Improved image;

Strategic priority 2: development of research

East European University as research-oriented university in recent years, has been made significant progress in this direction, this was especially facilitated by the introduction of doctoral educational program. And now it's needed in order to introduce a strong research culture at the University, based on existing achievements and using strategic plans further development of scientific research activities.

In order to achieve the set goal, first of all, it is necessary to determine, research potential of both the University and each academic staff and priorities, and on the basis of which it will be created and a clear, result-oriented research strategy will be shared by East European University and by the society.

The university also aims to ensure that scientific research activities are provided with relevant educational and research infrastructure, which will facilitate the implementation of studies, which will affect the quality of scientific work of the university community and will contribute their papers to be recognized by the international scientific community.

The university strives to develop an integral perception of research and teaching. For which it is planned to carry out a variety of supporting activities, also providing of more involvement in students ' scientific-research projects and the growth of the research component in the curriculum of educational programs.

Particular focus will be on increasing research productivity and quality, to make the University's ambition to be recognised as a country-wide, becoming one of the successful universities is greatly depends on the fact, that scientific research activity is our daily concern, and for this purpose it will be provided an appropriate human, infrastructural and financial resources.

Hence, We will focus on the following strategic initiatives:

1. Development and implementation of research strategies
2. Development of infrastructure to support applied research;
3. Introduction of research culture;
4. Research productivity growth.

Measure of our success will be:

- Implementation of doctoral education programs with international partners;
- Quantity and equipment indicator of research infrastructure;
- Number of curricula of educational programs,in which the research components will be enhanced;
- Number of research publications,
- Diversity of scientific journals
- Participation rate at conferences;
- Number of scientific-research centers and institutions
- Amount of increase in scientific research budget

Strategic priority 3. Internationalization

East European University is a higher educational institution, which aimlessly and step-by-step aspires to integrate into the European Higher Education Space. At the same time, it is open is not only for Europe but also for the whole world.

Our goal is to become one of the preferred universities worldwide, where the students from different countries of the world receive the highest quality European education, and the academic staff will realize their potential. In support of this goal, educational programs for foreign students have been developed and introduced, a foreign academic staff has been attracted,it was established various international links and cooperative nature of relationships have been developed. However, it is currently important to optimally use the opportunities generated by this collaboration and further development.

The university considers internationalization processes as the best opportunity, to offer Georgian students international learning experience, and university personnel to improve based on international experience learning-teaching, research, and managerial skills. To develop an educational and scientific-research projects together with foreign colleagues.

Also, to achieve the set goal the University strives to boost both English-language education programs, as well as international components in existing Georgian-language programs.

Accordingly, we will focus on the following strategic initiatives:

1. Activation of international cooperation;

2. Internationalization in university administration;

3.   Internationalization of educational programs.

Measure of our success will be as follows:

- Number of foreign collaborations in learning/teaching;
- Number of foreign collaborations;
- Number of foreign personnel employed in structural units
- Number of exchange and joint programs.
- Indicator of students and staff in exchange programs;
- Number of foreign students;
- Number of foreign academic personnel.
- Number of international events and activities implemented;

Penetrating priority 4. Strengthening of governance

The success of the East European University depends on how well it will manage, to justify the expectations of students and staff, the labor market and society. Achieving this goal requires competent and result-oriented management.

In this regard, the university strives to develop effective managerial structure and employees ' competences. For which we attract a highly qualified staff, and we support the development of professional and scientific-research skills of existing personnel.

Efficient process management system will make it possible to gradually create and implement such a system, which will provide a continuous link between higher education, research and business.

One of the main concerns is the development of the University quality culture, that will spread to all services and activities. Only with constant care of quality development can the main goal be achieved to let us become one of the best universities in the country.

The above circumstances requires adequate understanding of expectations of students, staff and stakeholders, to conduct a constant dialogue and consistently identify and respond appropriately to the issues to be improved.

Therefore, we will focus on the following strategic initiatives:

1.   Attracting, maintaining, developing qualified human resources;

2.   Development and introduction of quality culture

3.   Development of university services

Measure of our success will be as follows:

- Number of personnel
- Professional development opportunities
- Personnel and student satisfaction
- The results of external assessments (authorization/accreditation, foreign experts, etc.Sh)
- List of university services and customers

Penetrating priority 5. Infrastructure development

To achieve the set goals and ensure the above three strategic priorities the development of relevant infrastructure is critically important.

