



TSMU ACTION PLAN 2018-2020

STRATEGIC GOALS	OBJECTIVES	ACTIVITIES	STUCTURES AND/OR RESPONSIBLE PERSONS	FUNDING AND SOURCE/S OF FINANCING	DATE S OF ACCOMPLISHMENT	ASSESSMENT INDICATORS
1. Institutional Development						
Management optimization	Development of effective management policy	Evaluation of existing management system	Head of Rector`s Office Head of Administration (Chancellor) Human Resources Management Service, Legal Service	Additional financial resources not required	03.2018	Analysis of assessment of existing management system. Identification of deficiencies; development of required changes
	Elaboration of business continuity plan	Determine the main challenges of business continuity and elaborate a plan to overcome them	Rector, Head of Administration, Quality Assurance Service, Academic Council, Council of Representatives	Additional financial resources not required	05.2018	Ensure continuity of business processes
	Ensure flexibility and transparency of the University management	Introduction of quantitative indicators for the assessment of the University performace	Head of Rector`s Office, Head of Administration, Human Resources Management Service, Legal Service	Additional financial resources not required	03.2018	List of key indicators for the University performace
		Analysis of effectiveness of structural units and their	Head of Administration, Human Resource	Additional financial resources	05.2018	Plan for the optimization of

		optimization	Management, Legal Service	not required		structural units
		Introduction of electronic management systems and improve their use	Human Resources Management Service, Information Technology Service	TSMU revenues GEL 50000	10.2018	New electronic management systems
		Increase involvement of stakeholders and alumni in the University activities	Head of Rector`s Office, Head of Administration, Human Resources Management Service, Students and Alumni Relations Service	Additional financial resources not required	12.2018	Number of alumni and employers engaged in the University activities; revitalization of staff; increased motivation of youth
Development of effective financial management system	Elaborate effective strategy for the University's financial management	Improve the methodology of basic data planning for the three-year budget	Deputy Chancellor for Financial Resource Management, Department of Economics		2018-2020	Approved methodology and procedures for the development of three-year budget; prepared and approved three-year budget
		Improve the methods of financial analysis and forecasting			2018-2020	Financial analytical reports at relevant periodicity
		Improve the methodology for the development, management and reporting the programs' budgets			2018-2020	Procedures for development of programs' budgets and reporting are adopted and implemented
		Rational distribution of the University budget (administering, education, research, infrastructure, students' services etc.)			2018-2020	Budget for the relevant year
	Enhance quality of institutionalization of financial management and control	Improving financial statistics	Deputy Chancellor for Financial Resource Management, Department of Economics, Information Technology Service	TSMU revenues GEL 50 000	2018-2020	Audit report
		Institutionalization of budgetary processes and ensuring full coordination of administrative and academic personnel			2018-2020	1. Adopted rules for the management of budgetary process; 2.Relevant staff trained; 3. Budgetary process is

						ongoing according to the established procedures
		Switching to fully electronic management system for the budgetary processes			2018-2020	All participants of the budgetary process are integrated in the unified electronic system
Improvement of Human Resources Management	Development of Human Resources Management Strategy		Human Resources Management Service, Legal Service	Additional financial resources not required	03.2018	Developed and approved Human Resources Management Strategy
	Elaboration of the assessment system of the University staff performance	Development of new format for employee job descriptions	Human Resources Management Service, Legal Service, Correspondence and Records Office	Additional financial resources not required	03.2018	New format for employee job descriptions
		Development of procedures for competition-based selection of support personnel	Human Resources Management Service, Legal Service	Additional financial resources not required	03.2018	Approved procedures for competition-based selection of support staff
		Diversification of workload (teaching, research, consultation hours, individual work with students) for academic staff	Human Resources Management Service, Legal Service, Quality Assurance Service, Faculty Deans	Additional financial resources not required	02.2018	Components of workload for academic staff
		Setting the procedures for the assessment of administrative, academic and invited staff	Quality Assurance Service, Faculty Deans, Human Resources, Legal Service	Additional financial resources not required	03.2018	Established assessment criteria for administrative, academic and invited staff
		Development of procedures for the affiliation of academic and scientific staff (researchers) with the University	Quality Assurance Service, Human Resources Management Service, Faculty Deans, Legal Service	Additional financial resources not required	03.2018	Approved procedures for the affiliation of academic and scientific staff

