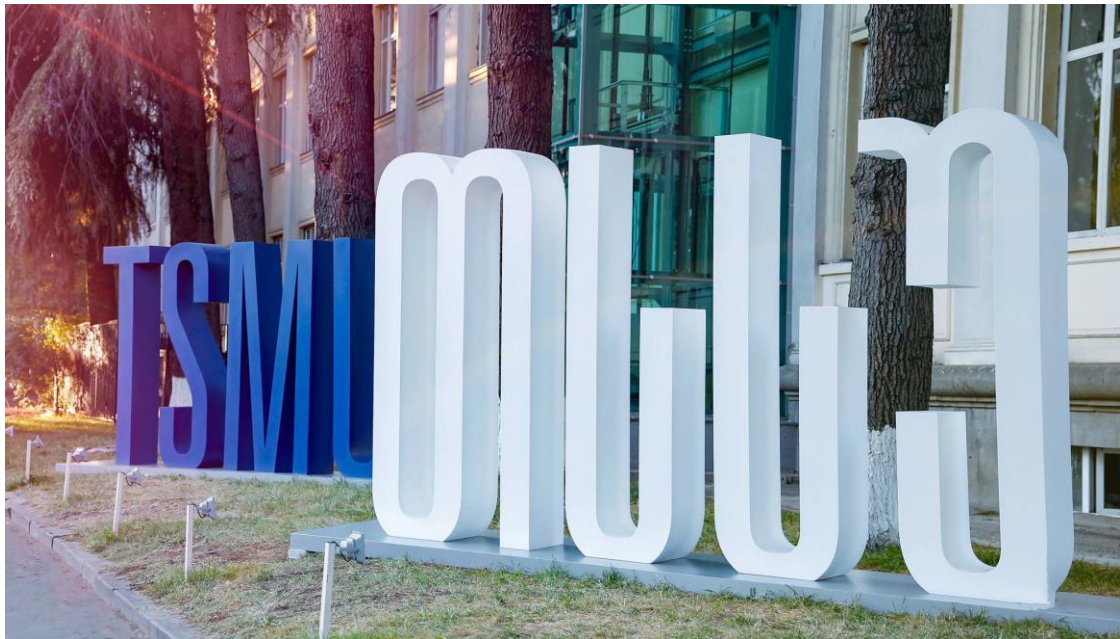




project

TBILISI STATE MEDICAL UNIVERSITY

# Strategic Development Plan 2025 – 2031



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## Rector's Introduction



*The history of Tbilisi State Medical University begins on June 17, 1918, when the Faculty of Medicine was opened by the decision of the Council of Professors of Tbilisi State University (the first university in the Caucasus region). On June 10, 1930, Tbilisi State Medical Institute was established as a result of the reorganization of Tbilisi State University. Accordingly, Tbilisi State Medical University has counted nearly a century of independently developing history and represents the cornerstone of medical education in Georgia (and in the region).*

*Tbilisi State Medical University is famous for the quality of education and research, democratic governance principles, transparent management and academic freedom. These basic principles determine the high standard of constantly developing medical education, health care provision and the persistent pursuit for perfection.*

*Taking into account the existing outcomes, the discourse of development of Tbilisi State Medical University corresponds to the goals set to achieve the high standard of education accepted in developed countries. More than 120 universities and university clinics from 40 countries throughout the world have established bilateral agreements and/or developed joint international projects (ERASMUS+, HORIZON EUROPE and etc.) with Tbilisi State Medical University. More than 600 students, residents, academic or administrative personnel, scientists, doctors and nurses take part in the long-term international mobility programs.*

*Tbilisi State Medical University in collaboration with international partners delivers jointly developed educational programs giving opportunity to students to study on internationally accredited educational programs.*

*More than 12 years Tbilisi State Medical University has been inviting leading Professors from European countries, USA, Great Britain, Israel, Turkey, etc. to conduct lectures, perform operations and consult patients.*

*The international image and reputation of Tbilisi State Medical University has been constantly expanding. Consequently, the number of international students has been increasing too. Nowadays, every third student of TSMU is an overseas student. Moreover, students from 84 countries worldwide are studying at our university.*

*TSMU scientific-research activities starting from vaccine development to applying nanotechnologies in stem cell research has been attracting attention of international partners. TSMU scientific-research institutes: Iovel Kutateladze Institute of Pharmacochemistry and Vladimer Bakhutashvili Institute of Medical Biotechnology conduct internationally accredited research activities. TSMU academic personnel, researchers and scientists have achieved results deserving international recognition.*

*Tbilisi State Medical University the First University Clinic, G. Zhvania Pediatric Academic Clinic, Ingorokva High Medical Technology University Clinic and TSMU Dental Clinics represent bases of Tbilisi State Medical University. Besides, the teaching departments are located in diverse clinics of TSMU. Moreover, all the structural units and the rehabilitation direction of TSMU including the departments of*

*the Faculty of Physical Medicine and Rehabilitation are located in the Ken Walker Medical Rehabilitation University Clinic.*

*In 2025 construction of a new Clinic of Psychiatry and Narcology and dormitory is planned to be completed. COVID-19 pandemic confirmed the important role and responsibility of Tbilisi State Medical University in ensuring the well-being of our community. During the pandemic the TSMU clinics, doctors, students, academic and administrative personnel were fighting against the virus risking their own health and lives. At the moment, the case I have cited is part of our history but the role of any organization especially becomes visible at the time of great challenges and threats in the country. In response to all challenges in the fields of education and healthcare, TSMU with its mission, role and goals is one of the most important cornerstones in the country. The university is open for any candidate striving for improving and developing educational goals. TSMU students, graduates, personnel, representatives of clinics and scientific institutes will always have the opportunity to make their own contributions to the development of Tbilisi State Medical University.*



***Professor IRAKLI NATROSHVILI***  
***The Rector of Tbilisi State Medical University***

# 1. Mission, Vision and Values

## *Mission*



The Mission of TSMU- an autonomous higher education institution with almost nine decades of history is:

- Creation/development and dissemination of **new knowledge** based on high quality teaching, research and professional training at undergraduate and postgraduate levels of medical education;
- Participation in the enhancement of population quality of life, **improvement of Health Care system** and its effectiveness;
- Providing the graduates with **knowledge and skills** necessary for their **harmonious integration in national and international professional communities**.

## *Vision*

Teaching, research, medical and pharmaceutical activity are inseparable at Tbilisi State Medical University. This principle of continuum in medical education at TSMU is ensured with broad scale activity of undergraduate, postgraduate-residency and continuous professional development programs, also the programs of qualification improvement for medical and academic staff. The University provides the student-oriented and Lifelong Learning opportunities. Teaching of fundamental and clinical sciences as well as research at TSMU in Georgian, English, Russian medium academic undergraduate (Bachelor, one-cycle), Master degree, PhD and Postgraduate development, as well as with vocational educational programmes are conducted to the citizens of Georgia and for citizens from up to 70 countries, with following main directions that are necessary for competitive international medical education: sectoral academic knowledge, information management, clinical reasoning, practical and communication skills. Tbilisi State Medical University is the leader in Georgia and will further continue to strengthen its leading position as an internationally recognized medical education and research hub in the country and the Caucasus region.

## *Values*

- Academic freedom of teaching and research
- Academic quality of learning, teaching and research
- Professional development of academic staff and students
- Autonomy
- Democracy
- Electiveness and transparency of governing bodies
- Internationalization of academic, professional and research cooperation
- Development of traditions of educational, research and professional performance
- Protection of principles of professional ethics and responsibilities
- Respect for human rights and freedoms
- Protection of social responsibility principles

### Used sources:

1. Law of Georgia on Medical Practice, 2001;
2. Law of Georgia on Higher Education, 2004;
3. Law of Georgia on Education Quality Enhancement, 2010;
4. Sectoral Benchmark Statement of Higher Education in Medicine, 2022
5. Statute of Tbilisi State Medical University
6. Provisions of Structural Units of Tbilisi State Medical University
7. WFME Standards for Basic Medical Education. The 2020 revision
8. WFME Standards for Postgraduate Medical Education. 2023 revision
9. WFME Standards for Continuing Professional Development. 2015

## 1.1. Strategy of Tbilisi State Medical University in the implementation of the third mission

The globalization process in the world led to the active involvement of the university in the so-called process of sharing and implementing the **third mission**. The third mission refers to the activities of the university that contribute to the social, economic and cultural development of society and are focused on increasing the capabilities of the university community, properly planning the activities of the third mission and evaluating the results.

The mission of TSMU fully complies with the requirements of the third mission, namely: "*Participation in the enhancement of population quality of life, improvement of Health Care system and its effectiveness*". TSMU, in addition to education and research, actively participates in activities related to the third mission, which are aimed at society and its wellbeing.

The following **main directions of the third mission** have been developed at TSMU:

- Modification of the educational programs, develop and offer study courses related to the third mission (e.g., business fundamentals, innovation management, intellectual property rights, etc).
- Using the results of the research carried out in the field of biomedicine to ensure the health of the population. Creating an environment in the university that encourages the commercialization of research results (creation of new drugs, diagnostic and treatment devices using artificial intelligence).
- Developing joint research projects with commercial potential and thus "matching" academic research with entrepreneurial opportunities. Entrepreneurship education can be integrated into the curriculum to equip students with the skills needed to start and manage successful ventures.
- Development of legislative initiatives to improve health services for vulnerable groups of society; Participation in the process of screening the health status of the population and conducting vaccination.
- Public lectures and seminars: organization of events open to the public (public lectures, seminars, TV shows, etc.) on health-related topics.
- Promoting access and equity in health care services.

- Participation in the analysis of the healthcare system and the development of relevant recommendations and legislative initiatives.
- Engaging healthcare stakeholders, collaborating with healthcare policymakers and healthcare providers to develop and implement effective healthcare policies.
- Cooperation with organizations abroad to solve global health challenges, share knowledge and improve the public health system.
- Offer continuing health education and microcredit courses for various social groups of population.
- Implement and promote safe environment and sustainable healthcare practices.
- Research the risks of environmental factors affecting health and develop appropriate measures to reduce these risks.

## Tbilisi State Medical University History and activities (2018-2024)

### *History*



The history of medical education in Georgia counts nearly one century and actually coincides with the history of Tbilisi State Medical University. It stems from 1918, when the Faculty of Medicine was established, encompassing the period of the faculty functioning up to foundation of Medical Institute (1930) that was achieved with active contribution of faculty members - famous physicians, researchers and teachers, reforming the Institute to Tbilisi State Medical University (1992) till the current time.

Faculty of Medicine, Medical Institute and Medical University - these are the stages of development of traditional and worthy higher educational institution (HEI).

On February 8, 1918 - the date of Georgia King - David the Builder's day, Georgian University was solemnly opened. Since then, this day has remained as one of the most important dates in the history of Georgian nation. Honorable Professor Ivane Javakhishvili, the initiator of foundation of the University, wrote about the reasons for creating the Medical Faculty: „ Even the nature of the homeland, movable and immovable, mute and endowed with speech, is so significant to the researcher, due to local conditions, various human diseases have so unknown differences that our researchers in the field of natural sciences and the Medical Faculty will have a large and honorable field of activities”.

Professor Petre Melikishvili, the first Rector of the University, was an active supporter of the idea establishing the Faculty of Medicine. On October 12, 1917 at the meeting of the Society of Georgian Physicians and Natural Scientists Professor Melikishvili expressed the idea about necessity of opening the Faculty of Medical and Natural Sciences.

On February 27, 1918 the University Council of Professors confirmed the necessity of establishing Medical Faculty, and on June 17 the same Council in the presence of Spiridon Virsaladze, a Chairman of the Society of Georgian Physicians and Natural Scientists, decided to establish Faculties of Mathematics, Natural Sciences and Medicine.



