



**TBILISI STATE MEDICAL UNIVERSITY**

# **Strategic Development Plan**

**2018 - 2024**



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## Rector's Introduction



*Tbilisi State Medical University (TSMU) is the leading medical school in Georgia and one of the main academic and scientific institutions in the whole Caucasian region. Higher medical education history in Georgia accounts for approximately 100 years, and actually, this is the history of the medical university.*

*Nowadays TSMU is considered as the most demanded higher medical schools in Georgia, where more than 7000 undergraduate, as well as Master's and Doctoral students receive education, including more than 2300 students from 65 countries worldwide.*

*TSMU is aware of its role and responsibility in formation of knowledge-based, open, democratic society and providing population health care activities. The teaching, research and medical/pharmaceutical activities are an inseparable process at TSMU.*

*TSMU provides competitive, international-level education through development of profound academic knowledge, professional ethics, values, clinical reasoning, practical and communication skills.*

*Main guiding principles of TSMU activities are fully in line with the strategies of the European educational system. Moreover, TSMU, to some extent, participates in the development of these principles. The university's main directions and reforms are carried out dynamically in a systematic manner and have placed TSMU on a development path leading towards a common world and European Higher Education Area.*

*Analysis of implementation results of our previous Strategic plan has helped us to set a new 2018 - 2024 Strategic Development Plan based on our future aspirations. Implementation of this plan requires from all of us - each member of our University community - faculty, administration, students and alumni, to make our best contribution to the further development of the Tbilisi State Medical University as a whole.*

A handwritten signature in blue ink, which appears to be 'Zurab Vadachkoria'. The signature is fluid and stylized, with a long horizontal stroke at the end.

Professor **ZURAB VADACHKORIA**

The Rector of Tbilisi State Medical University

# 1. University 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 Life Long 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.

The new Strategic Plan is a framework that determines the successful implementation of our Vision - establishing truly international level university. With successful implementation of the seven-year plan, by 2024 TSMU will maintain its leading position as a centre of excellence in medical education and research in Georgia and Caucasus region, will train and educate competitive specialists motivated for lifelong learning - future leaders in clinical medicine, biomedical sciences and health-related fields, and will create and share new knowledge in society and promote its welfare.

**Used sources:**

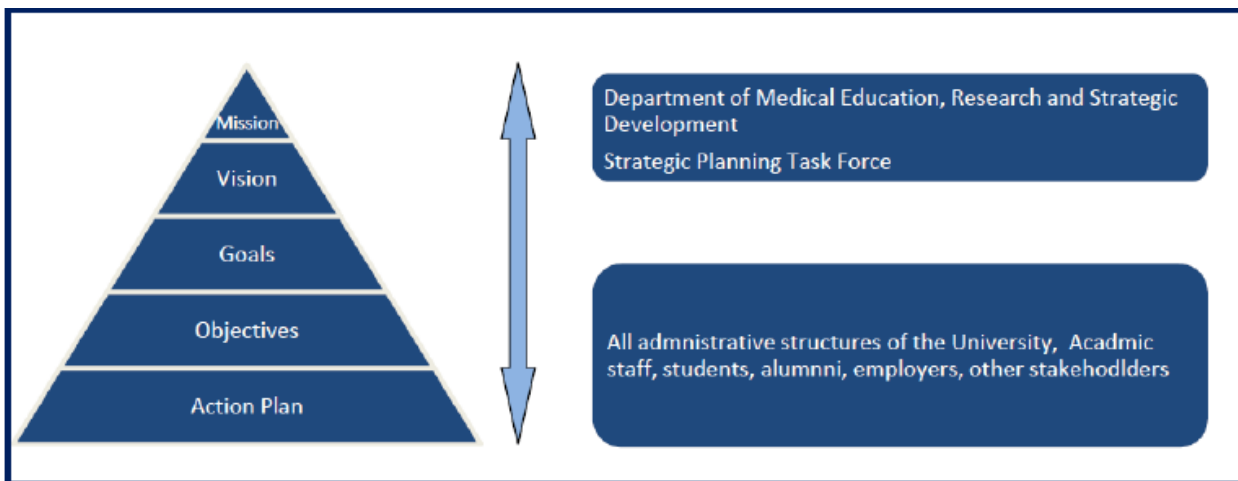
1. *Law of Georgia on Higher Education, 2004;*
2. *Law of Georgia on Medical Practice, 2001;*
3. *Law of Georgia on Education Quality Enhancement, 2010;*
4. *WORLD FEDERATION FOR MEDICAL EDUCATION. Basic Medical Education. WFME Global Standards for Quality Improvement. The 2015 Revision;*
5. *Sectoral Benchmark of Higher Medical Education, 2018;*
6. *Statute of Tbilisi State Medical University;*
7. *Provisions of Structural Units of Tbilisi State Medical University.*

## 2. Strategic Planning Methodology



The Strategic Development Plan of TSMU was elaborated in the Department of Medical Education, Research and Strategic Development in close collaboration with the representatives of all structures, students, alumni, employers and other stakeholders, considering recommendations of experts panel after the Developmental Evaluation of the University that held in July 2017 as well as considerations of invited WFME expert.

The strategic planning methodology itself can be presented as a bilateral process – "*top to bottom, bottom to top*", which can be schematically displayed in the following way:



On March 2, 2017, by the Rector's order the University created organizational Working Group to prepare for national authorization/accreditation and international accreditation; one of the main functions of of the Working Group is to develop a Strategic Development Plan of the University. The Working Group is led by the Vice-Rector and is composed of representatives of all University structures (Administration, Research institutes, Chancellor's office, Academic Council and Council of Representatives, students and alumni relations office and other stakeholders. The Working Group is accountable to the University Rector.

At the initial stage of the development of the Strategic Plan, the Working Group specifically designed a questionnaire, that was sent to the relevant University structures. A seven-year Strategic Plan framework and three-year Action Plan has been developed following the regular meetings and online-communication with university Rector and target groups that was again sent back for review to the corresponding structures of the University. After the final review and relevant amendments, the Strategic Development Plan was submitted to the University Academic Council for consideration and approval on March 7, 2018.

For the preliminary assessment of the Strategic Development Plan, very important was the *Developmental Evaluation* of the University by International experts, that was held in July, 2017. In February 2018, the *World Federation for Medical Education (WFME) expert* was been invited to the University, who consulted the Working Group during the process of development of the Strategic Plan and Self-Evaluation Report. A

number of remarks were mentioned in the experts' reports regarding the Strategic Plan and some gaps were revealed, that were considered by the Working Group.

Strategic Planning *Stages* (each stage was implemented by the direct involvement of all structures and stakeholders).

*Sample Questionnaire that was sent to the structural units during Strategic Planning process*

Current situation	Future activities
Which aspects of your activities need improvement? (Answers should be qualitative or quantitative and specific)	What will these aspects look like after the improvement?
What are the shortcomings of your current work?	
What factors have determined the existence of these gaps?	
How can these factors be avoided?	
What resources do you need for that?	

I. Evaluation of external and internal factors influencing the University performance; Survey of all structures and stakeholders about the assessment of the results of the activities carried out in 2011-2017, identified gaps and planned objectives for their elimination.

II. University SWOT analysis, assessment of needs;  
 III. Defining the priorities and main goals of 2018-2024 (elaboration of a seven-year development plan) based on University Mission, Vision and existing financial and human resources;

IV. Assessment of the activities that must be implemented during the next three years (2018-2020) and the relevant financial, human and material resource assessment (drafting the three-year action plan) for achieving the goals;

V. Regular monitoring of the Action Plan (by presenting report at the end of the year to the Academic Council) by the University monitoring group according to the *PDCA (Plan-Do-Check-Act)* methodology.