		Introduction of the assessment system of academic and local invited staff	Quality Assurance Service, Human Resources	Additional financial resources not required	01.2019 - 12.2020	results of annual assessment of academic and local invited staff
		Implementation of assessment system for the administrative staff	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	01.2019 - 2020	Results of annual assessment of administrative staff
		Establish the rule for the assessment of productivity of scientific staff	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	01.2019 - 12.2020	results of assessment of scientific staff
	Promote motivation and social support for the University staff	Annual University staff satisfaction survey	Human Resources Management Service, Legal Service Quality Assurance Service	Additional financial resources not required	2018-2020	Annual reports and analysis of the staff satisfaction survey
		Financial support for the disabled members of the staff	Human Resources, Deputy Chancellor for Financial Resource Management, Department of Economics	TSMU revenues GEL 50000	2018-2020	Number of the disabled staff and annual financial support provided
		Increase motivation and productivity of employees by the adequate sources of incentives	Head of Administration, Quality Assurance Service	TSMU revenues GEL 12873289	2018-2020	Incentive procedures for the staff; number of staff with provided tangible incentives annually
	Attraction of young and qualified specialists	Development of policy for the attraction of young and qualified specialists	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	2018-2020	Number of young staff hired annually
	Support the staff career development	Administrative training in the methodology of modern management	Department of Medical Education, Research and Strategic Development	TSMU revenues GEL 60000	2018-2020	Number of trained staff annually

		Financing the overseas internships for enhancing the staff qualification	Vice-Rectors, Department of International Relations	TSMU revenues GEL 74400	2018-2020	Number of staff undergoing overseas internships annually
		Train the staff in the medical education methodology and modern management	Department of Medical Education, Research and Strategic Development	TSMU revenues GEL 70000	2018-2020	Number of academic staff and invited personnel trained in the medical education methodology and modern management annually
	Improve English language skills for academic and invited staff	Identification of English language knowledge level for academic and invited staff	Vice-Rector for Academic Affairs, Foreign Language Centre	Additional financial resources not required	10.2018	Outcomes of assessment of English language skills for academic and invited staff
		Introduction of Medical English language training course for academic and invited staff	Vice-Rector for Academic Affairs, Foreign Language Centre	TSMU revenues GEL 50000	2018-2020	Number of personnel, who has participated in the Medical English language training course and assessment outcomes of their language skills
	Plan the students' admission contingent	Elaboration of procedures for definition of students' contingent	Vice-Rector for Academic Affairs Human Resources Management Service	Additional financial resources not required	01.2018	Approved procedures for the contingent of students' to be admitted
	Develop methodology for the identification of employment indicators for the University graduates and alumni	Creation of Inter-Alumni database; promotion of database among the employers	Vice-Rector for Academic Affairs, Students and Alumni Relations Service, Department of International Relations	Additional financial resources not required	2018-2020	Annually updated Inter-Alumni database; Indicator of established relations with alumni
	Engage University alumni in the University activities	Engagement of alumni in the planning and development of educational programs and University's other activities	Vice-Rector for Academic Affairs Students and Alumni Relations Service Department of International Relations	Additional financial resources not required	2018-2020	Number of alumni engaged in the University activities
Development of material	Further development of teaching,	Construction of a new	Head of Administration,	TSMU revenues	2018-2020	Planned teaching