On June 10, 1930 Tbilisi University was reorganized and Tbilisi State Medical University was separated from the University, that became a great stimulus for the development of medical education and medical sciences in Georgia. In 2006 State Medical Academy of Georgia joined Tbilisi State Medical University. Since then, Tbilisi State Medical University (TSMU) has become the leading medical institution in Caucasus region. TSMU was the first University in Post-Soviet area that participated in European Universities Association (EUA) Project SOCRATES - Quality Culture, and in 2002-2003 underwent external evaluation conducted by European Universities Association experts.

In 2009-2011 TSMU was the only non-EU country university to take part in the thematic project [MEDINE 2 \(Medical Education in Europe\)](#), the goal of which was to develop and implement a competency-based program in undergraduate medical education in EU countries. In 2011-2014, TSMU participated in the TEMPUS MUMEENA project [MUMEENA \(“Modernizing Undergraduate Medical Education in the EU Eastern Neighboring Area”\)](#) funded by the European Commission, which, after its completion, was recognized as the most successful project of those years.

## *Performance*



In 2018, the Council for the Accreditation of Higher Educational Institutions granted TSMU seven-year unconditional accreditation, which simultaneously implies recognition of TSMU by the World Federation of Medical Education (WFME).

Since then, TSMU has successfully implemented the tasks defined by the 2018-2024 strategic and action plans and, as planned, by 2024 it has truly become a center of international medical education not only in Georgia, but also in the South Caucasus region, evidenced by the [opening of the Association for Medical Education in Europe \(AMEE\) International Networking Center at TSMU in 2019](#), the purpose of which is to provide information on innovative methods of teaching, learning and assessment by internationally recognized experts in medical education and to conduct relevant trainings for the academic staff of higher medical schools. It should be noted that only two such centers operate in the world, one of them is in Georgia, which was established at TSMU.

In 2019, Tbilisi State Medical University (TSMU) participated in the evaluation by the international ranking platform "Times Higher Education" of the implementation of two United Nations SDG (Sustainable Development Goals) - "Good Health and Wellbeing" and "Industry, Innovation and Infrastructure".

The assessment was based on the following criteria: raising awareness of issues related to the health and well-being of the country's population, researching major diseases, supporting health professionals, and caring for the health of employees and students. 620 higher education institutions from 80 countries took part in the ranking. Based on the conclusion of the Times Higher Education Ranking analytical group, Tbilisi State Medical University ranked **288th** among 620 universities in the world according to the most important ("[health and well-being](#)") criterion for TSMU.

TSMU was also included in the **four hundred** universities of the world in the category "[Industry, Innovations and Infrastructure](#)", which was evaluated as a result of the assessment of patents, innovations, researches, infrastructure development and received income.

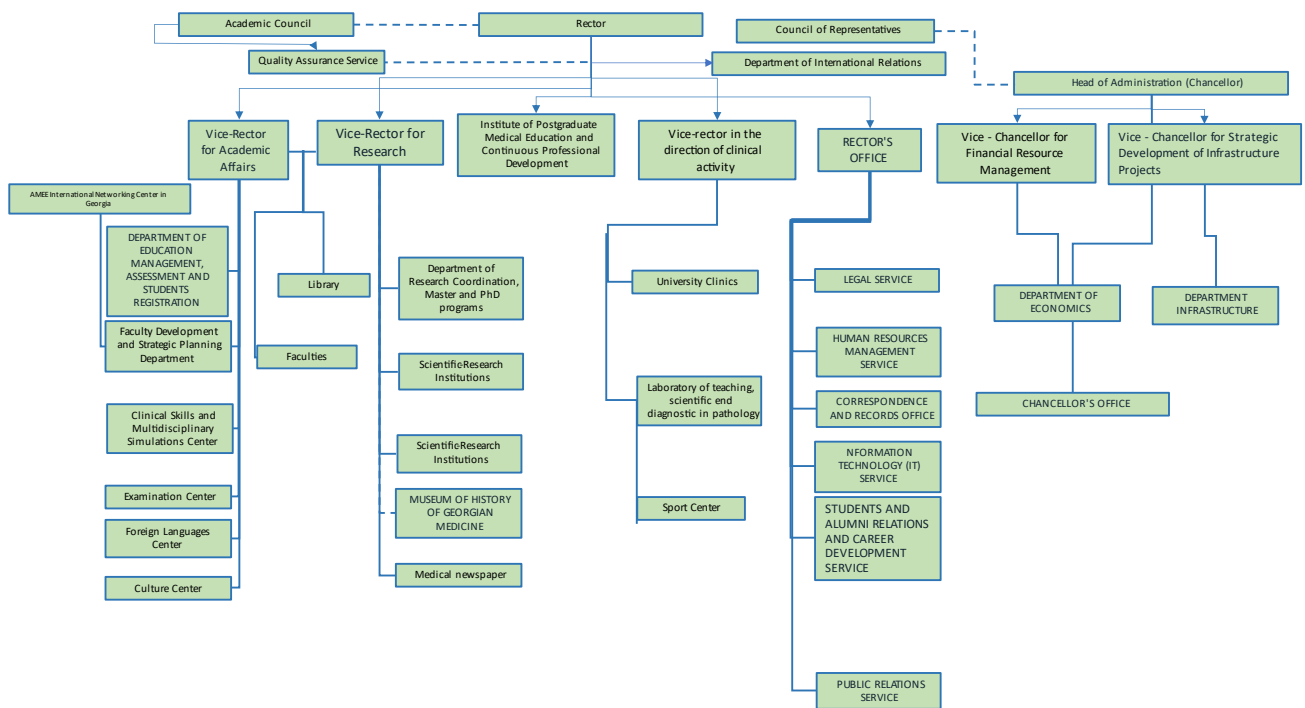


Tbilisi State Medical University has six faculties:

- [Medicine](#)
- [Stomatology](#)
- [Public health](#)
- [Pharmacy](#)
- [Physical medicine and rehabilitation](#)
- [International Faculty of Medicine and Stomatology](#)

The university has two research institutes - institutes of medical biotechnology and pharmacology; 29 educational programs are implemented in the university - 7 undergraduate medical education (one-step), 6 bachelor's, 11 master's, 4 PhD and 1 "Georgian as a second language" training program; The Institute of Postgraduate Medical Education and Continuous Professional Development operates at Tbilisi State Medical University.

### Organizational structure of Tbilisi State Medical University



A necessary prerequisite for the development of the new 2025-2031 strategic plan is the evaluation of the implementation of the previous, still valid, 2018-2024 strategic plan.

Below are listed only a few of the significant successes achieved by TSMU in 2018-2024 and activities planned for 2025-2031.

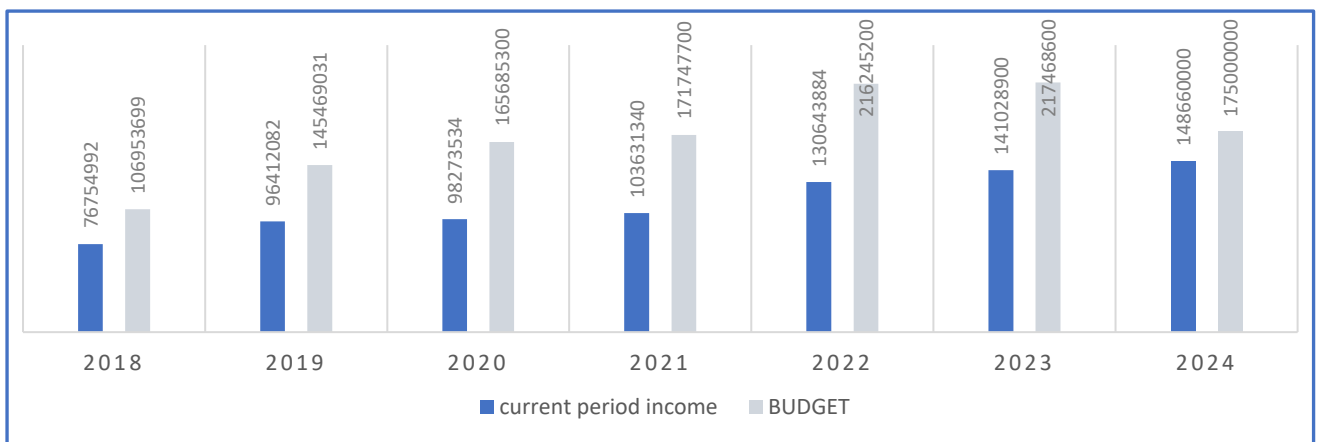
## Institutional Development

### Financial resources

In 2018-2024:

The evaluation of the results of the implementation of the strategic plan for 2018-2024 is a prerequisite for the development of the strategic plan for the next 7 years (2025-2031). Financial sustainability, ability to attract and rationally distribute financial resources is necessary for the successful operation of the university.

Compared to 2018, the budget increased by 63.6%.



One of the main goals of the 2018-2024 strategic plan was to ensure financial sustainability, which was achieved by investing in infrastructural and academic resource development projects to improve the quality of learning and teaching. This, in turn, led to the internationalization of the learning process and the provision of a sustainable growth rate of income from the education of foreign students. According to the 2018-2024 budget, the total amount of investments for the purchase of fixed assets and infrastructure projects in the reporting period amounted to 408.2 million GEL. And the average salary increase of the academic staff was 77%.

From 2018 to 2024, the university's overall revenue growth rate averaged 66%. Revenues for the current period of 2024 increased by 63.6% (GEL 71.9 million) compared to 2018. In addition, the total resource in 2024 increased by 63.6% (GEL 68 million) compared to 2018.

The share of current expenses in total resources has improved, and the figure from 87.4% in 2018 decreased to 86.2% by 2024.

Name	2018 (revised)	2019 (revised)	2020 (revised)	2021 (revised)	2022 (revised)	2023 (revised)	2024 (approved)
balance at the beginning of the period	30,242,762.0	49,057,228.0	67,411,766.0	68,116,400.0	85,601,300.0	79,627,200.0	26,340,000.0
Current period income	76,754,992.0	96,412,082.0	98,273,534.0	103,631,340.0	130,643,696.0	141,028,908.0	148,660,000.0
<b>total Income</b>	<b>106,997,754.0</b>	<b>145,469,310.0</b>	<b>165,685,300.0</b>	<b>171,747,740.0</b>	<b>216,244,996.0</b>	<b>220,656,108.0</b>	<b>175,000,000.0</b>
Among it Tuition fees	46,933,000.0	47,786,211.0	58,056,700.0	61,391,500.0	75,398,878.0	78,339,200.0	89,511,710.0
Program funding from the state budget	1,614,365.0	1,943,134.0	1,550,850.0	1,486,821.0	1,474,335.0	2,081,140.0	2,672,700.0
Scientific-research grants	511,842.0	623,912.0	395,300.0	750,582.0	201,350.0	921,353.0	450,700.0
Own revenues permitted by law	27,695,785.0	46,058,825.0	38,270,684.0	40,002,437.0	53,569,133.0	59,687,215.0	56,024,890.0
Among them scientific activities	1,633,285.0	1,350,000.0	1,400,000.0	1,353,704.0	1,360,911.0	1,270,000.0	1,500,000.0
Medical activities (clinics)	25,995,500.0	39,925,900.0	34,343,500.0	35,545,000.0	45,741,500.0	52,201,000.0	47,993,000.0
Other economic activities	67,000.0	4,782,925.0	2,527,184.0	3,103,733.0	6,466,722.0	6,216,215.0	6,531,890.0
<b>Total expenditure</b>	<b>93,177,982.0</b>	<b>106,886,012.0</b>	<b>158,804,033.0</b>	<b>140,269,673.0</b>	<b>192,337,933.0</b>	<b>205,862,535.0</b>	<b>169,200,000.0</b>
wages	33,295,600.0	37,543,700.0	42,370,400.0	44,100,532.0	45,400,550.0	52,366,140.0	54,901,700.0
Goods and Services	27,574,778.0	34,621,441.0	40,540,433.0	46,398,114.0	54,702,040.0	60,778,906.0	62,119,900.0
subsidies	0.0	50,000.0	60,000.0	60,000.0	60,000.0	60,000.0	60,000.0
grants	60,000.0	67,000.0	1,079,000.0	80,000.0	80,000.0	88,000.0	88,000.0
Social Security	433,850.0	422,000.0	1,027,500.0	1,041,000.0	1,063,000.0	1,112,700.0	1,021,000.0
Other expenses	5,789,948.0	6,933,400.0	4,281,100.0	5,609,452.0	6,851,130.0	8,499,162.0	9,937,200.0
Growth of non-financial assets	26,023,806.0	27,248,471.0	32,445,600.0	42,980,575.0	83,181,213.0	82,957,627.0	41,072,200.0
Growth of financial assets	0.0	0.0	37,000,000.0	0.0	1,000,000.0	0.0	0.0