### 3. About University: History and Performance

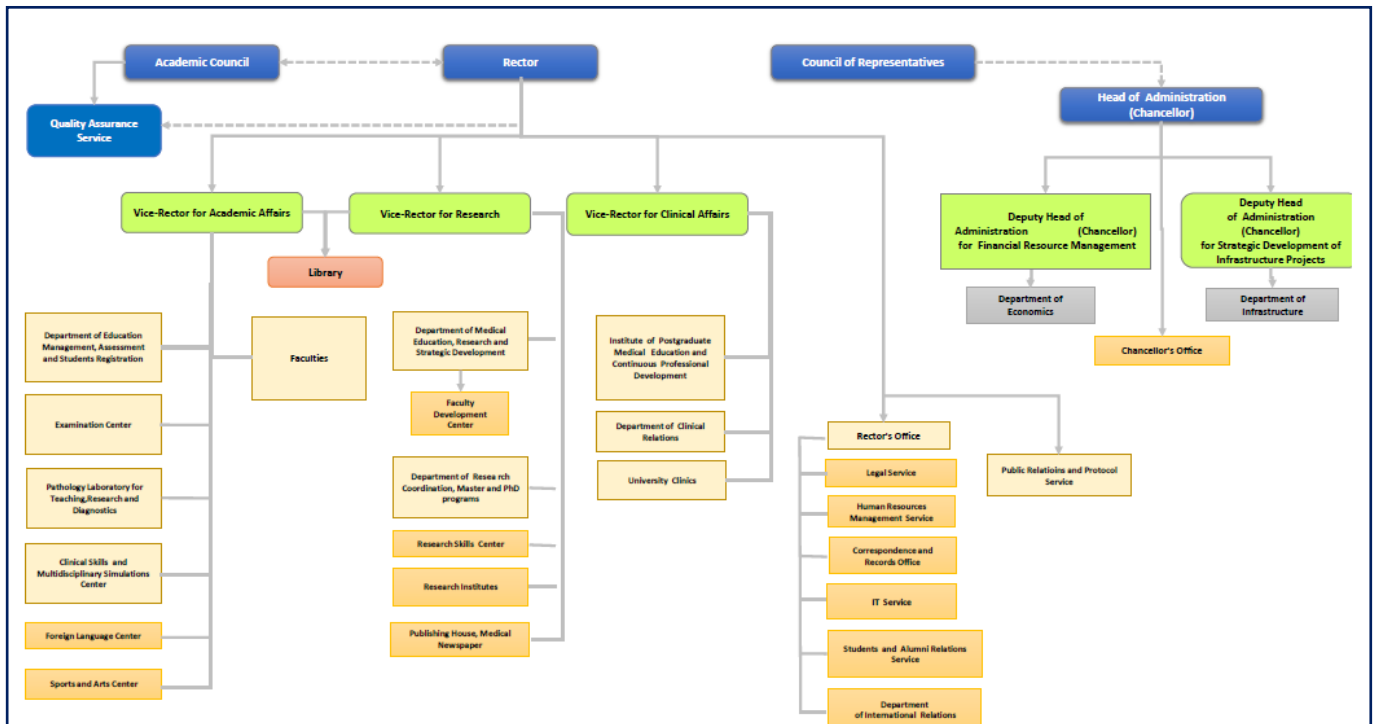


There are five faculties at Tbilisi State Medical University:

- Faculty of Medicine
- Faculty of Stomatology
- Faculty of Public health
- Faculty of Pharmacy
- Faculty of Physical Medicine and Rehabilitation

The University owns two research institutes: Institute of Medical Biootechnology and Pharmacochimistry; the University offers 34 educational programs – 7 undergraduate medical education (one-cycle) programs, 7 Bachelor Degree programs, 14 Master Degree Programs, 4 PhD Programs and 1 - Georgian Language Preparatory Program; University also offers a Practitioner Nurse Professional Program. The Institute of Postgraduate Medical Education and Continuous Professional Development is also functioning at Tbilisi State Medical University.

Organizational Chart of Tbilisi State Medical University





# 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 of 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.

# Performance (2011-2017)

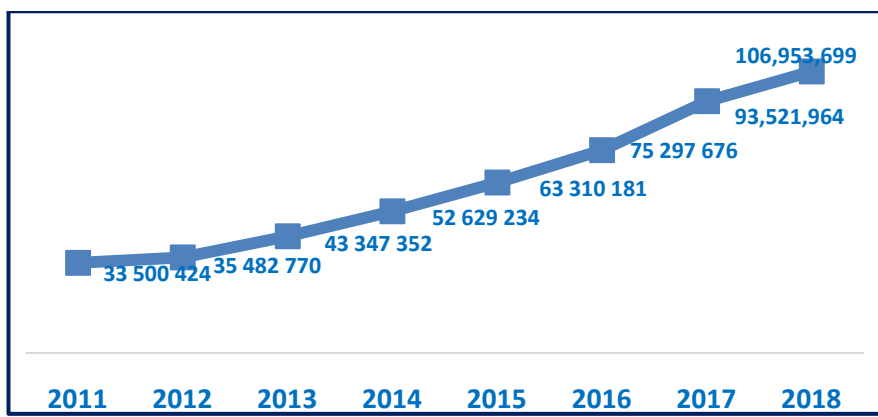
In 2011-2017 University has achieved significant success in the following directions:

## Institutional Development

### *Financial Resources*

The assessment of implementation of the Strategic Plan 2011-2017 is a precondition for the development of a Strategic Plan for the next 7 years (2018-2024). Financial sustainability, ability to attract and rationally distribute financial resources is necessary for the successful performance of the University.

*Compared to 2011, the budget increased by 3.19 times, or approximately by 219.3%.*



- One of the main goals of the Strategic Plan of 2011-2017 was to ensure financial sustainability, that has been achieved by investing in infrastructural and academic resource development projects for improving the quality of learning and teaching. This in turn determined the internationalization of the learning process and ensured the sustainable growth rate of income gained from International student tuition fees. For the reporting period, total investment in infrastructural projects amounted to 48.1 million GEL, while the average salary of academic staff increased by 52%.
- The average growth rate of University revenue in 2011-2017 was 16%. In 2017 revenue increased by 140% (37.9 million lari) compared to that of in 2011; In addition, the resource of 2017 increased by 180% compared with 2011 that amounted 60.5 million lari).
- The share rate of current expenditures has been improved in total resource and 67% indicator of 2011 decreased by 2017 to 54%.

## Dynamics of Tbilisi State Medical University 2011-2017 Indicators

	2011	2012	2013	2014	2015	2016	2017
<b>Balance at the beginning of the period</b>	<b>6,157,083</b>	<b>5,722,781</b>	<b>6,733,775</b>	<b>13,128,570</b>	<b>16,503,227</b>	<b>18,683,839</b>	<b>28,678,916</b>
Revenues for the current period	27,085,773	29,601,437	32,656,407	38,612,967	45,765,584	60,686,243	65,032,210
University revenues	25,853,282	28,188,860	30,765,083	32,334,321	44,369,644	59,091,421	63,596,182
Assignments from the State Budget	1,232,491	1,412,577	1,891,324	6,278,646	1,280,270	1,568,705	1,405,627
Targeted grants					115,670	26,117	30,401
<b>Total resources</b>	<b>33,242,856</b>	<b>35,324,218</b>	<b>39,390,182</b>	<b>51,741,537</b>	<b>62,268,811</b>	<b>79,370,082</b>	<b>93,711,126</b>
<b>Total assignments</b>	<b>27,520,075</b>	<b>28,590,443</b>	<b>26,261,612</b>	<b>35,238,310</b>	<b>43,584,973</b>	<b>50,691,166</b>	<b>63,468,363</b>
Expenditures	22,320,210	22,887,249	22,973,330	27,625,474	34,512,948	42,303,540	50,499,533
Wages	15,299,995	17,285,982	12,595,709	13,158,462	17,787,159	22,489,346	26,429,218
Goods and services	4,638,989	2,382,315	8,423,838	10,849,579	14,371,096	14,616,176	17,199,881
Subsidy	1,045,666	1,244,727	327,998	350,532	546,403	1,047,659	1,077,807
Grants	235,989	158,247	195,594	390,095	115,670	26,117	20,850
Social benefits	-	-	-	-	94,974	181,538	249,249
Other expenditure	1,099,571	1,815,978	1,430,191	2,876,806	1,597,646	3,942,703	5,522,529
Increase in non-financial assets	5,199,865	5,703,194	3,288,282	7,612,836	8,559,644	6,997,768	10,714,726
Reduction in liabilities					512,381	1,389,858	2,254,104
<b>Balance at the end of period</b>	<b>5,722,781</b>	<b>6,733,775</b>	<b>13,128,570</b>	<b>16,503,227</b>	<b>18,683,839</b>	<b>28,678,916</b>	<b>30,242,762</b>

### Key financial indicators

Revenues	2011	2012	2013	2014	2015	2016	2017
Increase in current period revenues compared with the previous year		9.3%	10.3%	18.2%	18.5%	32.6%	7.2%
Average rate of increase in current revenues (2011-2017 yy)							16.0%
Increase in generated revenues compared with the previous year		9.0%	9.1%	5.1%	37.2%	33.2%	7.6%
Average rate of increase of generated revenues (2011-2017 yy)							16.9%
Share of generated revenues in the current period revenues	95.4%	95.2%	94.2%	83.7%	96.9%	97.4%	97.8%