resources	clinical and research infrastructure	clinical and teaching bases, repair of administrative building and arranging recreational zone; rehabilitation of the second campus building, setting up the canteen on the first campus building; Equipping University clinics with the new medical equipment	Deputy Chancellor for Strategic Development of Infrastructure Projects, Vice-Rector for Clinical Affairs, Department of Infrastructure	GEL 69045500		bases, recreational zones, rehabilitated Second campus building, canteen, appropriately equipped University clinics
		Appropriate equipment: <ul style="list-style-type: none"> • Drone - remote-controlled pilotless flying video-camera • 4K resolution video camera and high-quality photo camera with the relevant set 	Public Relations and Protocol Service, Department of Economics Department of Infrastructure	TSMU revenues GEL 80000	01.2019	Planned equipment is purchased
		Constructing and equipping modern standard dormitories	Department of Infrastructure Department of Economics	TSMU revenues GEL 2000000	Starting from 10.2020	Stage I of construction of dormitories
		Create food catering blocks in the campus and other training and clinical objects	Department of Infrastructure, Department of Economics	TSMU revenues GEL 400000	05.2019	Food catering blocks in the campus and other training and clinical objects
		Create adapted environment of modern standards in all buildings of the University.	Department of Infrastructure Department of Economics	TSMU revenues GEL 500000	10.2019	Adapted University environment (with lifts, ramps etc.)
	Development of library resources and information - communication technologies (ICT)	Create original Georgian language textbooks and translation recognized English language textbooks into Georgian	Creation of original Georgian language manuals	Vice-Rector for Academic Affairs, Head of Library, Department of Economics	TSMU revenues GEL 50000	2018-2020
Translation of recognized English language manuals into Georgian			Vice-Rector for Academic Affairs, Director of	TSMU revenues GEL 250000	2018-2020	New English language manuals translate into Georgian (3)

			Library, Department of Economics			fundamental manuals)
Fully reconstruction of the University website	Updating the website design	Updating website contents	Public Relations and Protocol Service, Information Technology Service, Department of Economics, Department of Infrastructure	TSMU revenues GEL 18000	06.2018	Updated website design and improved visibility
			Public Relations and Protocol Service, Information Technology Service, Department of Economics, Department of Infrastructure	TSMU revenues GEL 18000	10.2018	Updated website contents
			Vice-Rector for Academic Affairs, Information Technology Service, Department of Economics	TSMU revenues GEL 50000	03.2019	Operational electronic management systems
Strengthening internationalization	Develop policy for the University internationalization		Vice-Rector for Academic Affairs, Department of International Relations	Additional financial resources not required	03.2018	Approved the internationalization strategy for the University
	Internationalize teaching, learning and research	Integration of international professor-teachers, clinical professors and researchers in the University staff	Vice-Rector for Academic Affairs, Vice- Rector for Research. Vice-Rector for Clinical Affairs. Department of International Relations	TSMU revenues GEL 1000000	2018-2020	Share of international professors-lecturers in the composition of the University staff
		Ensuring involvement in the international educational and research programs	Vice-Rector for Academic Affairs, Vice- Rector for Research, Vice-Rector for Clinical	TSMU revenues GEL 1000000	2018-2020	University is involved in the international educational and research programs

			Affairs, Department of International Relations			
		Development and implementation of new educational programs granting the joint and dual qualifications	Vice-Rector for Academic Affairs, The Head of Quality Assurance Service	Additional financial resources not required	2018-2020	Joint educational programs with the international partners
		Increasing international mobility of students, academic and administrative staff, researchers	Department of International Relations, Vice-Rector for Academic Affairs, Vice-Rector for Research, Vice-Rector for Clinical Affairs	TSMU revenues GEL 300000 Financing under ERASMUS program and other funds	2018-2020	Number of students, academic and administrative staff participating in the exchange programs (36 students and 21 academic and administrative staff)
	Collaborate with TSMU alumni working abroad (Inter-alumni collaboration)	Creation of data-base of TSMU alumni working abroad and collaboration with them	Department of International Relations, Students and Alumni Relations Service, Information Technology Service	TSMU revenues GEL 10000	10.2018	Data-base of TSMU alumni overseas
	Improve communication between the international and local students	Conducting joint events	Department of International Relations, Faculty Deans, Sports and Arts Center	TSMU revenues GEL 1000000	2018-2020	Carried out joint events
	Collaborate with the international organizations and professional associations		Department of International Relations , Faculty Deans	Additional financial resources not required	2018-2020	The international organizations and professional associations with established cooperation
	Create attractive university environment for international students		Department of International Relations, Department of Infrastructure	TSMU revenues GEL 1000000	2018-2020	Outcomes of international student satisfaction survey regarding the University environment