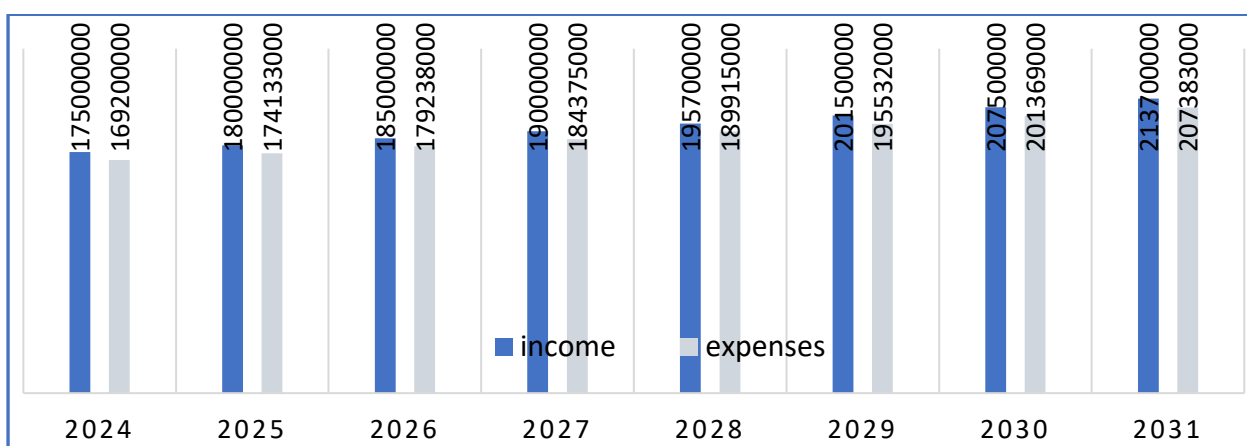
balance at the end of the period	13,819,772.0	38,583,298.0	6,881,267.0	31,478,067.0	23,907,063.0	14,793,573.0	5,800,000.0
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In 2025-2031 is planned :

Taking into account the TSMU business continuity plan and risks, the projected budget growth will also continue in 2025-2031.

The **increase of the university's own income** will be realized:

- by optimizing the number of international students and the tuition fees they pay;
- by increasing the number of services offered by the university and its structural units;
- by increasing the range of products produced by research institutes and the sales area, both within the country and abroad;
- With the further increase of income from grant projects.



The approved budget of Tbilisi State Medical University for 2024 and forecast for 2025-2031.

The table below shows the forecast indicators of the spending component of the 2024-2031 budget

Name	2024 (approved)	2025 (forecast)	2026 (forecast)	2027 (forecast)	2028 (forecast)	2029 (forecast)	2030 (forecast)	2031 (forecast)
Total Income	175,000,000.0	180,000,000.0	185,000,000.0	190,000,000.0	195,700,000.0	201,500,000.0	207,500,000.0	213,700,000.0
Total expenditure	169,200,000.0	174,133,000.0	179,238,000.0	184,375,000.0	189,915,000.0	195,532,000.0	201,369,000.0	207,383,000.0
Wages	54,901,700.0	56,495,000.0	58,100,000.0	59,700,000.0	61,500,000.0	63,300,000.0	65,200,000.0	67,100,000.0
Goods and services	62,119,900.0	63,900,000.0	65,800,000.0	67,700,000.0	69,731,000.0	71,823,000.0	73,977,000.0	76,200,000.0
Subsidies	60,000.0	62,000.0	64,000.0	66,000.0	68,000.0	70,000.0	72,000.0	74,000.0
Grants	88,000.0	91,000.0	94,000.0	97,000.0	100,000.0	103,000.0	106,000.0	109,000.0
Social security	1,021,000.0	1,050,000.0	1,080,000.0	1,112,000.0	1,145,000.0	1,179,000.0	1,214,000.0	1,250,000.0
other expenditure	9,937,200.0	10,235,000.0	10,500,000.0	10,800,000.0	11,124,000.0	11,457,000.0	11,800,000.0	12,150,000.0
Increase in nonfinancial assets	41,072,200.0	42,300,000.0	43,600,000.0	44,900,000.0	46,247,000.0	47,600,000.0	49,000,000.0	50,500,000.0

## *Material resources*

TSMU owns clinical bases (5 clinics) and 2 scientific-research institutes, where training, clinical, research and production activities take place:

- TSMU First University Clinic,

- TSMU G. Zhvania Pediatric Academic Clinic,
- Tbilisi State Medical University and Ingorokva High Medical Technology University Clinic,
- TSMU A. Urushadze Dental Clinic,
- TSMU # 1 Dental Clinic,
- TSMU Iovel Kutateladze Institute of Pharmacochimistry,
- TSMU Vladimer Bakhutashvili Institute of Medical Biotechnology named after.

#### In 2018-2024:

- Reconstruction of a significant part of the area of educational buildings was carried out - 13,670 sq.m.;
- The auditoriums and administrative building were equipped with modern equipment and furniture;
- Within a radius of no more than 35 km from Tbilisi, agricultural land plots were purchased in two places for scientific, educational and production purposes, and the first harvest was harvested;
- The 5th educational building (2665 sq.m.) was built and equipped;
- The 2nd educational building (6800 sq.m.) was strengthened, repaired and equipped, and the “Museum of Life Sciences” began to function;
- A modern canteen is located on an area of 550 square meters above the entrance hall of the first academic building;
- a space was created above the lobby of the administrative building to house a cafe, conference rooms and meeting rooms;

#### In 2025-2031:

- The right wing of the first educational building will be strengthened and the internal spaces will be renovated;
- A multi-profile building will be built, which will house an outpatient clinic, a family medicine department, 2 OSCE centers (each with 20 stations), an examination center, clinical skills and multidisciplinary simulation training center, and an academic teaching space. August 30, 2025 is defined as the completion date;
- The mentioned buildings will be fully equipped;
- Dormitory will be purchased, with the capacity of 800 persons. The procedures have started, the deadline for completion is December 31, 2025. The subject of the purchase is a fully equipped dormitory;
- The library will be reconstructed, spaces for group and individual work will be arranged;
- Green zones will be created, the territory will be paved, various security and control means will be installed;
- Parking lots will be arranged on the territory of the university;
- The internal space of the university will be fully illuminated with modern LED lights;
- IT infrastructure (Internet network) will be organized and updated.

### *Library and information technology*

The library of TSMU is focused on the information promotion and provision of educational and research activities of university professors, researchers, students of all levels and residents.

## *Library*

### **In 2018-2024:**

- 1780 English-language, 620 Russian-language and 6520 Georgian-language medical literature was purchased with a total of 1246 units.
- Special electronic devices have been purchased for the electronic circulation of books, all books in the library have been assigned a barcode, which also applies to new books.
- License to use the Research4life electronic databases (HINARI, AGORA, OARE and ARDI) of the International Health Organization (WHO) was obtained
- e-book database of "Proquest" publishing house;
- Free access to four databases of the publishing corporation Elsevier is provided by the grant of the Rustaveli Scientific Foundation:
  - ScienceDirect - full-text database of academic journals and electronic books;
  - Scopus - the largest database of refereed scientific literature. scientific research reviews, statistics, citations and h-index and other valuable data for researchers and about researchers;
  - Funding Institutional - includes information about awards, grants and funding given in this or that topic. helps customers find active, accurate funding opportunities in a timely manner from over 3,500 government and private funding organizations;
  - Scimago Journal & Country Rank
  - A special program for downloading e-books purchased in 2020 in Nexus, 1122 e-books and other materials have already been uploaded. 27523 e-books have been read.
  - Since 2019, the university has acquired the plagiarism detection program-Strigeplagiarism for the protection of copyrights, where the works protected in previous years are uploaded and the master's and PhD works prepared for defence are checked and in case of detection of plagiarism, action is taken in compliance with the regulations established by the academic council of the university.

### **In 2025-2031 is planned:**

- Development of library resources and information and communication technologies
- Creation of original Georgian language textbooks
- Purchase of additional computers and servers
- Use of artificial intelligence
- Learning process management software



## *Information technologies*

### *In 2018-2024:*

- In 2018-2021, 162 desktops and 65 laptops were purchased;
- Since 2019, the university has joined the international network of scientific and educational institutions, Eduroam (Education Roaming), which is a worldwide secure internet roaming service, created for the scientific and educational community. Educational roaming is performed by checking the user's information (name and password) on the RADIUS server located in his organization. Through it, university employees have the opportunity to use free Internet while visiting educational and scientific institutions of most countries of the world.
- 50 desktops and 210 laptops were purchased in connection with the transition to online learning in connection with the 2021-2022 pandemic
- During 2023, 100 stationary and 70 portable computers, 50 multifunctional systems and 50 media projectors were purchased, which made the quality of teaching even more visible.
- By 2024, it is planned to purchase 70 desktops, 100 laptops and 60 multifunction printers

### *In 2025-2031 is planned:*

- Development of the educational process management system (LMS): in case of changes made in educational programs or processes, the relevant modules will be updated in the electronic system;
- Creation of the electronic generation module of the study table; Creation of new modules and reconstruction of existing ones as needed. Optimizing relational databases to retrieve information faster.
- Creation of the electronic generation module of the study schedule; Creation of new modules and reconstruction of existing ones as needed. Optimizing relational databases to retrieve information faster.
- Optimizing the electronic journal of students' attendance and academic performance, creating a mobile version so that users have more access; creating new modules and updating existing ones; Optimizing databases.
- Structural update of the website, modernization of the navigation system, modernization of the search system to increase the speed of information retrieval.
- Purchase of an electronic platform and program to optimize the organization and conduct of the OSCE

## *Internationalization*

### *In 2018-2024:*

- By 2024, about 3,500 international students from 84 countries worldwide study at TSMU;
- 743 students (of all three levels) completed internships in foreign universities, 224 of them are citizens of foreign countries. 79 students, residents, PhD students and 50 academic staff of all levels took part in the Erasmus+ international mobility programs of the European Union.
- In 2020-2023, TSMU participated in two Erasmus+ institutional cooperation projects: SQUARE and SAFEMED+
- 162 students completed internships in TSMU clinics within the framework of bilateral mutual cooperation agreement and international projects.
- TSMU is a member of many international organizations and associations (AMEE, EUA, IAUP, ESRUC, IFMSA, EMSA) and actively cooperates with WHO, WFME, ECFMG, DAAD, USAID.

### *In 2025-2031 is planned:*

- Inclusion of more students and academic staff in Erasmus+ international mobility programs
- Participation in Erasmus+ institutional cooperation projects (3 projects are submitted for funding in 2024)
- Development of joint programs with foreign partner universities (recognizing joint and dual qualifications)
- Admission of foreign professors and researchers to the staff involved in academic and scientific research of TSMU.