Percentage distribution of revenues	2011	2012	2013	2014	2015	2016	2017
Revenues for the current period	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
University revenues	95.4%	95.2%	94.2%	83.7%	96.9%	97.4%	97.8%
Tuition fees (international students)	0.0%	0.0%	0.0%	0.0%	54.0%	44.7%	46.9%
Tuition fees (tuition fees paid by students)	0.0%	0.0%	0.0%	0.0%	8.4%	7.0%	5.8%
Revenues from scientific/research activities (S/R institutes)	0.0%	0.0%	0.0%	0.0%	3.5%	2.8%	2.0%
Medical services (clinics)	0.0%	0.0%	0.0%	0.0%	19.0%	30.3%	40.2%
Interest income	0.0%	0.0%	0.0%	0.0%	0.9%	1.2%	1.6%
Revenues from the lease of immovable properties	0.0%	0.0%	0.0%	0.0%	0.3%	0.2%	0.1%
Other revenues	0.0%	0.0%	0.0%	0.0%	10.8%	11.0%	1.2%
Assignments from the State Budget	4.6%	4.8%	5.8%	16.3%	2.8%	2.6%	2.2%
Targeted grants	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%

Share of expenditures in the assignments	2011	2012	2013	2014	2015	2016	2017
<b>Total assignments</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

- TSMU has won 5 times in a row since 2012, in nomination for "Providing Open Access to Public Information and Transparent Activities";
- To optimize management and learning process, the relevant electronic programs were implemented:
  - ✓ **LMS (Learning Management System)** - the system ensures monitoring of student academic performance and financial liabilities, necessary documentation generation. Students have a personalized page where they receive information about their academic performance and financial liabilities.
  - ✓ **Electronic examination system** - in 2017 new examination center was launched at the the University, where 212 students and residency students are being tested simultaneously. It is possible to pass examination test in online mode via the original electronic exam program. Individual examination ticket is generated for each student. The results are automatically reflected in the learning process management system.

### Infrastructure

- The First University Clinic was fully renovated and equipped (2012-2014);
- Theater Hall was renovated and upgraded in the 3rd campus building(2017);
- G.Zhvania University Pediatrics Clinic was renovated and upgraded;

- Development of the learning environment and infrastructure in university campus - 20 551 sq.m. area was renovated;
- The TSMU Clinical Skills Center was upgraded;
- After completion of reconstruction-repair works, No 4 campus building was set. Faculty of Pharmacy, Pathology Department and Laboratory, Rehabilitation Center, and Student Scientific Skills Center were placed in No4 campus building;
- The modern genetic laboratory was established on the basis of the Department of Medical Genetics;
- No 2 campus building was consolidated and the internal designworks had started;
- The first university clinic area development regulation plan was elaborated;
- TSMU Pathology learning, scientific and diagnostic laboratory was set, equipped and started functioning;
- The University examination center has been renovated and equipped; it is functioning according to the modern standards, where 212 students and residents are able to pass a test exam in online mode via the original electronic exam program.

### **Library and Information Technologies**

- By 2018 Tbilisi State Medical University library fund consisted of 330058 copies: textbooks - 100018, monographs - 71600, electronic books - 432, theses' abstracts - 66307, dissertations - 1533, textbooks in foreign languages - 8928, magazines - 10242.
- There are catalogs in the library according to: alphabet, books, dissertations, abstracts, subject-based, systematic.
- The library is equipped with 85 computers connected to the Internet network, Wi-Fi network is also available (including outdoor surrounding area).
- TSMU has become a member of the Consortium for using the product and service of "Clarivate Analytics", enabling university academic staff and students free access to the bibliographic search system 'Web of Science'.
- The University Library has subscribed a medical electronic database Medline, where are gathered the publications since 1950 till now.
- Ministry of Education and Sciences of Georgia through the Shota Rustaveli National Science Foundation, acquired Elsevier, Science Direct and Scopus databases for the university.
- Based on the memorandum signed with BMJ, funded by the US Government, University academic staff, clinic physicians, residents and senior students have the opportunity to get free access up to 2020 to two resources of BMJ - BMJ Best Practice and BMJ Learning and publish articles.
- The DSpace electronic archive was introduced at the University library, where are placed the copyright protected e-books, indicated in syllabi and preserved in the library. Dspace is electronically attached to the integrated library system Koha.

### **Internationalization**

- In 2009-2011 TSMU became a member of the MEDINE 2 - the thematic project of European Medical Education; The program aimed to develop learning outcomes/competencies of medical graduates in the EU countries. It should be noted that TSMU was the representative of Georgia - the only non-EU post-Soviet country in this program. Based on the recommendations of this project, in 2011 the sectoral benchmark of medicine was developed in Georgia for the accreditation of higher medical institutions.
- By 2018 approximately 2300 international students studied at Tbilisi State Medical University from 65 countries worldwide.
- Currently TSMU has more than 120 partner universities and university clinics from over 40 countries; Cooperation with them is regulated by bilateral agreements and /or within the framework of joint international projects ERASMUS MUNDUS (ALRAKIS, ALRAKIS 2, MEDEA), ERASMUS +, MEVLANA, HORIZON 2020. More than 300 student, residents, academic and administrative staff of the University are participating annually in the above-mentioned short-term and long-term mobility programs at undergraduate, postgraduate and doctoral levels.

- TSMU has been a member of many international organizations and associations (including AMEE, EUA, IAUP, ESRUC, IFMSA, EMSA) and has established cooperation with WHO, WFME, ECFMG, DAAD, USAID.
- Since 2012 Medical University successfully runs the program that implies inviting the leading professors from the United States, EU countries, UK, Turkey and Israel universities. Within the framework of this program, from 2012 to 2018, more than 350 international medical professors visited TSMU to conduct lectures and various types of medical activities, offering free consultations and surgical operations.
- In 2017, TSMU Foreign Language Learning Center successfully passed UNICert international accreditation and obtained the right to issue UNICert Certificate in teaching foreign languages.

### Ensuring the quality of learning and teaching

- In 2011-2014, TSMU successfully participated in the EU-funded TEMPUS *project MUMEENA* (Modernising Undergraduate Medical Education in the EU Eastern Neighbouring Area), which was considered by the EC as one of the successful projects of that period;
- In 2012 the *Faculty Development Center* has been established at the University, where regular trainings are conducted in medical education methodology, Objective Structured Clinical Examination (OSCE) and modern management. In 2012-2017, with University funding, 427 academic and invited local staff underwent training at this center in medical education methodology, and 21 administration representatives had training in modern methods of management. Trainings were conducted by medical education experts from EU Partner Universities (UK, Netherlands, Spain, Italy), local experts trained abroad, internationally accredited training center-Management Academy.
- A *unified concept of quality assurance* was developed at TSMU - a new system of quality control and continuous development. Nowadays, the Medical University actively utilizes all possible internal and external mechanisms for the quality development of teaching and research; Feedback regarding teaching and assessment has been received on regular basis and further presented to the TSMU Academic Council. Students' feedback, along with as well as reliable indicators, have become the basis for the recommendations of planning and implementation of academic process.
- Since 2011, relevant method for clinical skills assessment - *OSCE (Objective Structured Clinical Exam)* for the assessment of the clinical skills of students was introduced at the faculties of Medicine and Stomatology.
- *Electronic Journal* for students' records and assessment was introduced at TSMU; the system was created in 2016 at the Medical University, in 2016-2017 it has passed testing at several departments and from II term of 2017-2018 academic year it will be introduced in all university departments. Electronic Journal includes both curatorial and monocycle students. It records all components of teaching: attendance, activity, presentations, midterms and etc. For each group the individual learning schedule is generated, according to which the educational process is implemented. All teachers have their personal page, from where they control educational processes of their groups;
- Since 2012, together with Dutch partners the *Case-Based Clinical Reasoning (CBCR) training course* has been introduced for 3rd year students;
- Since 2012, a new study course has been established - *Clinical Geriatrics*, which is included in the core curriculum of the Medical Doctor (for 6th year students);
- The rule of correspondence and records is in compliance with the current legislation, the University is involved in the electronic system of documentation workflow of the Ministry of Education and Science of Georgia - *eFlow*.
- TSMU in cooperation with foreign partners jointly developed *new programmes* - American MD Program (USA) together with Emory University Medical School (USA), Bachelor and Master degree Programs in Public Health with UniMan Academy of Management and Performance (France), Nursing programme of the Austrian Tyrol Clinics Association with Western Educational Center (AZW).

### Postgraduate Education and Continuous Professional Development, Lifelong Learning

- A total of 49 accredited programmes of postgraduate medical education (residency) is conducted at the Postgraduate Medical Education and Continuous Professional Development Institute; In 2017, 542 residents

underwent professional training. There are also 257 Continuous Professional Development (CPD) programmes at the University. In 2011-2017, 2310 physicians underwent CPD programmes.