2. Development of Teaching and Learning Quality

Evaluation of the efficiency	Develop methodology for the	Evaluation of programmes based	Quality Assurance	Additional financial	09.2018	Results of programme
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of current educational programmes and their perspectives	evaluation of effectiveness of educational programmes	on the achievement of learning objectives	Service, Vice-Rector for Academic Affairs, Faculty Deans	resources not required		evaluation
		Evaluation of financial effectiveness of programmes	Head of Administration, Department of Economics, Faculty Deans	Additional financial resources not required	11.2018	Outcomes of evaluation of financial effectiveness of programmes
Development of educational programmes relevant to the labor market requirements	Examine indicators for employment of alumni for the evaluation of programmes		Vice-Rector for Academic Affairs, Students and Alumni Relations Service, Faculty Deans	Additional financial resources not required	2018-2020	Dynamics of alumni employment
	Engagement of students and employers in the development of educational programmes		Vice-Rector for Academic Affairs, Students and Alumni Relations Service, Faculty Deans	Additional financial resources not required	2018-2020	Indicator of engagement of students and employers in the curriculum committees
Gaining national and international accreditation of MD (medical doctor) programmes	Develop strategy for the modernization and compliance of undergraduate medical doctor programmes with the national (2018 year, 03.01. Sectoral Benchmarks of Higher Medical Education) and international (WFME) standards		Quality Assurance Service, Vice-Rectors, Faculty Deans, Department of Medical Education, Research and Strategic Development	Additional financial resources not required	05.2018	Developed and approved strategy
	Develop competency-based educational programmes	Restructuring the curriculum	Quality Assurance Service, Faculty Deans, Vice-Rector for Academic Affairs, Curriculum Committee	Additional financial resources not required	07.2018	Curriculum map
		Development of integrated modules	Quality Assurance Service, Faculty Deans, Vice-Rector for Academic Affairs,	Additional financial resources not required	09.2018	Integrated modules

		Heads of Academic Departments, Curriculum Committee			
	Vertical and horizontal integration of curriculum	Quality Assurance Service, Faculty Deans, Vice-Rector for Academic Affairs, Heads of Academic Departments, Curriculum Committee	Additional financial resources not required	11.2018	Integrated medicine curriculum
	Introduction of new teaching and learning methods (MiniCEX, portfolio, bedside teaching)	Vice-Rector for Academic Affairs, Quality Assurance Service, Department of Medical Education, Research and Strategic Development, Department of Education Management, Assessment and Students Registration	TSMU revenues GEL 50000	10.2019	Introduction of new teaching and learning methods (MiniCEX, portfolio, “bedside” teaching)
	Further enhancement of teaching of clinical skills	Continuous updating of simulators for the clinical teaching	TSMU revenues GEL 200000	2018-2020	Annually updated center for clinical skills and multidisciplinary simulators
		Introduction of Objective Structured Clinical Exam (OSCE) for key clinical subjects	Vice-Rector for Academic Affairs, Clinical Skills and	Additional financial resources not required	2018-2020

			Multidisciplinary Simulations Center, Dean of Medical Faculty Dean of Stomatology Faculty			
Modernization of educational programme for Doctor of Dental Medicine	Development competency-based curriculum	Development of integrated modules of curriculum	Vice-Rector for Academic Affairs, Dean of Stomatology Faculty, Curriculum Committee	Additional financial resources not required	10.2019	Integrated curriculum of Dental Medicine
	Introducing of new teaching and assessment methods	Introduction of Case Based Clinical Reasoning (CBCR) training course	Vice-Rector for Academic Affairs, Dean of Stomatology Faculty, Curriculum Committee	Additional financial resources not required	10.2019	Introduction (CBCR) training course in the Dental Medicine curriculum
		Introduction of Objectively Structured Clinical Exam (OSCE) (based on the example of Odontology Department) in the key clinical subjects	Vice-Rector for Academic Affairs, Dean of Stomatology Faculty, Clinical Skills and Multidisciplinary Simulations Center, Curriculum Committee	Additional financial resources not required	11.2019	Outcomes of OSCEs conducted
Modernization of Bachelor and Vocational programmes	Modernize Pharmacy Bachelors Programme		Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Dean of Pharmacy Faculty	Additional financial resources not required	10.2020	Modernized Pharmacy Bachelors Programme
	Modernize Bachelors Programme of Physical Medicine and Rehabilitation		Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum	Additional financial resources not required	10.2020	Modernized Bachelors Programme of Physical Medicine and Rehabilitation