## *Ensuring the quality of learning and teaching*

### *In 2018-2024:*

- A brief overview of the healthcare market in Georgia was conducted.
- The integration of the one-step program of " medical doctor" was implemented. In accordance with the sectoral benchmarks of medicine, the share of elective courses in the program has increased.
- More attention is paid to the teaching of clinical skills: the integrated OSCE is held at the end of the sixth semester of education (internal medicine propaedeutics, children's disease propaedeutics, general surgery, clinical anatomy), in VII-VIII semesters in obstetrics-gynecology and pediatrics, at the end of the XII semester - in therapy (internal medicine Disease Management and Basics of Geriatrics).

- The rate of the minimum threshold for the subjects to be passed on the entrance exam has increased, which significantly increases the teaching quality at the university.
- The course "Communication skills" was introduced at the Faculty of Dentistry, in which the exam is conducted with OSCE.
- Piloting of modern methods of clinical teaching and relevant assessment at the US MD program from 2024: [WPBA](#) (workplace assessment through DOPS, MiniCex, CBD and MSF) as well as Entrustable Professional Activity ([EPA](#)).
- Bachelor's, master's and PhD programs were modernized;
- In the Department of Faculty Development and Strategic Planning, as well as in the AMEE International Networking Center, regular trainings were held in the modern medical education methodology. 50 employees of TSMU were awarded the AMEE specialist certificate in medical education.
- In 2023, the World Bank financed the CIF project "[Implementation of OSTE stations in Georgian higher educational institutions \(GIOSTE\)](#)".

#### [In 2025-2031 is planned:](#)

- Further refinement and development of TSMU's publicly available quality assurance policies and tools as part of its strategic management;
- Increasing the effectiveness of the mutual connection between the institutional context and its strategic approaches in the quality assurance policy of TSMU;
- Continuous implementation and improvement of internal and external processes of quality assurance / quality improvement in accordance with national and international standards in force for higher educational institutions;
- Continuous implementation and improvement of evaluation studies conducted by students;
- Developing indicators/mechanisms of academic honesty and academic freedom and strengthening vigilance against academic fraud;
- Strengthening the involvement of external stakeholders (including employers) in quality assurance and developing new mechanisms for this purpose;
- Further improvement of evaluation of educational and research programs using both direct and indirect methods;
- Expanding the database (result-oriented tasks, activities, student satisfaction, student/graduate employment rate, etc.) for indirect evaluation of programs.
- Refinement and further improvement of the comparison of the assessment results with the relevant benchmarks;
- Improving the monitoring of the implementation of educational programs/academic process;
- Improving the process of evaluating the scientific productivity of academic staff;
- continuous development of training course syllabi;
- Improvement of the process of constant monitoring of the compliance of the structure and content of the programs;
- Improving the process of ensuring and monitoring learning outcomes of sectoral characteristics and programs and their achievement;
- Improvement of quality assurance mechanisms and evaluation system of research activities;

- participation in trainings and activities planned by the National Center for Educational Quality Enhancement;
- Promoting and improving the implementation of student-centered learning and teaching;
- Promoting the introduction and use of modern, latest methods of teaching and assessment.

### *Postgraduate education and continuous professional development, lifelong learning*

#### In 2018-2024:

- 75 programs for doctors, 2 - for nurses, 4 - for academic staff, 4 - for persons with non-medical education are conducted at the Institute of Postgraduate Education and Continuous Professional Development of TSMU.
- Residency service coordinates 59 postgraduate education (residency) programs.

#### In 2025-2031 is planned:

- Modernization of existing postgraduate programs
- Development of new continuous medical education programs

### *Research*

#### In 2018-2024:

- Was renewed the PHD program of medicine, which was accredited in 2020.
- Starting from 2019, the rule of encouraging young PhD students and conducting measures to improve the attraction of young people to doctoral studies, which applies to persons under 35 years of age, was implemented in TSMU.
- With the aim of attracting young personnel to the scientific-research activity, scientific festivals, scientific forums are held every year in TSMU, and an open day is organized with the students of the graduate courses.
- Since 2023, experimental scientific plots have started functioning (2 plots on which crops necessary for pharmacological research and product creation are grown).
- Important fundamental and applied researches were carried out in the research institutes of TSMU, in which young researchers and students participated.

In 2025-2031 is planned:

- **Creation and implementation of an electronic database of current and planned scientific projects**
- Creation of a database similar to the electronic database launched within the framework of the Erasmus+ development project "HERD" in order to develop both an intra-university and nationwide scientific information network.
- **Determination of priority areas of university research**

It is planned to determine the priority direction of university research in the direction of biomedical disciplines (basic, clinical, interdisciplinary). In order to implement the aforementioned, the most valid method of determining priorities will be developed, which takes into account such components as inclusiveness, information collection, ways of implementing research results, reliability and credibility criteria, evaluation of research results, transparency. The obtained results will be harmonized with the priority directions of the World Health Organization and "Horizon Europe".

- **Development of rules for promoting interdisciplinary, applied and innovative research projects**

The procedure for the development of interdisciplinary, applied and innovative research projects will be developed. In order to promote this type of projects, it is necessary to activate cooperation with the Georgian Innovation and Technology Agency, which means facilitating access to information about their projects and regular visits of their employees to the university in order to conduct an information campaign.

- **Development of the quality of publications**

A financial support mechanism for publishing of publications in internationally refereed and impact-factor journals will be developed, which is considered one of the motivators to publish in such journals by academic and scientific staff of TSMU.

- **Integration of young researchers in scientific work.**

a) Post-doctoral (Post-Doc) work support for the estimated period.

Within the framework of measures to encourage young PhD students and to improve the attraction of young people to doctoral studies at TSMU, the employment of PhD students is provided for at least two academic terms, which, on the one hand, will contribute to the rejuvenation of the academic staff, and, on the other hand, will create a solid basis for supporting post-doctoral work.

b) Support for the reintegration of TSMU graduates, PhD students and post-doctoral students working abroad.

Tools for the active reintegration of PhD students and postdoctoral fellows working abroad will be developed, which means their involvement not only in doctoral research projects as a supervisor or scientific consultant, but also their active participation in intra-university research.

#### **Ensuring the sustainability of scientific research.**

The procedure for awarding intra-university grants and management mechanisms will be developed, which means the assessment of research grants presented by academic and scientific personnel in a competitive manner. The latter will be carried out with the maximum protection of hardship and in order to minimize subjectivity in the assessment using the so-called outsourcing mechanisms.

- Translational, commercializable, and applied outcome-oriented research

Integration into the priority direction of the institute

## *Student Services*

### *In 2018-2024:*

- A service for relations with students and graduates and career development has been created at TSMU. The priority directions of the mentioned service are:
  - Development of career service and promotion of employment;
  - Promoting employment and internships for students and graduates and coordinating cooperation with the civil, private and public sector for this purpose.
  - Communication with TSMU students and graduates in order to plan and solve important issues for them;
  - Coordination and promotion of activities and provision of events of student self-government, student organizations and clubs of Tbilisi State Medical University;
  - Implementation of social support programs;

### *In 2025-2031 is planned:*

- Further development of student support measures in the fields of study and scientific research
- Development of services to support students' future career growth
- Promotion of student activities and initiatives
- Social support and encouragement of students
- Strengthening the involvement of graduates in university life.
- Organization and implementation of meetings, trainings, public lectures and master classes with graduates;
- Establish virtual counseling services to provide easy access to students, such as mental health support and career development advice.
- Implement peer tutoring programs to promote academic support among students.

## *Participation in community development*

### *In 2018-2024:*

- TSMU academic staff, PhD students and students actively participated in organizing and conducting public lectures, conferences, TV programs on issues of interest to the public.
- As part of the hepatitis C eradication program and during the COVID-19 pandemic, TSMU staff and students actively participated in informing the population about the epidemiological situation and participated in the vaccination process.
- Expert activities were carried out in the implementation of important researches and consulting activities for the society.
- For the non-medical community, educational programs corresponding to its requirements were developed and trainings were conducted.



- Information-practical meetings were held with schoolchildren on issues of interest to them.

In 2025-2031 is planned:

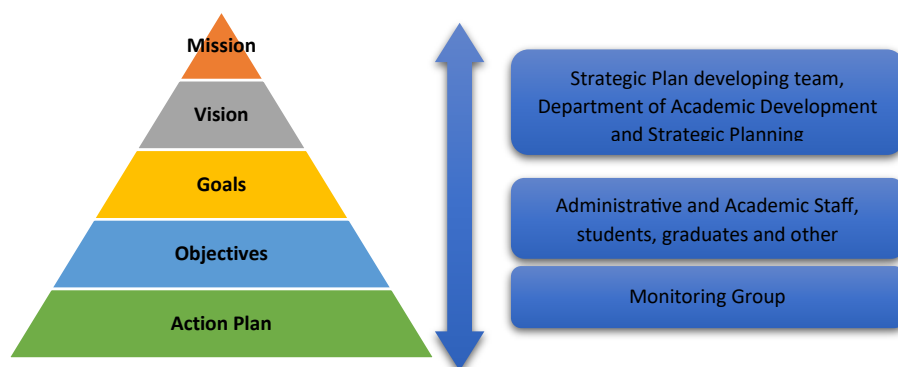
- Informing the staff of TSMU about the activities envisaged by the third mission and drawing up action plans for their implementation;
- Initiation of commercialization and entrepreneurial activities of fundamental and applied research
- Implementation of charitable activities with vulnerable groups of the population
- Development of projects related to the third mission

### 3. Strategic planning methodology



Strategic plan of TSMU is the result of the joint work of representatives of all structures of the university (academic, administrative staff, students, graduates, employers and other interested parties), which is coordinated by the Department of Faculty Development and Strategic Planning. On November 9, 2023, by the order of the rector, the working group for the 2025-2031 strategic development plan of TSMU was created, the composition of which was updated on February 22, 2024 due to the change in the organizational structure of the university. The working group is headed by the vice-rector in the direction of academic activities. The working group is accountable to the rector of the university.

The strategic planning methodology itself can be presented as a two-way process - "top to bottom, bottom to top", which can be schematically expressed as follows. The strategic planning methodology itself can be presented as a two-way process - "top to bottom, bottom to top", which can be schematically shown as follows:



At the preparatory stage, a questionnaire was developed by the working group, which was sent to all structures of the university.

*A sample questionnaire that was sent to structural units during the strategic planning process*

<b>Current Situation</b>	<b>Future Activities</b>
Which activities/indicators of your work need to be improved? Indicate specific qualitative or quantitative characteristics - the answer must be specific	How do you envisage these activities/indicators once improved?
What are the disadvantages of your current job?	
What factors led to the existence of these disadvantages?	
How can you avoid the factors that contribute to these disadvantages?	
What resources do you need for this?	

The process of developing a strategic plan includes several stages:

- I. Assessment of external and internal factors affecting the university activities; A survey of all structures and interested parties regarding the evaluation of the results of the activities carried out in 2018-2024, the identified gaps and the tasks planned for their elimination.
- II. SWOT analysis of the university, consideration of business process continuity plan, needs assessment.
- III. Based on the university mission, vision, and existing financial and human resources, establishing priorities and main goals for 2025-2031 (making a seven-year development plan)
- IV. Assessment of the activities to be carried out during the years 2025-2031 and the corresponding financial, human and material resources to achieve the set goals.
- V. Placing the draft strategic plan on the university's website for public review.
- VI. Review and approval of the 2025-2031 strategic plan at the Academic Council.
- VII. Implementation of regular monitoring of the action plan (presenting it to the Academic Council at the end of the year) by the university's monitoring group according to the PDCA (Plan-Do-Check-Act) methodology.