- Since 2014 TSMU has introduced online registration system for residency.
- In 2011-2017, 145 TSMU residents passed professional training in international partner clinics.
- TSMU has signed contracts with 138 clinics for postgraduate education; 37 of them received an University affiliated status.
- In 2015-2015 with the support of the United Nations Population Development Fund, a pilot project – Portfolio was implemented for clinical assessment of residents.
- Since 2016, with the support of the United Nations Population Development Fund (UNFPA) and Eastern Europe Reproductive Health Institute online trainings in virtual contraception have been conducted at TSMU.
- In 2017, 52 persons with non-medical education passed the training (life-long learning).
- The University residents and doctors participating in CPD programs have the opportunity to get free access to two sources of BMJ - BMJ Best Practice and BMJ Learning and can publish articles till 2020.
- The University has a Continuous Professional Development Council.

## Research

- *Vladimer Bakhutashvili Medical Biotechnology* and *Iovel Kutateladze Pharmacology Research Institutes* were transferred to Tbilisi State Medical University.
- Research priorities of *Vladimer Bakhutashvili Institute of Medical Biotechnology* are: detecting the biomarkers for diagnostics and monitoring of various pathologies (autoimmune, age-related), assessment of main risk factors in Georgian population, creation of new medicinal forms and assessment of existing ones, biologically active compounds present in food products and their medical significance.
- The main direction of the work of *Iovel Kutateladze Institute of Pharmacology* is to detect, study, and create various drugs derived from biologically active natural substances.
- *Scientific Research Skills Center* is functioning since 2012 at TSMU. Scientific Research Skills Training Course is included in all programmes curricula since 2011. The Scientific Skills manual was published in 2014.
- A total of *54 scientific projects* were funded by international and Georgian scientific funds in 2011-2017.
- In 2011-2017, 109 PhD programs were approved, 78 of them defended.
- In 2011-2017 1775 scientific works were published, of them 592- abroad; 114 textbooks were published.

## Students' Services

- Students self-governance is actively working, students' research activities are being carried out, student conferences, cultural and sports events, charity actions are often conducted.
- The University has a well-developed *Sports and Arts Center*, Folkensemble "Georgian Folklore", modern and latin dance studio "Vega", drama theater "Higia" and etc.
- The International Theater Festival was held at the University in 2017 for the sixth time. It is noteworthy that the University troupe wins most of the nominations.

## Participation in the development of the society

- In 2011-2017 University students and academic staff has organized and participated in the following events in different regions of Georgia:
  - ✓ Free medical consultations and diagnostic tests for the population;
  - ✓ Provide population with information on the necessity of hepatitis C tests and ensure examinations;
  - ✓ Participation in the Tbilisi Festival of Science and Innovation organized by the Ministry of Education and Science of Georgia in 2015-2017; within the framework of the festival, 15 scientific-popular conferences were organized by TSMU, public lectures for secondary school students were held, and Clinical Skills Center presentations were conducted for high and secondary school students.

- ✓ University Professors participated in annual events dedicated to current environmental protection issues: annual conferences on “Health and Ecology”, “Environmental Health Issues” (2016), “ Lead Poisoning Prevention International Week”(2016); International conference on “Modern Management of Environmental Risk in Urban Areas (2017); Scientific Conference "Technologies of Future and Life Quality" (2017), conference "Current Problems of Public Health" (2017).
- ✓ University professors and students regularly participate in TV programs about current health issues;
- ✓ “Open days”are annually organized for prospective applicants and secondary school students;
- *Expert activities* - University staff, as experts and consultants, participated in:
  - Expertize of scientific papers, textbooks, monographs and dissertation papers;
  - Evaluation of research projects/grants (Rustaveli Foundation, grant competitions for international vocational organizations);
  - Medicine sectoral board members are presented in the Accreditation and Authorization boards of National Center For Educational Quality Enhancemen; In 2017 they participated in the elaboration of a new sectoral benchmarks in medicine.
- The university employees suggested *legislative initiatives* regarding the usage of corpse material in medical education and the development of drug policy; University actively participated in the elaboration of legislative amendments to prohibit tobacco smoking.

## 4. SWOT Analysis



Assessment of the results of previous strategic plan revealed, that despite the significant progressive changes, there are a number of gaps that need to be overcome in order to maintain the status of the leader in medical education in the country and in the region.

### Strengths

- Leading position among higher medical schools in Georgia;
- Availability and transparency of information on University activities;
- Continuously rising budget;
- Availability of financial resources for the implementation of institutional and infrastructural projects envisaged by the University Strategic Plan;
- Safe environment, recreation zones for staff and students;
- Highly qualified, motivated academic, administrative and scientific staff;
- Developed and innovative infrastructure;
- University's owned multifunctional and affiliated clinics;
- Modern Clinical Skills Center equipped with computerized and high fidelity simulators and electronic learning programmes;
- Faculty Development Center, where trainings for staff in medical education methodology and management are conducted;
- Fundamental research conducted by the research institutes (Institutes of Medical Biotechnology and Pharmacology);
- Clinical studies performed at the University Clinics;
- Scientific Research Skills Center (for all faculties students to acquire research methodology and appropriate skills);
- Active participation of students and academic staff in international conferences;
- The increasing number of scientific papers, including in high impact factor publications;
- Modern methods of learning, teaching and assessment, Objective Clinical Structured Exam (OSCE) and CBCR (Case-Based Clinical Reasoning);
- Educational Programmes relevant to Health Care System demand and international standard requirements, including four jointly developed international programmes;
- Increasing number of international students (2300 students from 65 countries);
- Electronic system of management and teaching process;
- Internationalization of the study process and research with the participation of partner University professors;

### Weaknesses

- Constrained financing-state funding in the country does not differ according to the profile of study programmes; as a result the main source of income is the international students' tuition fees;
- Different mode of profit tax taxation (state vs. private medical schools);
- Insufficient institutional and financial autonomy;
- Complicated procurement procedures;
- Insufficient funding of research;
- Insufficient diversification of income sources;
- Lack of student dormitory, that might affect attracting process of international students;
- Part of educational programmes is delivered by the subject-based model;
- Deficiency of joint international research, namely clinical, transdisciplinary and applied studies;
- Shortage of modern equipment for conducting research;
- Deficiency of new learning and management electronic programmes;
- Lack of an electronic antiplagiarism program;
- Insufficient electronic search systems in the library;
- Shortage of staff proficient in English;
- Deficiency in modern textbooks in Georgian language;
- Incomplete graduates' employability data;
- Insufficient use of modern information technologies in the educational process;
- Low level of autonomy of University structural units;
- Insufficient relationship with employers and alumni;
- Not regularly updated website of the University;
- Insufficient popularization of university activities;
- Insufficient relationship between international and local students;
- Insufficient number of international researchers;
- The deficiency of publications in high impact factor editions;



<ul style="list-style-type: none"> <li>• Active participation of students, employers and academic staff in planning the University management and educational process;</li> <li>• Numerous and varied accredited programmes of postgraduate education and continuous professional development;</li> <li>• Modern Library and Information-Communication Technologies;</li> <li>• Development of student support services (sports, art, drama);</li> <li>• Gradual increase of the competition barrier for prospective applicants and the highest barrier set for admission exams to receive the best students;</li> <li>• Increasing rate of alumni employment (including international students);</li> <li>• Involvement of alumni in University activities;</li> <li>• Participation in expert activities, development of legislative initiatives and medical education standards;</li> <li>• Care for the health and well-being of the society;</li> <li>• Participation of students and academic staff in international mobility programmes</li> </ul>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Seeking additional external sources through cooperation with local and international partners;</li> <li>• Expanding geography of international students to diversify income sources and increase the quality and level of financial autonomy;</li> <li>• Increase funding of scientific research and commercialization of research products in cooperation with relevant industries and international funds;</li> <li>• Legislative initiatives on diversification of tuition fees;</li> <li>• Strengthening internationalization;</li> <li>• Obtaining international accreditation for 2023;</li> <li>• Enhancing cooperation with graduates abroad;</li> <li>• Participation in international research and educational projects (ERASMUS +, HORIZON 2020);</li> <li>• Increase mobility in partner universities and clinics;</li> <li>• Development and implementation of joint programmes with international partner universities;</li> <li>• Development of educational programmes with employers in line with the requirements of the global labor market;</li> <li>• Enhancement of University popularization in the country and international area;</li> <li>• Improvement of International Ranking.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition on the educational market - the increasing number of higher medical schools in the country;</li> <li>• Migration of highly qualified academic and scientific staff and successful graduates abroad;</li> <li>• Financial and economic instability in the country;</li> <li>• Frequent changes of state policy in education field;</li> <li>• Immigration policy changes;</li> <li>• High rate of inflation;</li> <li>• Dependence on country's and global politics;</li> <li>• Less interest of graduates and young specialists in academic and scientific career;</li> <li>• Reducing the number of international students;</li> <li>• Frequent legislative amendments.</li> </ul>

## 5. Main Challenges and their Overcoming Process



Nowadays, medical education is no longer considered in a narrow national or even regional context. Globalization of medical education, continuous progress and improvement of medical services, increasing competitive environment reveals new challenges to higher medical institutions. Thus, the university needs dynamic development and performance compliance with international standards, to maintain the leading position in the medical education field in the country and to ensure the preparation of competitive graduates at the international level. In this process it is necessary to modernize all areas of university activity, to coordinate with all stakeholders, alumni, industries (eg. research commercialization), regular market analysis.