		Committee, Dean of Physical Medicine and Rehabilitation Faculty			
	Modernize Public Health Bachelors Programme	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Dean of Public Health Faculty	Additional financial resources not required	10.2020	Modernized Public Health Care Bachelors Programme
	Modernize vocational programme for practitioner nurses	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Coordinator of vocational nurse practitioner Programme	Additional financial resources not required	10.2019	Modernized vocational programme for practicing nurses
Improvement of the quality of postgraduate training (residency)	Modernization of current programme via the involvement of potential employers in the development process	Institute of Postgraduate Medical Education and Continuous Professional Development, Employers, Programme Directors	Additional financial resources not required	10.2019	Updated postgraduate educational programmes
	Improving clinical bases for the residency	Vice-Rector for Clinical Affairs, Department of Clinical Relations, Department of Economics, Department of Infrastructure	TSMU revenues GEL 20000000	11.2020	Updated clinical bases, outcomes of satisfaction surveys for residents regarding the clinical bases

Training of academic personnel in medical education methodology	Development of new programs in the medical education methodology		Department of Medical Education, Research and Strategic Development	Additional financial resources not required	2018-2020	Conducting trainings in the medical education methodology via four new programmes
Strengthening motivation of academic staff in lifelong learning	Ensure continuous professional development of academic staff	Modernization of existing programmes and development of new continuous professional development programmes	Institute of Postgraduate Medical Education and Continuous Professional Development, Programme Directors	TSMU revenues GEL 300000	2018-2020	3 new programmes of Continuous Professional Development
		Launching online platform of medical education with the support provided by United Nations Population Fund (UNFPA)	Institute of Postgraduate Medical Education and Continuous Professional Development	Additional financial resources not required	2018-2020	Higher Medical Education online trainings for the doctors of various specialty
Ensure effective feedback between students and academic staff related to the learning process	Prepare additional questionnaires and conduct end-term surveys	At the end of each term conducting surveys for students and academic staff and analysis of outcomes	Quality Assurance Service	Additional financial resources not required	2018-2020	Analysis of outcomes of end-term surveys conducted for students and academic staff
Strengthening elective component in the educational programmes	Increase in number of credits allocated for elective subjects with growing dynamics (from 1st up to 6th year of study)	Increasing number of elective subjects in all educational programmes including the subjects in foreign language	Quality Assurance Service, Vice-Rector for Academic Affairs, Faculty Deans, Heads of Academic Departments Curriculum Committee	Additional financial resources not required	10.2018	Increased number of credits belonging to the elective subjects
3. Research Development						
Create the base of current and planned research projects database	Create electronic database of projects	Regular updating and control over the electronic database	Vice-Rector for Research, Research Institutes, Department of Research	Additional financial resources not required	2018-2020	Annually updated database of scientific projects

			Coordination, Master and PhD Programs			
		Registration in the Grant Management United Electronic System (GMUS)	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	05.2018	Registration of projects in the Grant Management United Electronic System (GMUS)
Identification of priorities of University research	Evaluate effectiveness of University's scientific activities	Identification of prospective directions of scientific research	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	12.2018	Defined priorities of university studies
Development of interdisciplinary, applied and innovative research projects	Establish collaboration between the scientific groups within the University	Establishment of intra-university and inter-university collaboration around the topics	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	11.2018	Interdisciplinary scientific groups
		Identification of priority interdisciplinary directions	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	09.2018	List of priority interdisciplinary directions
	Facilitate applied and innovative research	Identification of partners for marketing purposes	Vice-Rector for Research, Research Institutes, Department of Research	Additional financial resources not required	11.2018	Number of identified partners for marketing purposes