## 4. SWOT analysis



Based on the results of the 2018-2024 strategic and action plans, it was determined that along with the significant progress of TSMU, a number of challenges, opportunities, and risks were identified, which were presented by the conducted SWOT analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Leading position in the country and region</li> <li>• Financial and material sustainability</li> <li>• Growing budget</li> <li>• Own multi-disciplinary university clinics</li> <li>• Safe environment, recreation areas</li> <li>• Highly qualified, motivated Academic, administrative and scientific staff</li> <li>• Updated business process continuity plan and healthcare market research</li> <li>• AMEE international networking center (there are only two such centers in the world, one at TSMU), where trainings in medical education methodology are regularly held throughout the region.</li> <li>• Developed and innovative infrastructure</li> <li>• Research institutes (institutes of medical biotechnology and pharmacology) and fundamental research conducted by academic staff;</li> <li>• The program for encouraging young PhD students, which is an important factor in attracting young staff to the university</li> <li>• Faculty development center, where staff training in medical education methodology is taking place</li> <li>• Center for scientific skills (for students of all faculties to master scientific research methodology and appropriate skills);</li> <li>• Active participation of students and academic staff in international conferences,</li> <li>• Well-equipped clinical skills and multidisciplinary simulation center equipped with computerized and high-fidelity simulators and electronic training programs;</li> <li>• Being ranked among world universities in Times Higher Education's sustainable development ranking (<a href="https://www.timeshighereducation.com/world-">https://www.timeshighereducation.com/world-</a></li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient funding of studies in the country - financing does not differ according to the profile of educational programs; As a result, the main source of income from the tuition fee is the tuition fee of international students;</li> <li>• Different regime of taxation with profit tax;</li> <li>• Complicated procurement procedure;</li> <li>• Insufficient number of joint educational programs, fundamental and applied researches;</li> <li>• Insufficient publications of academic and scientific staff and low citation index;</li> <li>• Insufficient learning, teaching and assessment software;</li> <li>• The problem of using artificial intelligence in the educational process, namely, in terms of assessment and plagiarism detection;</li> <li>• Lack of publications with high impact factors;</li> <li>• Shortage of English-speaking academic staff;</li> <li>• Lack of modern textbooks in the Georgian language;</li> <li>• Low index of the university in international ranking systems;</li> <li>• Insufficient communication between foreign and local students;</li> <li>• Shortage of international academic staff;</li> <li>• Insufficient number of joint studies;</li> <li>• Less use of modern methods of clinical teaching and assessment;</li> </ul>

university-rankings/tbilisi-state-medical-university;

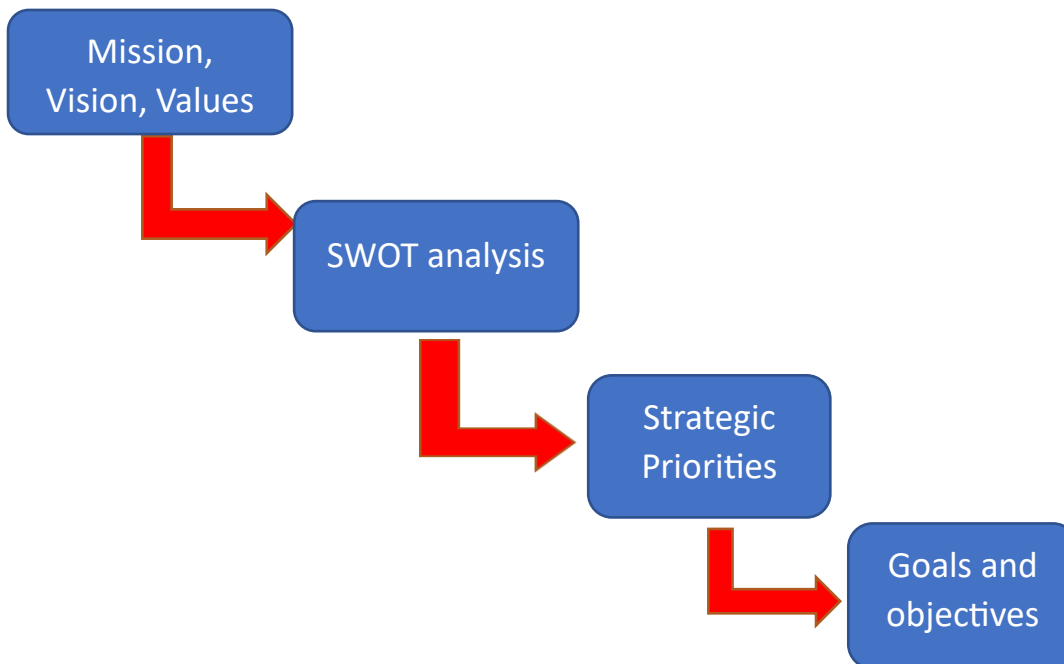
- Availability and transparency of information about the activities of the university;
- Modern library and information and communication technologies
- Own electronic magazine - Georgian Biomedical News (<https://www.gbm.org/>)
- Increasing number of international students
- (3500 students from 84 countries)
- Increasing number of scientific papers, including publications with high impact factors;
- Modern methods of learning, teaching and assessment
- Educational programs corresponding to the requirements of the healthcare system and international standards,
- Electronic management and educational process management system;
- Internationalization of the educational process and scientific research with the participation of professors from partner universities;
- Active participation of students, employers and academic staff in the management of the university and planning of the educational process;
- Numerous and diverse accredited programs of postgraduate education and continuous professional development;
- Modern library and information-communication technologies;
- Developed student support services (sports, art, theater);
- Gradual increase of the competition threshold for entrants and a higher threshold for admission exams to receive the best students;
- Increasing rate of employment of graduates (including international students);
- Involvement of graduates (alumni) and employers in the activities of the university;
- Participation in expert activities, legislative initiatives and development of medical education standards;
- Participation in international mobility programs of students and academic staff;
- Increasing rate of cooperation with international universities;

<ul style="list-style-type: none"> <li>• Close collaboration with students and their involvement in different types of activities;</li> </ul>	
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>• Development and implementation of educational programs granting double academic degree;</li> <li>• Development of joint research projects;</li> <li>• Finding additional external financial sources together with foreign partners;</li> <li>• Implementation of artificial intelligence programs in the educational process in cooperation with foreign partners;</li> <li>• Finding new experts in AMEE's international networking center;</li> <li>• Expanding the geography of international students in order to diversify sources of income and increase the degree of financial autonomy;</li> <li>• Increasing funding of scientific research and commercialization of research products in cooperation with relevant industries and international funds;</li> <li>• Implementation of the third mission in cooperation with international partners;</li> <li>• Strengthening of internationalization;</li> <li>• Deepening cooperation with graduates (alumni) abroad;</li> <li>• Participation in international research and educational projects (ERASMUS+, HORIZON Europe);</li> <li>• Increasing mobility in partner universities and clinics;</li> <li>• Development of educational programs corresponding to the requirements of the global labor market together with employers;</li> <li>• Strengthening the promotion of the university in the country and in the international space, raising the international ranking;</li> <li>• Implementation of modern technologies and electronic management system.</li> </ul>	<ul style="list-style-type: none"> <li>• Unforeseen external factors with high risk</li> <li>• Frequent changes of the state policy in the field of education;</li> <li>• Immigration policy changes;</li> <li>• Competition in the educational market - increasing number and promotion of higher medical schools;</li> <li>• Migration of highly qualified academic and scientific personnel and successful graduates abroad;</li> <li>• Dependence on country and global politics;</li> <li>• The existing model of financing of higher education and science;</li> <li>• Financial and economic instability in the country;</li> <li>• Less interest of graduates and young specialists in academic and scientific career;</li> </ul>

## 5. Strategic priorities, goals and objectives (2025-2031)

An important stage of the strategic planning process is the determination of priorities, goals and objectives, which is based on the university's mission, vision, values, international standards of medical education,

updated sectoral benchmarks (2022), SWOT analysis; When setting priorities, 2018-2024 completed and postponed tasks are taken into account, new challenges are taken into account and ways to solve them are determined.



Based on the above, the following **strategic priorities** were defined for the next 7 years (2025-2031):

1. **Institutional development**
2. **Development of the quality of educational activities**
3. **Strengthening scientific research**
4. **Development of student services**
5. **Improving the ranking of the university**
6. **Contributing to the development of society (third mission)**
7. **Development of guidelines for the use of artificial intelligence in medical education**

According to each priority direction, corresponding **goals and objectives** were established.

### **1. Institutional development:**

1. Management optimization
2. Further improvement of financial sustainability



3. Development of material resources management
4. Improvement of human resources management
5. Development of library resources and information and communication technologies
6. Strengthening the internationalization policy
7. Improvement of management monitoring system

The following goals and objectives are set for institutional strengthening during 2025-2031:

#### **1.1. Management optimization**

- Development of a flexible management strategy, considering possible risks
- Strengthening the transparency of management
- Management software

#### **1.2. Further improvement of financial sustainability**

- Development of financial sustainability action plan
- Improving the quality of institutionalization of the financial management and control system

#### **1.3. Development of material resources management**

- Further development of educational, clinical and research infrastructure
- Completion of the construction and improvement of the dormitory of modern standards
- Filling university clinics with the latest medical equipment
- Purchase of additional stimulators and relevant equipment for the clinical skills and multidisciplinary simulation center

#### **1.4. Improving human resource management**

- Development of human resource management strategy
- Social support and motivation enhancement of university staff
- Attracting young and qualified specialists
- Promotion of staff career development
- Training of personnel in the methodology of medical education
- Improving the level of knowledge of the English language of the academic staff

#### **1.5. Development of library resources and information and communication technologies**

- Development of library resources and information and communication technologies
- Creation of original Georgian language textbooks
- Purchase of additional computers and servers
- Use of artificial intelligence
- Learning process management software

### **1.6. Development of the university's internationalization strategy**

- Internationalization of teaching, learning and research
- Involvement of international researchers and professors in the university staff
- Cooperation with TSMU graduates (alumni) abroad
- Improving communication between international and local students
- Cooperation with international organizations and professional associations
- Creating an attractive university environment for international students

### **1.7. Improvement of management monitoring system**

- Improvement of management efficiency system

## **2. Improving the quality of educational activities**

### **2.1. Improving the quality of learning, teaching and assessment at the university**

- Promoting and improving the implementation of competency-based learning and teaching;
- Promoting the introduction and use of the latest teaching and assessment methods;
- Participation in trainings and activities planned by the National Center for Educational Quality Enhancement;
- Continuous implementation and improvement of evaluation studies conducted by students;
- Strengthening the involvement of external stakeholders (including employers) in quality assurance;
- Improving the process of evaluating the scientific productivity of academic staff;
- Continuous development of training course syllabi;
- Improving the process of ensuring and monitoring learning outcomes of sectoral benchmarks and programs and their achievement;

### **2.2. Development of programs corresponding to labor market requirements**

- Studying the dynamics of graduate employment rates to evaluate programs;
- Involvement of students and employers in the development of educational programs;

### **2.3. Refinement of medical doctor programs**

- Bringing the programs in line with the current industry characteristics
- Further improvement of the integrated curriculum of a medical doctor
- Introduction of new teaching and assessment methods
- Implementation of appropriate teaching and evaluation methods at the clinical stage
- Completing the OSCE exams
- Implementation of appropriate methods of evaluation of professionalism
- Raising the qualifications of the academic staff involved in the programs
- Further improvement of teaching clinical skills

- Promotion of the scientific work of the departments;
- Further development of training courses in cooperation with foreign partners;
- Ensuring students' knowledge of the English language at the B2 level
- Increasing ECTS to 12 for Georgian language teaching in English-language programs

## **2.4. Modernization of the dentistry educational program**

- Introduction of new teaching and assessment methods
- Further improvement of dentistry programs
- Implementation of appropriate methods of assessment of professionalism
- Implementation of appropriate teaching and evaluation methods at the clinical stage

## **2.5. Modernization of bachelor programs**

### **2.5.1. Further modernization of bachelor programs in physical medicine and rehabilitation**

- Further refinement of the OSCE format
- Initiation of electronic portfolio on the Master's program "Rehabilitation in Sport";
- Participation in the development of the project of the sectoral benchmarks of higher education in nursing;
- Participation in the implementation of rehabilitation service development strategy (2023-2027).