It is noteworthy that taking into consideration the aforementioned challenges, comments and recommendations of the pilot authorization experts' team, that held on July 24-26, 2017, the University has already begun to eliminate the identified gaps.

Based on the analysis of University performance and the developmental evaluation held in July 2017 the following main challenges were identified:

- The University needs *Institutional Development*, that implies ensuring the effective management, further development of human and material resources, elaboration the development policy of financial sustainability, human resources, internationalization, information and communication systems, optimization of University structures, improvement of University international ranking, modernization of communication between departments, closer connection with alumni, more involvement of employers and other stakeholders in University activities. Regular monitoring of the University by key performance indicators is necessary. Despite the multitude of international exchange programmes, the process of internationalization of learning and research (involving international professors and researchers in the University staff) needs to be developed.

To overcome the above mentioned challenges the following *ongoing activities* at the University are taking place:

- ✓ Renewal of University organizational structure;
- ✓ Optimization of administrative structures is ongoing, a new organizational structure has been created;
- ✓ The rule for evaluation of administrative, support and academic staff performance was developed;
- ✓ The rule of academic and scientific staff affiliation was developed;
- ✓ Administration training in management is conducted;
- ✓ New format of job description was created;
- ✓ The electronic system of management is enabled to improve effective communication between the structures;
- ✓ The procedure for selection by competition of administrative and support staff has been elaborated;
- ✓ Reconstruction of the website is underway (tender is announced, content is updated);

- ✓ Financial aid was provided to socially unprotected and disabled students and employees;
  - ✓ Adaptive infrastructure is created for disabled students and employees;
  - ✓ The Intranet (eflow.emis.ge) is used for effective communication between the structures.
- **Establishment of effective and efficient financial management system** - in spite of significant success in recent years, it is necessary to improve the quality of financial sustainability and improve the financial management and control system for effective and efficient use of financial resources.
 

*Ongoing work:*

    - ✓ Methodological works for the institutionalization of the budget process is underway;
    - ✓ Financial management and control optimization measures are ongoing;
    - ✓ The rule for designing the unified budget of the TSMU was established and approved according to which is prepared the unified budget of the University.
    - ✓ The procedure for preparing the annual plan for procurement of the TSMU was established and approved, based on which the University annual procurement plan is prepared.
  - **Alumni Employment Indicator** - defining the employment indicator from the current educational programmes of University is relatively complicated for the graduates of faculty of Medicine and Stomatology (for medical doctors and for doctors of dental medicine), because they obtain the right for independent activities only after completing postgraduate education (residency), that is, after 3-4 years, making it difficult to contact both with them and with employers. It should be also noted that up to 2300 international students who study at the Medical Doctor programme return to their home countries after graduation.
 

*Ongoing work:*

    - ✓ In order to figure out requirements of employers regarding competencies of graduates from TSMU faculties specific questionnaires were developed and survey was conducted using Survey Monkey and e-mails among main employers. According to preliminary data (since the survey did not cover all employers and alumni), in 2010-2014, 81% of local graduates were employed by specialty;
    - ✓ International alumni employment rate has also been established: in 2009-2017, 50,2% of graduates with Indian citizenship were employed as clinical practitioners in India and 27% in other countries (US, Great Britain, EU countries) and 80,2% of students from Sri Lanka.
  - The important aspect of the University management is the **planning of students' admission contingent**, methodology of which has not been developed until recently.
 

*Ongoing work:*

    - ✓ Taking into consideration the experts' recommendations following the developmental evaluation in July 2017, the following criteria for defining the student contingent were identified: academic resource, material-technical and infrastructural resources were identified; in addition we've considered: a) the dynamics of demand of the educational programme, b) student dropout indicator, c) analysis of academic process, and d) graduates employment rate and the results of employment market study.
  - One of the most important challenges of the University is to **gain the National Authorization and Accreditation in 2018/19 and the International Accreditation till 2023** (the latter refers to the undergraduate Medical Education Programme). It is noteworthy that a **new benchmark for undergraduate medical programme will be launched in January, 2019**. Thus, it is necessary to bring the programme in compliance with sectoral standards by this date.

According to the Declaration of Educational Commission for Foreign Medical Graduates (ECFMG) and the World Federation of Medical Education (WFME), from 2023, physicians applying for ECFMG Certification must have diplomas of internationally accredited medical schools. Medical schools should be accredited with the standards defined by Liaison Committee on Medical Education (LCME) or WFME. Therefore, the strategic goals and objectives of the TSMU should comply with both national and WFME standards. Obtaining International Accreditation of undergraduate medical education programme is a necessity for the University, considering the growing number of international students as well as the recently introduced American MD Programme, one of the goals of which is that graduates' diploma be recognized by the ECFMG.

*Ongoing work:*

- ✓ Training of academic staff continues in the methodology of medical education and methods of conducting Objectively Structured Clinical Examinations;
  - ✓ Evaluation of the results of the programme of medicine in terms of achievement of sectoral outcomes/competencies;
  - ✓ Modernization of the programme is underway - increasing the number of elective subjects and credits allocated for them.
- Regardless the significant progress in modernization of the educational process, the university needs permanent development of educational programmes and complying the learning outcomes to international standards; more involvement of potential employers and students in the development of programmes, evaluation of their efficiency, development of student-oriented teaching methods, curriculum integration, introduction of relevant methods for the assessment of students' knowledge and skills, development of learning e-resources, elaboration and implementation of the policy for elimination of plagiarism.

*Ongoing work:*

- ✓ The survey on students and academic staff satisfaction is ongoing
  - ✓ The evaluation of educational programmes efficiency
  - ✓ Policy and procedures for the elimination of plagiarism are in the process of development
- Enhancement of scientific research – providing more funding of research, introduction of internal (university) grants, development of joint international research projects, involvement of international consultants, transdisciplinary approach, involvement of students in research activities, determining priority directions for the university research, increase motivation of academic staff and researchers, increasing the publication citation index, closer cooperation with research institutes.

*Ongoing work:*

- ✓ Determining the priority research is ongoing
- The University needs further development of Students' Services, more active involvement of students in the University activities, in the development of educational programmes, ensuring their representation in University governing bodies, provide relationships with employers to ensure students' further employment and career development, involve more students in exchange programs.

*Ongoing work:*

- ✓ Creating the alumni registry
- ✓ Consultations on career development (meetings with potential employers)
- ✓ The survey was conducted for the employers regarding opportunities for the TSMU graduates employment at their institutions.

- One of the main challenges of the University is **Public Relations** - sharing new knowledge with community, improving ranking in the competitive environment, for which University needs more active coverage of health issues through media and social media, conferences, meetings and open-days, promotion of university activities, public discussion of the problems related to environmental rejuvenation, nutrition, socially dangerous diseases, expert activities, legislative initiatives, conducting lifelong learning supporting activities.

*Ongoing work:*

- ✓ Public relations policy is in the process of development
  - ✓ Public Relations Service is reorganized
  - ✓ The university staff participated in the elaboration of the sectoral benchmarks
  - ✓ University staff are members of authorization and accreditation boards and are engaged in expert activities.
- One of the main challenges TSMU is facing is **development of the plan for continuity of business processes**. It should be assumed that university might encounter influence of certain factors interfering its optimal functioning. Therefore successful universities have well developed plans and related procedures that could minimize negative influence of aforementioned factors, that ensure timely restoration of operational capacity of the institution and restoring usual regime of functioning.

Within the framework of the Business Continuity Plan the University has the following important *challenges*:

- ✓ Maintaining the optimal admission of international students and seeking alternative sources;
- ✓ Retention of highly qualified staff;
- ✓ Conducting research according to international standards;
- ✓ Gaining international accreditation;
- ✓ Permanent renewal of medical infrastructure;

The university governing bodies are constantly working on elaborating alternative plans for overcoming possible challenges.

## 6. Strategic Priorities, Goals and Objectives 2018-2024



Considering the University Mission statement, values, national and international (World Federation for Medical Education) educational standards, SWOT analysis, developmental evaluation experts' report, the recommendations of WFME consultant and statute of TSMU, the main strategic priorities were determined for 2018-2024 followed by

corresponding goals and objectives that must be achieved, that will determine the further development of the University during the next seven years. These long-term strategies fully comply with the needs of the country's population and Health Care system and represent the contribution made by the University administration, academic staff, researchers, students and other stakeholders in the development of the University.