			Coordination, Master and PhD Programs			
		Encouraging submission of applied research projects to GITA	Vice-Rector for Research, Department of Economics	State Budget and TSMU revenues GEL 150000	2018-2020	Number of award-winning authors of projects submitted to GITA
		Promoting submission of innovative projects	Vice-Rector for Research, Department of Economics	TSMU revenues GEL 420000	2018-2020	Award-winning authors of innovative projects
		Collaboration with relevant industries for the commercialization of research and technological innovations	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programmes	Additional financial resources not required	2018-2020	Indicator of commercialization of medical products
Increase the number and quality of publications	Attract leading researchers and develop incentive system for their retention	Development of policy for the attraction and retention of leading researchers	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	11.2018	Developed and approved policy for the attraction and retention of leading researchers
	Implement joint research with research centers and researchers famous in the world <ul style="list-style-type: none"> Conduct joint research with world-renowned research centers and researchers 	Selection of research centers relevant to the University's priority research directions and relationship with them	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	2018-2020	Number of jointly implemented/ongoing scientific researches
	Finance publication of scientific works in the periodicals characterized with high impact-	Financing publication of scientific works in the periodicals with high impact-	Vice-Rector for Research, Research Institutes,	TSMU revenues GEL 210000	2018-2020	Number of works financed for the publication in the

	factor	factor	Department of Economics			periodicals with high impact-factor
Involvement of young researchers in scientific work	Ensure sustainability of research projects and PhD programmes via the identification of funds for financing, industries and University's development fund	Enhancing quality of masters and doctoral programmes (including joint programs)	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL 100000	2018-2020	Number of co-financed masters and doctoral programmes
		Facilitation of participation of the University staff and students in the international medical forums	Vice-Rector for Research, Research Institutes, Research Skills Center	State Budget and TSMU revenues GEL 300000	2018-2020	Staff and students financed for the participation in the international forums
		Support to the post-doctoral work for the defined period	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Under co-financing from funds GEL 150000	2018-2020	Staff co-financed for post-doctoral work
		Facilitation of reintegration of doctoral students (PhD students) and post-doctoral students workingoverseas	Department of Research Coordination, Master and PhD Programs, Department of International Relations	TSMU revenues GEL 150000	2018-2020	Engagement of doctoral students and post-doctoral students working overseas
		Identification of foreign co-supervisors and/or consultants for doctoral students	Department of Research, Coordination, Master and PhD Programs, Department of International Relations	Additional financial resources not required	2018-2020	Number of foreign co-supervisors and/or consultants for doctoral students

		Participation of interested students in the clinical and fundamental researches	Research Institutes, Scientific Skills Center Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Students participating in the clinical and fundamental researches
Elimination of plagiarism in research	Develop and implement policy for elimination on of plagiarism	Purchase of electronic software for detection of plagiarism	Quality Assurance Service, Vice-Rector for Research, Department of Economics	TSMU revenues GEL 10000	05.2018	Launched software for detection of plagiarism
		Establishing procedures for the response to the detected cases of plagiarism	Quality Assurance Service, Vice-Rector for Research	Additional financial resources not required	2018-2020	Developed and approved procedure for the response to the detected cases of plagiarism and results of its application
Ensure sustainability of research	Support grant projects with high scores but left without financing	Development of procedures for granting intra-university grants	Vice-Rector for Research, Department of Economics	TSMU revenues GEL 25000	2018-2020	Supported/ financed projects
4. Development of students' services						
Development of the system for students' support for learning and research	Regular survey for students regarding teaching, research, learning environment and support from the university	Conducting satisfaction surveys for students and development of relevant questionnaires	Vice-Rector for Academic Affairs, Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Questionnaires developed for students
		Conducting regular surveys and analysis of findings	Vice-Rector for Academic Affairs, Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Findings of student surveys and their analysis
	Ensure transparency of student participation in the exchange programmes, provision of timely information, fairness of selection	Placing information regarding the exchange programs on the web-page and in the social networks	Department of International Relations, Public Relations and Protocol Service, Students and Alumni Relations Service	TSMU revenues GEL 18000	2018-2020	Timely placed information (survey findings)