### **2.5.2. Further modernization of the undergraduate pharmacy program**

- Training of pharmacist assistants
- Preparation of retraining programs for employed and unemployed specialists

### **2.5.3. Further modernization of undergraduate programs in public health**

- Competency-based curriculum development
- Introduction of new teaching and assessment methods

## **2.6 Improving the quality of postgraduate training (residency).**

- Modernization of existing programs by involving potential employers in the development process
- Improving the residency clinical bases

## **2.7. Training of academic staff in medical education methodology**

- Development of new programs in medical education methodology and conducting trainings;
- Conducting trainings in ESME courses and modern medical education methodology by international experts at the AMEE international networking center

## **2.8. Ensuring lifelong learning for academic staff**

- Modernization of existing programs and development of new continuous professional development programs

## **3. Strengthening scientific research**

### **3.1. Determination of priority directions of university research**

- Determination of the priority direction of university research for biomedical disciplines (basic, clinical, interdisciplinary).

### **3.2. Creation and implementation of the electronic database of current and planned scientific projects**

### **3.3. Development of the quality of publications**

- Development of a financial support mechanism for publishing papers in journals with international refereeing and impact factor.

### **3.4. Integration of young researchers in scientific work.**

- Post-doctoral (post-Doc) work support for a specified period.
- Support for the reintegration of PhD and post-doctoral students working abroad, including TSMU graduates.

### **3.5. Ensuring the sustainability of scientific research.**

- Development of the rules and management mechanisms for awarding intra-university grants

### **3.6. Elaborating rules for promoting interdisciplinary, applied and innovative research projects**

- Elaborating rules for the development of interdisciplinary, applied and innovative research projects.

### **3.6. Eliminating plagiarism in scientific research considering the use of artificial intelligence**

### **3.7. Increasing the motivation to submit scientific papers in the TSMU electronic journal**

### **3.8. Improving the productivity of university research institutes**

- Development of action plans of research institutes (Institute of Biotechnology, Institute of Pharmacochimistry), implementation of joint projects with international partners

## **4. Development of student services**

### **4.1. Continuous development of student support measures in the fields of learning and scientific research**

- Conducting regular student surveys about teaching, research, learning environment and university support;

- Organizing scientific conferences of students according to departments and ensuring their involvement;

#### **4.2. Development of career support services for students**

- Providing employer surveys (gathering information from employers about graduates' readiness, skills and work performance, analysis and further strategy planning);
- Planning of supporting career services - gathering information from students and graduates about the effectiveness of career counseling, seminars and resources provided by the university and planning new services, master classes, events for the purpose of continuous development of the mentioned direction;
- Establishing partnership relations with employers;
- Organization of employment forums and relevant activities;
- Implementing internship programs for students and graduates;
- Presentation and development of the existing employment website, which will easily connect students and graduates with employers using technology;

#### **4.3. Promotion of student activities and initiatives**

- Continuous development of information and consulting services for students;
- Organization of international and local conferences, lectures-seminars, trainings and master classes;
- Facilitating the integration of socially vulnerable, internally displaced, ethnic minority and foreign students into the university life;
- Development and promotion of student organizations;

#### **4.4. Social support and encouragement of students**

- Program for financing tuition fees for socially vulnerable, multi-child, students with disabilities and other groups;
- Establishment of additional funding/scholarships and awards for successful students;

#### **4.5. Supporting student participation in sports and cultural events**

- Supporting the participation and organization of students in sports events both locally and internationally;
- Supporting the organization of cultural events and student participation both locally and internationally;

#### **4.6. Strengthening the involvement of graduates**

- Strengthening the involvement of graduates in university life. organization and implementation of meetings, trainings, public lectures and master classes with graduates;
- Development of an online alumni platform that facilitates professional connections, sharing of practice and continuous career development.

#### **4.7. Development of innovative student support services**

- Establish virtual counseling services to provide easy access to students, such as mental health support and career development advice.

- The financial fund of the student social assistance program will increase.
- Enhancing the Learning Support Fund - a support fund to help students with their studies and professional development.
- Peer tutoring programs will be introduced to promote academic support among students.
- To inform students and graduates about the ongoing processes at the university;

## **5. Improving the ranking of the university**

### **5.1 Recognition of qualifications of university graduates at the international level**

- Improvement of ranking indicators in international ranking systems (THE, QS, Webometrics, etc.)

### **5.2 Dissemination of information about the university's achievements at the international level**

- Improving the visibility and content of the university website. Increasing the awareness of the English-language website.
- Complete reconstruction and updating of the content of the university website.

### **5.3 Increasing the citation index of publications of academic staff and PhD students**

- Encouraging academic staff, researchers and PhD students to publish papers of international importance (in journals with a high impact factor).

## **6. Contributing to the development of society (implementation of the third mission)**

### **6.1. Organization of public lectures, conferences, telecasts, charity actions on issues of interest to society**

### **6.2. Development of important legislative initiatives for public welfare and health protection**

### **6.3. Commercialization of Applied Research (Entrepreneurship)**

- Action plans for commercialization of research activities of biotechnology and pharmacochemistry institutes

### **6.4. Implementation of the principle of lifelong learning in relation to society**

- Development of continuous education programs on health issues

## **7. Developing a strategy for using artificial intelligence in medical education**

### **7.1. Conducting trainings for administrative and academic staff**

- Development of guidelines on artificial intelligence in medical education
- Creating an elective subject on artificial intelligence
- Finding a suitable plagiarism detection program

## 7. Monitoring and Assessment



University performance is a dynamic process, influenced by multiple external and internal factors. Thus, the Strategic Development Plan presumably undergoes some changes. Monitoring and assessment of accomplishment of defined goals is the main tool for the implementation of the Strategic Development Plan, and is based on third (Check) Stage of the PDCA cycle. To fulfill this important function, the University has created monitoring group of Strategic Development and Action Plans, composed of representatives of university structural units and student self-government. At the end of each year, the group prepares a report based on the detailed analysis of the results of the Action Plan implementation, recommendations on the amendments to the Strategic Plan that would be presented to the Academic Council for consideration and approval.

*Due to the organizational changes in TSMU, the members of the strategic development plan and monitoring working groups were updated under the order of the Rector in February, 2024.*

Monitoring is carried out against the University key performance indicators. Questionnaire with relevant performance indicators is sent to the university structures that are responsible to accomplish certain goals and objectives defined by Strategic Development Plan and Action Plan (according to the structure profile). The activities that are not carried out will be transferred to the next year plan. The Strategic Plan might include new objectives, that are revealed in the working process that were not considered at the period of drafting the plan. Thus, the management of the University is flexible to make timely changes in the plan, envisaging new opportunities and risks, maintaining the main direction of fulfillment of the Mission. Impact of COVID-19 pandemic is the brilliant manifestation how the University management managed to postpone number of planned activities to 2023.

To evaluate the University performance, the list of key indicators was identified, that would annually serve as an assessment tool for the monitoring group. Based on the University performance analysis and Developmental Evaluation Report, the following changes were made in 2018-2024 Strategic Plan:

- The new (more concise and specific) version of the University Mission, Vision and Values was developed, that was reconsidered by University structures and staff and subsequently approved by the Academic Council; The corresponding amendments have been made in the Strategic Development Plan.
- Due to the modification of educational process during the COVID-19 pandemic, the Action Plans underwent corresponding amendments.
- Due to the sectoral benchmark of medicine program (2022) a corresponding document was created and amendments were made in the 2024 Action Plan.
- The new organizational structure was designed for optimizing the university structures, that was reflected in the Strategic Development Plan.





## 7. Action Plan 2025 - 2027

Strategic Goals	Objectives	Activities	Responsible Persons / Structures	Funding and Sources of Financing	Dates of Accomplishment	Assessment Indicators
<b>1. Institutional Development</b>						
<b>Management optimization</b>	Excellence of 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	Annual process	Legal documents related to administrative management (2025-2027 data)
	Optimization of organizational structure and improvement of coordination of separate structures	Performance analysis and optimization of organizational structure	Head of Administration, Human Resources Management Service, Legal Service	Additional financial resources not required	Annual process	Updated chart of structural units (2025-2027 data)
		Engagement of stakeholders and alumni in university activities	Head of Rector`s Office, Head of Administration, Human Resources Management Service, Students and Alumni Relations and Career Development Service	Additional financial resources not required	Annual process	Involvement of alumni and employers in university activities. Staff development activities, increase motivation of new employees, the number of participants employed through the doctoral program expansion program. (2025-2027 data)

	Preparation for the 2028 cluster accreditation	Efficient performance and coordination of all structural units for successful authorization	Rector, Vice Rector for Academic Affairs, Quality Assurance Service, Deans of the Faculties, Program Coordinators	TSMU revenues	09.2027	Documentation for cluster accreditation
<b>Effective financial management</b>	Financial management	<ul style="list-style-type: none"> <li>• 2025-2031 budget preparation;</li> <li>• 2025, 2026, and 2027 budget formation.</li> </ul>	Chancellor, Vice Chancellor for Financial Resource Management, Department of Economics	Additional financial resources not required	01.25 12.26 12.27	<ul style="list-style-type: none"> <li>• 2025-2031 budget</li> <li>• 2025,2027,2027 budget</li> </ul>
	Enhance quality of institutionalization of financial management and control	Improvement of electronic management system for the budgetary processes	Vice Chancellor for Financial Resource Management, Department of Economics, Information Technology Service	TSMU revenues GEL 10 000	11.2025	<ul style="list-style-type: none"> <li>• Trained staff</li> <li>• The budget process is running according to established rules</li> <li>• All stakeholders in the budget process are involved in a unified electronic system.</li> </ul>
<b>Improvement of Human Resources Management</b>	Human resources management		Human Resources Management Service, Legal Service	Additional financial resources not required	Annual process	Changes in the human resources management strategy (2025-2027 data)
	Elaboration of the assessment system of the University staff performance	Annual performance evaluations for academic and invited staff	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	Annual process	Results of annual assessment of academic and invited staff (2025-2027 data)
		Annual performance evaluations for administrative staff	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	Annual process	Results of annual assessment of administrative staff (2025-2027 data)

		Annual performance evaluations for the productivity of scientific staff	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	Annual process	Results of annual assessment of scientific staff (2025-2027 data)
Promote motivation and social support for the University staff		Annual University staff satisfaction survey	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	Annual process	Annual reports and analysis of the staff satisfaction survey (2025-2027 data)
		Financial support for the disabled members of the staff	Human Resources Management Service, Vice Chancellor for Financial Resource Management, Department of Economics	TSMU own revenue 20000 GEL	Annual process	Number of the disabled staff and annual financial support provided (2025-2027 data)
		Increase motivation and productivity of employees by the adequate sources of incentives	Chancellor, Quality Assurance Service	TSMU revenues	Annual process	Incentive procedures for the staff; number of staff with provided tangible incentives annually (2025-2027 data)
		Improvement of policy for the attraction of young and qualified specialists	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	Annual process	Number of young staff hired in 2025-2027
Support the staff career development		Financing the overseas internships for enhancing the staff qualification	Chancellor, Vice Rector for Academic Affairs, International relations Department	TSMU revenues GEL 50 000	Annual process	Number of staff undergoing overseas internships (2025-2027 data)
		Train the staff in the medical education methodology	Faculty Development and Strategic Planning Department	TSMU revenues GEL 35 000	Annual process	Number of academic staff and invited personnel trained in the medical education methodology (2025-2027 data)
		Train the staff in the medical education methodology at TSMU AMEE International Networking Center	Faculty Development and Strategic Planning Department AMEE International Networking Center in Georgia	Additional financial resources not required	Annual process	Number of academic staff and invited personnel trained in the medical education methodology (2025-2027 data)