Based on the above mentioned, 6 Main Priority Directions were identified:

1. **Institutional Development**
2. **Development of Quality of Teaching and Learning**
3. **Research Development**
4. **Development of Students' Services**
5. **Improvement of University Ranking**
6. **Contribution to the Development of the Society**

### 1. Institutional development

Institutional development is the main strategy of the TSMU, the prerequisite without which the achievement of mission and other strategic goals is impossible. This notion implies the management of the University and ensuring its financial sustainability, as well as the development of human and material resources, information-communication technologies and implementation of consistent policy of internationalization.

Institutional development includes the following components:

1. *Management optimization*
2. *Development of effective financial management system*
3. *Improvement of human resource management*
4. *Development of material resources*
5. *Development of library resources and information-communication technologies*
6. *Strengthening internationalization*
7. *Introduction of management efficiency monitoring and assessment system*

The following goals and objectives are set for institutional development for the next 7 years:

### **1.1. Management optimization**

- Development of the effective managerial policy
- Elaborate business continuity plan
- Ensure the flexibility and transparency of the University management

### **1.2. Development of effective system of financial management**

- Elaborate effective strategy for the University's financial management
- Enhance quality of institutionalization of financial management and control

### **1.3. Improvement of human resources management**

- Development of human resource management strategy
- Elaboration of assessment system of the University staff performance
- Introduction of the assessment system of academic and local invited staff
- Introduction of the administrative staff assessment system
- Social support and increase motivation of the university staff
- Attraction of young and qualified specialists
- Increase the number of academic and invited staff including affiliated staff
- Promote staff career development
- Training of staff in medical education methodology and modern management
- Improve English language knowledge level of academic staff
- Planning of the students' admission contingent
- Elaborate the methodology for determining the university graduates employment rate
- Increase involvement of alumni in University activity

### **1.4. Development of material resources**

- Further development of teaching, clinical and research infrastructure
- Setting up catering service in the campus and other educational and clinical facilities
- Build and furnish modern dormitory
- Creating modern adapted environment in all university campuses
- Equipping university clinics with the newest medical equipment

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

- Development of library resources and modern information communication technologies
- Creation of original Georgian textbooks and translation of well known English-language textbooks into Georgian
- University website complete reconstruction and updating its content
- Upgrading electronic systems to improve management of the learning process

### **1.6. Strengthening Internationalization**

- Development of the internationalization strategy of the University
- Strengthening internationalization of teaching, learning and research
- Improvement cooperation with TSMU graduates (alumni) working abroad
- Improve communication between international and local students
- Improvement of cooperation with international organizations and professional associations
- Creation of more attractive university environment for international students

### **1.7 Introduction of management efficiency monitoring and assessment system**

- Development of management efficiency monitoring system
- Development of effective management at the University and faculties
- Improvement of management efficiency system

## 2. Development of Teaching and Learning Quality

Ensuring high quality of teaching and learning is the most important strategic direction of the University, which is derived from the University Mission - "providing the graduates with knowledge and skills necessary for their harmonious integration in national and international professional communities".

The University delivers all level programmes of higher education and nurse practitioner vocational education program, offering high quality education both Georgian and foreign citizens. During the next seven years, the undergraduate MD programs are especially important, considering that by 2023 these programs must be internationally accredited. In addition, the undergraduate MD programme should be in full compliance with a new national sectoral benchmarks of medicine that will come in force from 2019. These challenges were taken into account while drafting Strategic and Action Plans. The University will conduct nurse practitioner fifth-step vocational educational program in ending format in order to ensure that existing students complete the program. University performance during the next 6 years in terms of vocational program will be limited to the improvement the quality of existing program considering students' interests.

Another important challenge of the University regarding educational programmes is the internationalization of teaching – development of joint MD, Bachelor, Master and PhD programmes. University owns 5 University and 170 affiliated clinics, where clinical disciplines are taught and students and residents gain appropriate skills. Accordingly, the following goals and objectives are defined to improve the quality of teaching and learning:

### 2.1. Evaluation of the efficiency of current educational programmes and their perspectives

- Elaboration of methodology of educational programme efficiency

### 2.2. Development of programmes relevant to the labor market requirements

- Learn the dynamics of graduates employment indicators to evaluate programmes
- Engage students and employers in the development of educational programmes

### 2.3. Gaining the national and international accreditation of MD (medical doctor) programme

- Modernization of MD (medical doctor) programme, bringing them in compliance with national (sectoral benchmarks of higher medical education 03.01.2018) and international standards (WFME).
- Development of competency-based study programmes
- Introduction of new methods of teaching and learning (MiniCEX, Portfolio)

### 2.4. Modernization of Doctor of Dental Medicine educational programme

- Development of competency-based curriculum
- Introduction of new methods of teaching and assessment

### 2.5. Modernization of Bachelor and Vocational Programmes

- Modernization of Pharmacy Bachelor degree programmes
- Modernization of Public Health Bachelor degree Programmes
- Modernization of Bachelor degree Programmes for Physical Medicine and Rehabilitation
- Modernization of Nurse Practitioner Vocational Program

### 2.6. Improvement of the quality of postgraduate training (residency)

- Modernization of current programmes by engaging the potential employers in the development process
- Improvement of residency clinical bases

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

- Development of new programmes in medical education methodology



## **2.8. Strengthening motivation for academic staff in lifelong learning**

- Ensuring continuous professional development for academic staff

## **2.9. Ensuring effective feedback between students and academic staff related to the learning process**

- Creating additional questionnaires and conducting semester surveys

## **2.10. Increasing elective subjects' component in educational programmes**

- Increase the number of elective subjects in educational programmes including the subjects in foreign languages

# **3. Research development**

The implementation education process at the University is inseparable from the research development. Research activities are integrated into the learning process and students begin to acquire scientific skills from the early stage. The research potential of the University is enhanced by two research institutes owned by the University. For the research development during the next 7 years, the following goals and objectives have been defined:

## **3.1. Creation of current and planned research projects database**

- Creation electronic database of projects

## **3.2. Identification of priority directions of university research**

- Evaluate the efficiency of the research activities of the University

## **3.3. Development of interdisciplinary, applied and innovative research projects**

- Establish cooperation between research groups within the University
- Promote applied and innovative research

## **3.4. Increase the number and quality of publications**

- Attract the leading researchers and develop system of incentives for retention
- Conduct joint research with world-renowned research centers and researchers
- Financing publication of scientific papers in high Impact Factor editions

## **3.5. Involvement of young researchers in scientific work**

- Ensure sustainability of research projects and PhD programs via seeking appropriate funds, relevant industries and setting University development fund.

## **3.6. Elimination of plagiarism in research**

- Develop and implement plagiarism elimination policy

## **3.7. Ensure the sustainability of research**

- Support the high scored projects left without funding

# **4. Development of Students' Services**

The University Mission and any activity, first of all, is student-oriented, the evidence of which is the elaboration of competency-based educational programmes, creating attractive teaching, inspirational and recreational environment for students. University facilitates students' employability and their career development. The following goals and objectives are set for the further development of students' services:

## **4.1. Development of the system for students' support for learning and research**

- Regular survey of students regarding teaching, research, learning environment and University support
- Ensure transparency, timely information delivery and fairness of participation in student exchange programmes

#### **4.2. Facilitating students future career development**

- Consultation to provide successful career development

#### **4.3. Promoting international activities and initiatives of students**

- Support the Student Self-Governance and Alumni Relations Service
- Improvement communication between local and international students
- Support the participation in international student organizations

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

- Support socially vulnerable and disabled students
- Establish additional funding/scholarships and awards for successful students

#### **4.5. Support students' participation in sports and cultural activities**

- Support the student participation and organizing sports events
- Support organizing cultural events and students' participation

#### **4.6 Development of electronic system of educational process management**

- Prepare certificates, diploma supplements, and other documentation for students via electronic programs; electronization of learning process.

## **5. Improvement of University Ranking**

TSMU with its century long history is the leader in higher medical education in the country and region in terms of teaching, research and international recognition. At the same time, one of the most important demands of the growing globalization process of medical education is the recognition of the qualifications of the University graduates and alumni at international level, that contributes to the higher ranking of the University, the attractiveness and the strengthening of internationalization. The following goals and objectives are defined to implement this strategy:

### **5.1. Improving University ranking in the country and region**

- Improvement the ranking in country and within the region

### **5.2. Improving international ranking of the University**

- Recognition of University graduates qualifications at international level
- Improvement of visibility and content of the University web site
- Dissemination of the information about University achievements at international level

## **6. Contribution to the Development of Society**

The main target of the created new knowledge declared by the University Mission is the society, its further development and wellbeing. The university has a long-term tradition of such relationship with the society, for the further development of which the following goals and objectives are determined:

### **6.1. Dissemination of the knowledge created at the University with the society**

- Organizing public lectures, conferences, and TV programs on topics that are interesting to the society
- Conducting research, consulting, and expert activities that are important for the society
- Elaboration of legislative initiatives important for community welfare and health care

- Providing information about the University to the society
- Students' wide involvement in social activities

## **6.2. Implement a lifelong learning principle**

- Development of educational programmes relevant to society needs

## 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.

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.