		Establishing criteria for the selection of exchange program participants	Department of International Relations	Additional financial resources not required	07.2018	Criteria for the selection of exchange program participants
Development of electronic system of learning process management	Preparation of student notes, diploma attachment, other documents by means of electronic software; computerization of learning process		Vice-Rector for Academic Affairs, Information Technology Service, Department of Economics	TSMU revenues GEL 20000	11.2018	Electronic access to the documents and information required for students
Facilitate future career development of students	Provide consultations for ensuring successful career development	Connecting students with potential employers, professional organizations via the organization of meetings with alumni	Vice-Rector for Academic Affairs, Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Dynamics of student employment indicators, meetings with employers and professional organizations
Promote international activities and initiatives of students	Provide support to the Students' Self-governance and Alumni Relations Service	Improving relations with alumni working overseas	Department of International Relations, Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Established collaboration with alumni working overseas
	Improve communication between the local and international students	Organization of joint meetings, scientific conferences, cultural events	Department of International Relations, Students and Alumni Relations Service, Public Relations and Protocol Service	TSMU revenues GEL 250000	2018-2020	Joint conferences and cultural events of local and international students
	Promote participation in the international student organizations	EMSA-Tbilisi, EDSA-Georgia, IFMSA, EPSA-Georgia–facilitation of participation	Department of International Relations, Students and Alumni Relations Service	TSMU revenues GEL 200000	2018-2020	Financing of student participation in the international organizations
Social support and encouragement of students	Support socially vulnerable and disabled students	Development of individual teaching schedules, creation of adequate environment for such students, providing additional financing	Faculty Deans, Students and Alumni Relations Service, Department of Economics	TSMU revenues GEL 200000	2018-2020	Number of financed socially vulnerable and disabled students
	Establish additional financing/scholarships and awards for successful students		Students and Alumni Relations Service,	TSMU revenues GEL 400000	2018-2020	Financed and awarded successful students

			Department of Economics			
Support student participation in sports and cultural activities	Promote student participation and organization of sport events	<ul style="list-style-type: none"> • University competition in table tennis; • University competition in mini-football; • University competition in basketball • University competition in handball • University competition in chess • University competition in arm-wrestling 	Students and Alumni Relations Service, Department of Economics, Sports and Arts Center	TSMU revenues GEL 1000000	2018-2020	Carried out student sport activities
	Promote organization of cultural events and student participation	<ul style="list-style-type: none"> • "What? Where? When?" – University championship • Concert of the Band "Ara" • Performances • Concerts 	Students and Alumni Relations Service, Sports and Arts Center, Department of Economics	TSMU revenues GEL 1000000	2018-2020	Carried out students' cultural activities
5. Improve University ranking						
Improve University ranking in the country and region	Improve nationwide and regional ranking	Achievement of national re-authorization and re-accreditation	Rector, Chancellor, Vice-Rectors, Department of Medical Education, Research and Strategic Development, Faculty Deans	TSMU revenues GEL 60000	07.2018-11.2018	Authorization and accreditation is achieved
		Organization of regional scale events	Department of International Relations, Public Relations and Protocol Service	TSMU revenues GEL 1000000	2018-2020	Conducted regional conferences, meetings
Improve international ranking of the University	Recognition of qualification of University graduates at the international level	Achievement of international accreditation	Rector, Chancellor, Vice-Rectors,	TSMU revenues GEL 250000	2018-2020 preparation period	Activities carried out for the international accreditation