	Improve English language skills for academic and invited staff in accordance with the national sectoral benchmark 2022	Assessment of proficiency level of academic and administrative staff in English language skills based on the updated national sectoral benchmark	Vice Rector for Academic Affairs, English language Center	Additional financial resources not required	12/2024	Outcomes of assessment of English language skills for academic and invited staff
	Improve methodology for the identification of employment indicators for the University alumni	Promotion of inter alumni database among the employers	Vice Rector for Academic Affairs, Students and Alumni Relations and Career Development Service, International Relations Department	Additional financial resources not required	Annual process	Annually updated Inter-Alumni database; Indicator of established relations with alumni (2025-2027 data)
	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 and Career Development Service, International Relations Department	Additional financial resources not required	Annual process	Number of alumni engaged in the University activities (2025-2027 data)
<b>Development of material resources</b>	Development of teaching, research and clinical infrastructure	Building a multifunctional medical center Equipping University clinics with the new medical equipment	Head of Administration, Deputy Chancellor for Strategic Development of Infrastructure Projects, Vice-Rector for Clinical Affairs, Department of Infrastructure	TSMU revenue GEL 6000000	2023 -2027 (long-term projects)	Completed work reports (2025-2027 data)
	Constructing and equipping modern standard dormitories		Head of Administration, Deputy Chancellor for Strategic Development of Infrastructure Projects, Vice-Rector for Clinical Affairs, Department of Infrastructure	TSMU revenues GEL 3000000	2021-2025	Built dormitory
	Completing and improving clinical bases for the Departments of Psychiatry and Narcology		Head of Administration, Deputy Chancellor for Strategic Development of Infrastructure Projects, Vice-Rector for Clinical Affairs, Department of Infrastructure	1 500 000	2026	Completed and upgraded educational and clinical bases of the Departments of Psychiatry and Narcology

	Completing construction and renovation of the new (1300 sq.) early childhood development academy building.		Head of Administration, Deputy Chancellor for Strategic Development of Infrastructure Projects, Vice-Rector for Clinical Affairs, Department of Infrastructure	750 000	2027	Early childhood development academy building
<b>Development of library resources and information - communication technologies (ICT)</b>	Updating the library and digital resources of the university	Purchasing relevant literature	Head of Library, Vice Rector for Academic Affairs, Vice Rector for Research, Department of Economics	TSMU revenues GEL 150 000	Annual process	Purchased literature (2025-2027 data)
	Create original Georgian language textbooks and translation English language textbooks into Georgian	Creation of original Georgian language manuals	Head of Library, Vice Rector for Academic Affairs, Department of Economics	TSMU revenues GEL 75 000	2027	New Georgian language manuals (2025-2027 data)
		Translation of English language manuals into Georgian	Head of Library, Vice Rector for Academic Affairs, Department of Economics	TSMU revenues GEL 50 000	Annual process	New English language manuals translated into Georgian (2025-2027 data)
	Strengthening electronic learning management systems (LMS) for better management of the educational process		Vice Rector for Academic Affairs, Department of Economics, IT Service	TSMU revenues GEL 50 000	Annual process	Implemented electronic learning management systems (LMS) (2025-2027 data)
	Purchase of an electronic platform and program, optimizing the management of OSCE activities		Head of Administration Vice Rector for Academic Affairs, Department of Economics, Head of Library	TSMU revenues GEL 60 000	12/2025	Program support for OSCE management
<b>Strengthening internationalization</b>	Internationalization of 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 Relation	TSMU revenues GEL 100 000	Annual process	Share of international professors-lecturers in the composition of the University staff (2025-2027 data)

		Ensuring involvement of international partners in the international educational and research programs	Vice-Rector for Academic Affairs, Vice Rector for Research, Department of International Relation	TSMU revenues GEL 50 000	Annual process	University is involved in the international educational and research programs (2025-2027 data)
		Development and implementation of new educational programs granting the joint and dual qualifications	Vice-Rector for Academic Affairs, Vice Rector for Research, Quality Assurance Service	Additional financial resources not required	2027	Joint educational programs with the international partners (2025-2027 data)
		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 ERASMUS and HORIZON EUROPE offices	TSMU revenues GEL 80 000 Financing under ERASMUS program and other funds	Annual process	Number of students, academic and administrative staff participating in the exchange programs (2025-2027 data)
	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 and Career Development Service, Information Technology Service	TSMU revenues GEL 30 000	Annual process	Database of TSMU alumni overseas (2025-2027 data)
	Improve communication between the international and local students	Organizing joint events	Department of International relations, Faculty Deans, Sports and Arts Center	TSMU revenues GEL 60 000	Annual process	Conducted joint events (2025-2027 data)
	Collaborate with the international organizations and professional associations		Department of International relations, Faculty Deans	Additional financial resources not required	Annual process	The international organizations and professional associations with established cooperation (2025-2027 data)
	Create attractive university environment for international students		Department of International Relations, Department of Infrastructure	TSMU revenues GEL 30 000	Annual process	Outcomes of international student satisfaction survey regarding the University environment (2025-data)

## 2. Development of Teaching and Learning Quality

<b>Evaluation of the efficiency of current educational programmes and their perspectives</b>	Develop methodology for the evaluation of effectiveness of educational programmes	Evaluation of programmes based on the achievement of learning objectives	Quality Assurance Service, Vice-Rector for Academic Affairs, Faculty Deans	Additional financial resources not required	Annual process	Results of programme evaluation (2025-2027 data)
		Evaluation of financial effectiveness of programmes	Chancellor, Quality Assurance Service, Vice-Rector for Academic Affairs, Faculty Deans, Department of Economics	Additional financial resources not required	Annual process	Outcomes of evaluation of financial effectiveness of programmes (2025-2027 data)
<b>Development of educational programmes relevant to the labor market requirements</b>	Examine indicators for employment of alumni for the evaluation of programmes		Vice-Rector for Academic Affairs, Students and Alumni Relations and Career Development Service, Faculty Deans	Additional financial resources not required	2027	Dynamics of alumni employment
	Engagement of students and employers in the development of educational programmes		Vice-Rector for Academic Affairs, Students and Alumni Relations and Career Development Service, Faculty Deans	Additional financial resources not required	Annual process	Indicator of engagement of students and employers in the curriculum committees (2025-2027 data)
<b>Completion of the MD (medical doctor) program (according to the national sectoral benchmark 2022).</b>	Completion of the MD (medical doctor) program corresponding to the national sectoral benchmark for higher medical education (as of 16.11.2022)		Quality Assurance Service, Vice Rectors, Faculty deans Faculty Development and Strategic Planning Department	Additional financial resources not required	11. 2025	
	Increase in ECTS credits up to 12 for learning Georgian language in English instructed education programs	Revision of the Georgian language syllabus	Quality Assurance Service, Faculty deans, Vice Rector for Academic Affairs, Heads of Departments, Curriculum Committee	Additional financial resources not required	01. 2025	Corresponding changes in syllabus

	Introduction of new teaching and learning (WPBA) methods - CBD, MiniCEX, DOPS, MSF, Flipped Classroom, portfolio). Introduction of Entrustable Professional Activities (EPA) under the supervision of international experts	Quality Assurance Service, Faculty deans, Vice Rector for Academic Affairs, Medicine Program Coordinator, Curriculum Committee, Faculty Development and Strategic Planning Department	TSMU revenues GEL 80 000	10.2027	Introduction of new teaching and learning methods	
	Integration of Problem-Based Learning (PBL) and Team-Based Learning (TBL) In basic and preclinical stages of education.	Quality Assurance Service, Faculty deans, Vice Rector for Academic Affairs, Medicine Program Coordinator, Curriculum Committee, Faculty Development and Strategic Planning Department	Additional financial resources not required	10. 2025	Applying PBL and TBL methods	
	Further enhancement of teaching of clinical skills	Continuous updating of simulators for the clinical teaching	Vice-Rector for Academic Affairs, Clinical Skills and Multidisciplinary Simulations Center Department of Economics Department of Infrastructure	TSMU revenues GEL 150 000	Annual process	Annually updated center for clinical skills and multidisciplinary simulators (2025-2027 data)
		Introduction of Objective Structured Clinical Exam (OSCE) for key clinical	Vice-Rector for Academic Affairs, Clinical Skills and Multidisciplinary Simulations Center Deans	TSMU revenues GEL 75 000	11. 2024	<ul style="list-style-type: none"> <li>• Outcomes of OSCE exams in clinical disciplines; Integrated OSCE.</li> <li>• Program support of OSCE</li> </ul>



		subjects and program support for OSCE exams	of the Faculties of Medicine and Stomatology			
<b>Modernization of educational programme for Doctor of Dental Medicine</b>	Introducing of new teaching and assessment methods	<ul style="list-style-type: none"> <li>• Introduction of Case Based Clinical Reasoning (CBCR), portfolio</li> </ul>	Vice-Rector for Academic Affairs, Dean of the Faculty of Stomatology, Curriculum Committee.	Additional financial resources not required	11.2025	CBCR and portfolio in the curriculum of Stomatology program
		<ul style="list-style-type: none"> <li>• Introduction of Objectively Structured Clinical Exam (OSCE) (based on the example of Odontology Department) in the key clinical subjects</li> </ul>	Clinical Skills and Multidisciplinary Simulations Center, Curriculum Committee			
<b>Modernization of Bachelor programmes</b>	Modernize Pharmacy Bachelors Programme		Vice-Rector for Academic Affairs, Dean of the Faculty, Quality assurance Service, Curriculum Committee.	Additional financial resources not required	Annual process	Modernized programme of Pharmacy
	<ul style="list-style-type: none"> <li>• Modernize Bachelors Programme of Physical Medicine and Rehabilitation</li> <li>• Strengthening internationalization (in collaboration with the Universities of Emory, Tartu and Keele)</li> <li>• Elaboration of joint master's programme in nursery</li> </ul>		Vice-Rector for Academic Affairs, Quality assurance Service, Curriculum Committee, Programme coordinator.	Additional financial resources not required	11.2026	Modernized programme of Physical Medicine and Rehabilitation, further internationalization, joint master's programme
	Modernize Public Health Bachelor's Programme		Vice-Rector for Academic Affairs, Dean of the Faculty, Quality assurance	Additional financial	Annual process	Modernized programme of Public Health

			Service, Curriculum Committee	resources not required		
<b>Improvement of the quality of postgraduate training (residency)</b>	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	2026	Updated postgraduate educational programmes
	Improving clinical bases for the residency		Vice Rector for Clinical Activities, Department of Clinical relations, Departments of Economics and Infrastructure	TSMU revenues GEL 150 000	Annual process	Updated clinical bases, outcomes of satisfaction surveys for residents regarding the clinical bases (2025-2027 data)
<b>Training of academic personnel in medical education methodology</b>	<ul style="list-style-type: none"> <li>Development of new programs in the medical education methodology and conduct training (Portfolio, PBL, EPA, Artificial Intelligence in Medicine)</li> <li>Conducting training sessions in ESME courses at AMEE International Networking Center in Georgia by international experts</li> </ul>		Faculty Development and Strategic Planning Department, AMEE International Networking Center	TSMU revenues GEL 25 000 GEL	Annual process	<ul style="list-style-type: none"> <li>Number of TSMU academic and invited staff attending AMEE courses (2025-2027 data)</li> <li>New courses in the methodology of medical education</li> </ul>
<b>Strengthening motivation of academic staff in lifelong learning</b>	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	Annual process	New programmes of Continuous Professional Development and conducted training; Number of participants (2025-2027 data)
<b>Ensure effective feedback between students and academic staff related to the learning process</b>	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	Annual process	Analysis of outcomes of end-term surveys conducted for students and academic (2025-2027 data)