In December 2017, the Strategic Development and Action Plans monitoring group analyzed and prepared a summary report on the 2011-2017 University performance. Prior to the creation of the monitoring group, in 2011-2017 the University activity reports that were submitted to the Academic Council for approval, were prepared by the Department of Medical Education Research and Strategic Development.

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.
- The new organizational structure was designed for optimizing the university structures, that was reflected in the Strategic Development Plan.



## 8. ACTION PLAN 2018-2020

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

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

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

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



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

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

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

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

## 2. Development of Teaching and Learning Quality

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

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

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

		Service, Curriculum Committee, Dean of Physical Medicine and Rehabilitation Faculty			Rehabilitation
	Modernize Public Health Bachelors Programme	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Dean of Public Health Faculty	Additional financial resources not required	10.2020	Modernized Public Health Care Bachelors Programme
	Modernize vocational programme for practitioner nurses	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Coordinator of vocational nurse practitioner Programme	Additional financial resources not required	10.2019	Modernized vocational programme for practicing nurses
<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	10.2019	Updated postgraduate educational programmes
	Improving clinical bases for the residency	Vice-Rector for Clinical Affairs, Department of Clinical Relations, Department of Economics,	TSMU revenues GEL 20000000	11.2020	Updated clinical bases, outcomes of satisfaction surveys for residents regarding the clinical bases



			Department of Infrastructure			
<b>Training of academic personnel in medical education methodology</b>	Development of new programs in the medical education methodology		Department of Medical Education, Research and Strategic Development	Additional financial resources not required	2018-2020	Conducting trainings in the medical education methodology via four new programmes
<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	2018-2020	3 new programmes of Continuous Professional Development
		Launching online platform of medical education with the support provided by United Nations Population Fund (UNFPA)	Institute of Postgraduate Medical Education and Continuous Professional Development	Additional financial resources not required	2018-2020	Higher Medical Education online trainings for the doctors of various specialty
<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	2018-2020	Analysis of outcomes of end-term surveys conducted for students and academic staff
<b>Strengthening elective component in the educational programmes</b>	Increase in number of credits allocated for elective subjects with growing dynamics (from 1st up to 6th year of study)	Increasing number of elective subjects in all educational programmes including the subjects in foreign language	Quality Assurance Service, Vice-Rector for Academic Affairs, Faculty Deans, Heads of Academic Departments Curriculum Committee	Additional financial resources not required	10.2018	Increased number of credits belonging to the elective subjects
<b>3. Research Development</b>						
<b>Create the base of current and planned research projects database</b>	Create electronic database of projects	Regular updating and control over the electronic database	Vice-Rector for Research, Research Institutes,	Additional financial resources not required	2018-2020	Annually updated database of scientific projects

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

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

	works in the periodicals characterized with high impact-factor	scientific works in the periodicals with high impact-factor	Research, Research Institutes, Department of Economics	GEL 210000		financed for the publication in the periodicals with high impact-factor
<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 100000	2018-2020	Number of co-financed masters and doctoral programmes
		Facilitation of participation of the University staff and students in the international medical forums	Vice-Rector for Research, Research Institutes, Research Skills Center	State Budget and TSMU revenues GEL 300000	2018-2020	Staff and students financed for the participation in the international forums
		Support to the post-doctoral work for the defined period	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Under co-financing from funds GEL 150000	2018-2020	Staff co-financed for post-doctoral work
		Facilitation of reintegration of doctoral students (PhD students) and post-doctoral students working overseas	Department of Research Coordination, Master and PhD Programs, Department of International Relations	TSMU revenues GEL 150000	2018-2020	Engagement of doctoral students and post-doctoral students working overseas

		Identification of foreign co-supervisors and/or consultants for doctoral students	Department of Research, Coordination, Master and PhD Programs, Department of International Relations	Additional financial resources not required	2018-2020	Number of foreign co-supervisors and/or consultants for doctoral students
		Participation of interested students in the clinical and fundamental researches	Research Institutes, Scientific Skills Center Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Students participating in the clinical and fundamental researches
<b>Elimination of plagiarism in research</b>	Develop and implement policy for elimination on of plagiarism	Purchase of electronic software for detection of plagiarism	Quality Assurance Service, Vice-Rector for Research, Department of Economics	TSMU revenues GEL 10000	05.2018	Launched software for detection of plagiarism
		Establishing procedures for the response to the detected cases of plagiarism	Quality Assurance Service, Vice-Rector for Research	Additional financial resources not required	2018-2020	Developed and approved procedure for the response to the detected cases of plagiarism and results of its application
<b>Ensure sustainability of research</b>	Support grant projects with high scores but left without financing	Development of procedures for granting intra-university grants	Vice-Rector for Research, Department of Economics	TSMU revenues GEL 25000	2018-2020	Supported/ financed projects
<b>4. Development of students' services</b>						
<b>Development of the system for students' support for learning and research</b>	Regular survey for students regarding teaching, research, learning environment and support from the university	Conducting satisfaction surveys for students and development of relevant questionnaires	Vice-Rector for Academic Affairs, Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Questionnaires developed for students
		Conducting regular surveys and analysis of findings	Vice-Rector for Academic Affairs, Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Findings of student surveys and their analysis

	Ensure transparency of student participation in the exchange programmes, provision of timely information, fairness of selection	Placing information regarding the exchange programs on the web-page and in the social networks	Department of International Relations, Public Relations and Protocol Service, Students and Alumni Relations Service	TSMU revenues GEL 18000	2018-2020	Timely placed information (survey findings)
		Establishing criteria for the selection of exchange program participants	Department of International Relations	Additional financial resources not required	07.2018	Criteria for the selection of exchange program participants
<b>Development of electronic system of learning process management</b>	Preparation of student notes, diploma attachment, other documents by means of electronic software; computerization of learning process		Vice-Rector for Academic Affairs, Information Technology Service, Department of Economics	TSMU revenues GEL 20000	11.2018	Electronic access to the documents and information required for students
<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 Service	Additional financial resources not required	2018-2020	Dynamics of student employment indicators, meetings with employers and professional organizations
<b>Promote international activities and initiatives of students</b>	Provide support to the Students' Self-governance and Alumni Relations Service	Improving relations with alumni working overseas	Department of International Relations, Students and Alumni Relations Service	Additional financial resources not required	2018-2020	Established collaboration with alumni working overseas
	Improve communication between the local and international students	Organization of joint meetings, scientific conferences, cultural events	Department of International Relations, Students and Alumni Relations Service, Public Relations and Protocol Service	TSMU revenues GEL 250000	2018-2020	Joint conferences and cultural events of local and international students
	Promote participation in the international student organizations	EMSA-Tbilisi, EDSA-Georgia, IFMSA, EPSA-Georgia-facilitation of participation	Department of International Relations, Students and Alumni Relations Service	TSMU revenues GEL 200000	2018-2020	Financing of student participation in the international organizations

<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 Service, Department of Economics	TSMU revenues GEL 200000	2018-2020	Number of financed socially vulnerable and disabled students
	Establish additional financing/scholarships and awards for successful students		Students and Alumni Relations Service, Department of Economics	TSMU revenues GEL 400000	2018-2020	Financed and awarded successful students
<b>Support student participation in sports and cultural activities</b>	Promote student participation and organization of sport events	<ul style="list-style-type: none"> <li>• University competition in table tennis;</li> <li>• University competition in mini-football;</li> <li>• University competition in basketball</li> <li>• University competition in handball</li> <li>• University competition in chess</li> <li>• University competition in arm-wrestling</li> </ul>	Students and Alumni Relations Service, Department of Economics, Sports and Arts Center	TSMU revenues GEL 1000000	2018-2020	Carried out student sport activities
	Promote organization of cultural events and student participation	<ul style="list-style-type: none"> <li>• "What? Where? When?" – University championship</li> <li>• Concert of the Band "Ara"</li> <li>• Performances</li> <li>• Concerts</li> </ul>	Students and Alumni Relations Service, Sports and Arts Center, Department of Economics	TSMU revenues GEL 1000000	2018-2020	Carried out students' cultural activities
<b>5. Improve University ranking</b>						
<b>Improve University ranking in the country and region</b>	Improve nationwide and regional ranking	Achievement of national re-authorization and re-accreditation	Rector, Chancellor, Vice-Rectors, Department of Medical Education, Research and Strategic Development, Faculty Deans	TSMU revenues GEL 60000	07.2018-11.2018	Authorization and accreditation is achieved
		Organization of regional scale	Department of	TSMU revenues	2018-2020	Conducted regional