			Department of Medical Education, Research and Strategic Development, Faculty Deans			
	Improve visibility and contents of the University website	<ul style="list-style-type: none"> • Website – change to modern, multi-functional and high capacity platform; • Integration of modern electronic media channels in the website; • Integration of social networks and spaces in the website 	Public Relations and Protocol Service, Information Technology Service	TSMU revenues GEL 24000	11.2018	Modern, multi-functional website
		Strengthening activities relevant to the criteria of international ranking systems (Times Higher Education World University Rankings, Webometrics)	Quality Assurance Service, Vice-Rectors, Public Relations and Protocol Service, Information Technology Service	Additional financial resources not required	2018-2020	Indicators of the University's international ranking
	Disseminate information on the University's achievements at the international level	Annual participation in conferences organized by Association for Medical Education in Europe (AMEE), European University Association (EUA), European Medical Students Association (EMSA)	Department of International Relations, Vice-Rectors, Students and Alumni Relations Service	TSMU revenues GEL 250000	2018-2020	Staff and students financed for the participation in the conferences
		Organization of international conference devoted to 100-year anniversary of TSMU	Vice-Rectors, Public Relations and Protocol Service, Department of Economics	TSMU revenues GEL 60000	09.2018	Organized conference
		Engagement in the Consortium of International Educational and Research Projects	Department of International Relations, Vice-Rectors, Department of	TSMU revenues GEL 50000	2018-2020	Indicator of engagement in the International Educational and Research Consortium

			Research Coordination, Master and PhD Programs			
6. Contribution to the development of the society						
Share the knowledge created at the University with the society	Organize public lectures, conferences, TV programs on the issues interesting for the public		Vice-Rectors, Public Relations and Protocol Service, Department of Economics	TSMU revenues GEL 200000	2018-2020	Public lectures, conferences, TV programs on the issues interesting for the public
	Implement research, consulting, expert activities important for the society	Carrying out charity events (including for socially vulnerable and disabled persons) by highly qualified local and invited foreign specialists	Vice-Rector for Clinical Affairs, Department of Clinical Relations	TSMU revenues GEL 250000	2018-2020	Implemented consulting, charity and expert activities
	Develop legislative initiatives significant for the public welfare and health protection		Vice-Rectors, Heads of Departments	Additional financial resources not required	2018-2020	Legislative initiatives
	Provide information on the University to the public	Organization of open days for applicants, participation in the annual educational and scientific festivals	Vice-Rectors, Public Relations and Protocol Service Department of Economics	TSMU revenues GEL 500000	2018-2020	Carried out events, festivals
	Wide engagement of students in the public activities	<ul style="list-style-type: none"> • Social assistance program for students • Annual charity event Teddy Bear Hospital devoted to the International Day for Protection of Children • Program-campaign of the National Center for Disease Control and Public Health of Georgia –“Movement for healthy Georgia - Elimination of HepatitisC” and measles preventive measures • Events devoted to the International Day to fight HIV- 	Students and Alumni Relations Service, Public Relations and Protocol Service, Department of Economics	TSMU revenues GEL 200000	2018-2020	Implemented public activities

		AIDS				
Implement principles of lifelong learning	Develop programmes relevant to the public requirements	<ul style="list-style-type: none"> • Program on healthy life-style for elderly • Methods for providing emergency medical assistance for paramedics • Conference “Human genome and genetics” (May 2018) 	Institute of Postgraduate Medical Education and Continuous Professional Development,	Additional financial resources not required	2018-2020	2 developed and operational educational programmes
Ensure implementation of Strategic Plan						
Ensure implementation of strategic and action plans	Annual monitoring over the implementation of strategic plan and action plan	Creation of monitoring group for strategic development and action plans	Rector, Vice-rectors, Quality Assurance Service, Department of Medical Education, Research and Strategic Development	Additional financial resources not required	2018-2020	Order on the creation of monitoring group; Protocols on carried out monitoring
	Changes made to the plan based on the monitoring results	New formulation of mission statement	University Accreditation Council	Additional financial resources not required	02.2018	Making changes to the mission statement in the strategic plan
		Updating structure of Tbilisi State Medical University	University Council of Representatives	Additional financial resources not required	03.2018	New structure of the University