### 3. Research Development

<b>Create the base of current and planned research projects database</b>	Create electronic database of projects	Regular updating and control of the electronic database	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	Annual process	Annually updated database of scientific projects, dynamic of citation index of staff (2025-2027 data)
	Increase of citation index of academic staff	Registration of academic staff in Google Scholar	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	Annual process	The number of registered personnel and their citation index data (2025-2027 data)
<b>Incentives for doctoral candidates</b>	Announcement of doctoral candidate competitions for up to 35 years of age as per the established rule	Evaluation of annual research reports submitted by doctoral candidates	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL - 150 000	Annual process	Number of doctoral candidates enrolled in the program; Number of completed dissertations (2025-2027 data)
<b>Identification of priorities of University research</b>	Evaluate effectiveness of scientific activities of University	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	11.2025	Defined priorities of university studies
<b>Development of interdisciplinary, applied and innovative research projects</b>	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	Annual process	Interdisciplinary scientific groups
		Identification of priority inter disciplinary directions	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	11/2025	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 Coordination, Master and PhD Programs	Additional financial resources not required	Annual process	Number of identified partners for marketing purposes (2025-2027 data)

		Encouraging submission of applied research projects to CIF	Vice-Rector for Research Department of Economics	Additional financial resources not required	Annual process	Number of award-winning authors of projects submitted to CIF (2025-2027 data)
		Encouraging submission of applied research projects	Vice-Rector for Research Department of Economics	TSMU revenues GEL 20000	Annual process	Number of award-winning authors of projects submitted
		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 Programs	Additional financial resources not required	Annual process	Indicator of commercialization of medical products (2025-2027 data)
		Development of internal university grant allocation rules and management mechanisms	Vice rector for Research, Department of Economics	Additional financial resources not required	10/2025	Internal university grant allocation rules
	Implement joint research with research centers and famous researchers in the world	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	Annual process	Number of jointly implemented/ongoing scientific researches (2025-2027 data)
	Funding research articles with a high impact factor in publication	Funding for research projects with a high impact factor in publications	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL 75 000	Annual process	The number of funded research projects with a high impact factor in periodic publications (2025-2027 data)
<b>Involvement of young researchers in scientific work</b>	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 30000	Annual process	The number of jointly funded master's and doctoral programs (2025-2027 data)
		Support participation in international academic forums for university staff and students	Vice Rector for Research, Research Institutes, Clinical Skills and Multidisciplinary Simulations Center	TSMU revenues GEL 60000	Annual process	Funding for university staff and students to participate in international forums ((2025-2027 data)
		Facilitation of reintegration of doctoral students (PhD students)	Department of Research Coordination, Master and PhD Programs,	TSMU revenues GEL 100000	Annual process	Engagement of doctoral students and post-doctoral students working overseas (2025-2027 data)

		and post-doctoral students working overseas	Department of International Relations			
		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	Annual process	Number of foreign co-supervisors and/or consultants for doctoral students (2025-2027 data)
		Participation of interested students in the clinical and fundamental researches	Research Institutes, Scientific Skills Center, Students and Alumni Relations and Career Development Service	Additional financial resources not required	Annual process	Students participating in the clinical and fundamental researches (2025-2027 data)
<b>Elimination of plagiarism in research using AI</b>	Detect cases of plagiarism		Quality Assurance Service, Vice-Rector for Research	Additional financial resources not required	Annual process	Detected cases of plagiarism (2025-2027 data)
<b>Increasing motivation to submit research papers in TSMU e-journal</b>	Increasing motivation among academic staff and PhD students to submit research papers in journal - Georgian Biomedical		Quality Assurance Service, Vice-Rector for Research	TSMU revenues GEL 30 000	Annual process	Number of research articles published in the journal Georgian Biomedical News (2025-2027 data)

#### 4. Development of Students' Services

<b>Supporting students' engagement in research activities and learning</b>	<ul style="list-style-type: none"> <li>• Ensure transparency of student participation in the exchange programmes, provision of timely information, fairness of selection</li> <li>• Placing information regarding the exchange programs on the web-page and in the social networks</li> </ul>		International Relations Department, Public Relations Service, Students and Alumni Relations and Career Development Service	TSMU revenues GEL 35 000	Annual process	Information on web page (2025-2027 data)
<b>Facilitate future career development of students</b>	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 and Career Development Service	Additional financial resources not required	Annual process	Dynamics of student employment indicators, meetings with employers and professional organizations (2025-2027 data)
<b>Promote international activities and initiatives of students</b>	Provide support to the Students' Self-governance and Alumni Relations and Career Development Service	Improving relations with alumni working overseas	International Relations Department, Alumni Relations and Career Development Service	Additional financial resources not required	Annual process	Established collaboration with alumni working overseas organizations (2025-2027 data)
	Improve communication between the local and international students	Organization of joint meetings, scientific conferences, cultural events	Department of International Relations, Students and Alumni Relations and career Development Service, Public Relations	TSMU revenues GEL 10 000	Annual process	Joint conferences and cultural events of local and international students (2025-2027 data)
	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 and career Development Service	TSMU revenues GEL 15 000	Annual process	Financing of student participation in the international organizations (2025-2027 data)
<b>Social support and encouragement of students</b>	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 and career Development Service, Economic Department	TSMU revenues GEL 50 000	Annual process	Number of financed socially vulnerable and disabled students ((2025-2027 data)
	Establish additional financing/scholarships and awards for successful students		Students and Alumni Relations and career Development Service, Economic Department	TSMU revenues GEL 100 000	Annual process	Financed and awarded successful students (2025-2027 data)

<b>Support student participation in sports and cultural activities</b>	Promote student participation and organization of sport events	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 and career Development Service, Economic Department, Sports and Arts Center	TSMU revenues GEL 100 000	Annual process	Carried out student sport activities in 2024 and (2025-2027 data)
	Promote organization of cultural events and student participation	Theater “Higia” performances Center for Sports and Arts National and Cultural Ensemble What? Where? When?” – University championship Concert of the Band “Ara” Concerts	Students and Alumni Relations and career Development Service, Economic Department, Sports and Arts Center	TSMU revenues GEL 200 000	Annual process	Carried out students’ cultural activities (2025-2027 data)
<b>5. Improve University Ranking</b>						
<b>Improve local and regional ranking of the university</b>	Strengthening the regional ranking	Organization of regional scale events	International relations Department, Vice Rectors for Research and Academic Affairs, Faculty Deans	TSMU revenues GEL 45 000	Annual process	Indicator for regional scale (2025-2027 data)

<b>Improve international ranking of the university</b>	Recognition of qualification of University graduates at the international level	Achievement of international accreditation in international ranking platforms (THE, QS, Webometrics, etc)	International relations Department, Vice Rectors for Research and Academic Affairs, Faculty Deans	TSMU revenues GEL 45000	Annual process	Indicator for international ranking (2025-2027 data)
	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). Participation in ERASMUS +, HORIZON EUROPE	International relations Department, Vice Rectors for Research and Academic Affairs, Students and Alumni Relations and Career Development Service, ERASMUS+ and HORIZON EUROPE offices	TSMU revenues GEL 45000	Annual process	Staff and students financed for the participation in the conferences (2025-2027 data)
		Engagement in the Consortium of International Educational and Research Projects	International relations Department, Vice Rectors for Research and Academic Affairs Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL 15 000	Annual process	Indicator of engagement in the International Educational and Research Consortium (2025-2027 data)

## 6. Contribution to the Development of the Society (Third Mission)

<b>Implementation of the third mission – share the knowledge created</b>	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 60 000	Annual process	Public lectures, conferences, TV programs on the issues interesting for the public (2025-2027 data)
	Implement research, consulting, expert activities important for the society	Carrying out charity events (including for socially vulnerable and disabled persons) by	Vice Rector for Clinical Affairs, Department of Clinical Relations	TSMU revenues GEL 45 000	Annual process	Implemented consulting, charity and expert activities (2025-2027 data)



at the university with the society		highly qualified local and invited foreign specialists				
	Develop legislative initiatives significant for the public welfare and health protection		Vice Rectors, Head of Departments	Additional financial resources not required	Annual process	Legislative initiatives (2025-2027 data)
	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 Service, Department of Economics	TSMU revenues GEL 15 000	Annual process	Carries out events (2025-2027 data)
	Wide engagement of students in the public activities	<ul style="list-style-type: none"> <li>• Social assistance program for students</li> <li>• Events devoted to the International Day to fight HIVAIDS</li> </ul>	Academic Affairs, Students and Alumni Relations and Career Development Service, Public Relations Service, Department of Economics	TSMU revenues GEL 10000	Annual process	Carried out events (2025-2027 data)
Implementation of lifelong learning principles in relation to the society	Elaboration programs corresponding to the demands of the society	Healthy lifestyle program for the elderly people; Emergency medical care for paramedics; Development and implementation of continuing education programs for persons with non-medical education	Institute of Postgraduate Medical Education and Continuous Professional Development	Additional financial resources not required	Annual process	Elaborated and implemented programs (2025-2027 data)

<b>Commercialization and implementation of results from fundamental and applied research</b>	Exploring the possibility of commercialization of research and entrepreneurship initiation of TSMU research institutes and developing an action plan	Vice Rector for Research, V. Bakhtashvili Institute of Medical Biotechnology I. Kutateladze Institute of Pharmacochimistry	Additional financial resources not required	11/25	Research commercialization and entrepreneurship action plans
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## 7. Developing Guidelines for the Utilization of Artificial Intelligence in Medical Education

<b>The impact of artificial intelligence on medical education</b>	Analysis of teaching and assessment methods in terms of the impact of artificial intelligence	Quality Assurance Service, Vice Rectors for Academic Affairs and Research, Faculty Development and Strategic Planning Department, Deans, Program Coordinators	Additional financial resources not required	10/25	A document on teaching and assessment analysis
	Introducing a strategy for using artificial intelligence in medical education	Quality Assurance Service, Vice Rectors for Academic Affairs and Research, Faculty Development and Strategic Planning Department, Deans, Program Coordinators	Additional financial resources not required	02/26	A strategy for using artificial intelligence in medical education
	Conducting training for academic and administrative staff	Faculty Development and Strategic Planning Department	Additional financial resources not required	2026-2027	Conducted training (2026-2027 data)
	Find and use appropriate plagiarism detection software	Quality Assurance Service, Vice Rectors for Academic Affairs and Research	Additional financial resources not required	10/25	Artificial intelligence detection plagiarism detection software
	Creating elective subject for artificial intelligence	Faculty deans	Additional financial resources not required	02.2025	Elective subject for artificial intelligence

## 8. Ensure Implementation of Strategic Development Plan

Ensure implementation of strategic and action plans	Evaluation of the implementation of the strategic plan and the action plan	Annual monitoring over the implementation of the strategic plan and the action plan	Strategic Development and Action Plans monitoring group, all structural units of TSMU	Additional financial resources not required	Annual process	Protocols on implementation of monitoring (2025-2027 data)
	Developing 2028-2030 Action Plan		Faculty Development and Strategic Planning Department, Quality Assurance Service, Vice Rectors, Deans, Curriculum committee and other structural units	Additional financial resources not required	10/27	2028-2030 Action Plan