		events	International Relations , Public Relations and Protocol Service	GEL 1000000		conferences, meetings
<b>Improve international ranking of the University</b>	Recognition of qualification of University graduates at the international level	Achievement of international accreditation	Rector, Chancellor, Vice-Rectors, Department of Medical Education, Research and Strategic Development, Faculty Deans	TSMU revenues GEL 250000	2018-2020 preparation period	Activities carried out for the international accreditation
	Improve visibility and contents of the University website	<ul style="list-style-type: none"> <li>• Website – change to modern, multi-functional and high capacity platform;</li> <li>• Integration of modern electronic media channels in the website;</li> <li>• Integration of social networks and spaces in the website</li> </ul>	Public Relations and Protocol Service, Information Technology Service	TSMU revenues GEL 24000	11.2018	Modern, multi-functional website
		Strengthening activities relevant to the criteria of international ranking systems (Times Higher Education World University Rankings, Webometrics)	Quality Assurance Service, Vice-Rectors, Public Relations and Protocol Service, Information Technology Service	Additional financial resources not required	2018-2020	Indicators of the University's international ranking
	Disseminate information on the University's achievements at the international level	Annual participation in conferences organized by Association for Medical Education in Europe (AMEE), European University Association (EUA), European Medical Students Association (EMSA)	Department of International Relations, Vice-Rectors, Students and Alumni Relations Service	TSMU revenues GEL 250000	2018-2020	Staff and students financed for the participation in the conferences
		Organization of international conference devoted to 100-year anniversary of TSMU	Vice-Rectors, Public Relations and Protocol Service,	TSMU revenues GEL 60000	09.2018	Organized conference



			Department of Economics			
		Engagement in the Consortium of International Educational and Research Projects	Department of International Relations, Vice-Rectors, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL 50000	2018-2020	Indicator of engagement in the International Educational and Research Consortium
<b>6. Contribution to the development of the society</b>						
<b>Share the knowledge created at the University with the society</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 200000	2018-2020	Public lectures, conferences, TV programs on the issues interesting for the public
	Implement research, consulting, expert activities important for the society	Carrying out charity events (including for socially vulnerable and disabled persons) by highly qualified local and invited foreign specialists	Vice-Rector for Clinical Affairs, Department of Clinical Relations	TSMU revenues GEL 250000	2018-2020	Implemented consulting, charity and expert activities
	Develop legislative initiatives significant for the public welfare and health protection		Vice-Rectors, Heads of Departments	Additional financial resources not required	2018-2020	Legislative initiatives
	Provide information on the University to the public	Organization of open days for applicants, participation in the annual educational and scientific festivals	Vice-Rectors, Public Relations and Protocol Service Department of Economics	TSMU revenues GEL 500000	2018-2020	Carried out events, festivals
	Wide engagement of students in the public activities	<ul style="list-style-type: none"> <li>• Social assistance program for students</li> <li>• Annual charity event Teddy Bear Hospital devoted to the International Day for Protection of Children</li> <li>• Program-campaign of the National Center for Disease</li> </ul>	Students and Alumni Relations Service, Public Relations and Protocol Service, Department of Economics	TSMU revenues GEL 200000	2018-2020	Implemented public activities

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

# 9. Annexes

## Annex 1

### Tbilisi State Medical University, forecasted data for 2018-2024 budget

	2018	2019	2020	2021	2022	2023	2024
<b>Balance at the beginning of the period</b>	<b>30,242,762</b>	<b>16,692,522</b>	<b>11,641,660</b>	<b>10,357,296</b>	<b>12,112,307</b>	<b>16,336,666</b>	<b>22,600,070</b>
Revenues for the current period	76,439,070	80,456,774	84,798,880	89,511,336	94,654,133	100,307,622	106,581,925
University revenues	74,843,785	78,762,601	82,956,376	87,446,335	92,255,387	97,408,258	102,931,634
<i>Tuition fees (international students)</i>	<i>40,954,672</i>	<i>44,231,046</i>	<i>47,769,529</i>	<i>51,591,092</i>	<i>55,718,379</i>	<i>60,175,849</i>	<i>64,989,917</i>
<i>Tuition fees (tuition fees paid by students)</i>	<i>4,278,328</i>	<i>4,363,895</i>	<i>4,451,172</i>	<i>4,540,196</i>	<i>4,631,000</i>	<i>4,723,620</i>	<i>4,818,092</i>
<i>Revenues from scientific-research activities (scientific/research institutes)</i>	<i>1,633,285</i>	<i>1,665,951</i>	<i>1,699,270</i>	<i>1,733,255</i>	<i>1,767,920</i>	<i>1,803,279</i>	<i>1,839,344</i>
<i>Medical services (clinics)</i>	<i>26,210,500</i>	<i>26,734,710</i>	<i>27,269,404</i>	<i>27,814,792</i>	<i>28,371,088</i>	<i>28,938,510</i>	<i>29,517,280</i>
<i>Interest income</i>	<i>1,045,916</i>	<i>1,045,916</i>	<i>1,045,916</i>	<i>1,045,916</i>	<i>1,045,916</i>	<i>1,045,916</i>	<i>1,045,916</i>
<i>Revenues from the lease of immovable properties</i>	<i>80,084</i>	<i>80,084</i>	<i>80,084</i>	<i>80,084</i>	<i>80,084</i>	<i>80,084</i>	<i>80,084</i>
<i>Other revenues</i>	<i>641,001</i>	<i>641,001</i>	<i>641,001</i>	<i>641,001</i>	<i>641,001</i>	<i>641,001</i>	<i>641,001</i>
Assignments from the State Budget	1,397,510	1,397,510	1,397,510	1,397,510	1,397,510	1,397,510	1,397,510
Targeted grants	197,775	296,663	444,994	667,491	1,001,236	1,501,854	2,252,781
<b>Total resources</b>	<b>106,681,832</b>	<b>97,149,296</b>	<b>96,440,539</b>	<b>99,868,631</b>	<b>106,766,440</b>	<b>116,644,288</b>	<b>129,181,995</b>
<b>Total assignments</b>	<b>89,989,310</b>	<b>85,507,636</b>	<b>86,083,243</b>	<b>87,756,324</b>	<b>90,429,774</b>	<b>94,044,218</b>	<b>98,575,442</b>
Expenditures							

	63,793,284	67,606,816	71,762,587	76,299,799	81,264,554	86,712,042	92,709,701
Wages	31,446,100	34,590,710	38,049,781	41,854,759	46,040,235	50,644,259	55,708,684
Goods and services	26,249,344	26,774,331	27,309,817	27,856,014	28,413,134	28,981,397	29,561,025
Grants	60,000	90,000	135,000	202,500	303,750	455,625	683,438
Social benefits	341,100	341,100	341,100	341,100	341,100	341,100	341,100
Other expenditures	5,696,740	5,810,675	5,926,888	6,045,426	6,166,335	6,289,661	6,415,455
Increase in non-financial assets	22,376,026	17,900,821	14,320,657	11,456,525	9,165,220	7,332,176	5,865,741
Reduction in liabilities	3,820,000	-	-	-	-	-	-
<b>Balance at the end of period</b>	<b>16,692,522</b>	<b>11,641,660</b>	<b>10,357,296</b>	<b>12,112,307</b>	<b>16,336,666</b>	<b>22,600,070</b>	<b>30,606,553</b>

## Annex 2

### Key financial indicators

Revenues	2018	2019	2020	2021	2022	2023	2024
Increase in current period revenues compared with the previous year		5.3%	5.4%	5.6%	5.7%	6.0%	6.3%
Average rate of increase in current revenues (2011-2017)							5.7%
Increase in generated revenues compared with the previous year		5.2%	5.3%	5.4%	5.5%	5.6%	5.7%
Average rate of increase of generated revenues (2011-2017)							5.5%
Share of generated revenues in the current period revenues	97.9%	97.9%	97.8%	97.7%	97.5%	97.1%	96.6%

Share of expenditures in the assignments	2018	2019	2020	2021	2022	2023	2024
<b>Total assignments</b>	100%	100%	100%	100%	100%	100%	100%
Expenditures	70.9%	79.1%	83.4%	86.9%	89.9%	92.2%	94.0%
Wages	34.9%	40.5%	44.2%	47.7%	50.9%	53.9%	56.5%
Goods and services	34.9%	40.5%	44.2%	47.7%	50.9%	53.9%	56.5%
Grants	0.1%	0.1%	0.2%	0.2%	0.3%	0.5%	0.7%
Social benefits	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.3%
Other expenditure	6.3%	6.8%	6.9%	6.9%	6.8%	6.7%	6.5%
Increase in non-financial assets	24.9%	20.9%	16.6%	13.1%	10.1%	7.8%	6.0%
Reduction in liabilities	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%