Only modern and relevant laboratory and Information-Communication-equipped infrastructure will provide rapid delivery of teaching, scientific-research activities and Student Services effective and rapid delivery.

To achieve all this, we will consider construction and equipping of new campus in East European University.

Also, with constant investment in infrastructure we will be able to develop training, research, work and recreational environment, which will contribute to the university community in the development and organization of effective functioning of the.

Therefore, we will focus on the following strategic initiatives:

1. **Development of educational and research environment**

Measure of our success will be as follows:

- Amount of budget directed at infrastructure;
- New campus infrastructure
- Satisfaction of students and staff;
- A number of training and research infrastructure.

Financing of Strategic plan

For strategic development and inorder to develop works set under the plans, the University in 2019-2025 to finance relevant strategic priorities will allocate the following financial resources.

Strategic priorities and strategic initiatives	Budget
Strategic priority: increase attractiveness	1,225,000 GEL
Strategic priority: research development	2,670,000 GEL
Strategic priority: internationalization	2,951,000 GEL
Penetrating priority: strengthening governance	1,169,000 GEL
Penetrating priority: Infrastructure Development	7,780,000 GEL
As of 2019-2025in total it will be spent	**14,795,000 GEL**

Monitoring of strategic plan

Monitoring the implementation of strategic development plans (Hereinafter – monitoring) represents the process, which provides a periodic evaluation of the activities carried out within the framework of the set objectives, as well as the monitoring plan of activities carried out within the objectives of the University, Strategic Development and action plan.

To approve achievement of the objectives of the strategic plan a system of key indicators is used, the essential component of which is systematic evaluation and monitoring of implemented works.

On the basis of strategic plan, the university will develop an action plan, which describes an objectives for implementation of strategic initiatives and activities within 3 years.

The process of revising the strategic plan and re-planning the action plan is scheduled for 2021. Also, it is allowed the review process of the implementation of the strategic plan, as well as action plan, as a result of the occurrence of high-risk circumstances, when an immediate response to the source of risk is needed.

Action Plan monitoring plan (hereinafter – monitoring plan) represents a document, which describes the target indicators of the University action plan, also data collection methods and verification sources.

Monitoring process of action plan is implemented on annual basis, in accordance with the procedures for monitoring and evaluating the strategic development and action plans of the University.

	2019 թ.	2025 թ.
Satisfaction of the parties involved		
Average student satisfaction rate	91%	93%
Average rate of satisfaction of teaching staff	93%	95%
Average rate of administrative and support staff satisfaction	95%	95%
Average employer satisfaction rate	75%	85%
Number of higher education programs	18	25
▪ Bachelor's degree	7	10
▪ Master's degree	7	10
▪ One cycle	1	2
▪ Ph. D. dissertation	2	3
▪ Teacher training (60 credits)	1	2
Programs accredited by the International Organization	0	1
Joint educational programs	0	1
Active student contingent		
Number of active students	**716**	**2000**
▪ Bachelor's degree	280	980
▪ Master's degree	177	490
▪ One cycle	223	400
▪ Ph. D. dissertation	19	70
▪ Teacher training (60 credits)	17	60
Number of foreign students with active status	226	450

Academic contingent		
Number of academic personnel	122	180
▪ List of affiliated academic personnel included	64	109
Ratio of academic and invited personnel in educational programs	1/1	1.6/1.4
Affiliated and academic staff ratio in educational programs	1/1	1.6/1.4
Ratio of teaching staff and students	1/6	1/12
Scientific research activities		
Annual average of papers/thesis held by affiliated academic personnel	405	737
Citation index of publications in peer-reviewed journals by affiliated academic personnel	3761	4820
Resources		
Total budget of the USD	5,964,021.00	12,400,000.00
Budget allocated for research-scientific activities	336,000.00	684,000.00
Budget allocated for student services	227,900.00	470,000.00
Book Foundation	5,938.00	15,400.00
Total area per sq.M-B	4,632.00	9,567.00
The amount of educational space of the institution sq.M-B	2,664.00	5,019.00
Ratio of students and personal computers	1/8	1/6