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The self-evaluation report of

Quality Assurance Service
(2015-2016 academic year)

The self-evaluation report of the DTMU quality assurance service for 2015-2016 academic year report period

I Introduction

David Tvidliani Medical University (DTMU) Quality assurance service (QA) used the university strategic plan for the development of university institutional self-evaluation working plan (ref. QA service protocol) due to following point of view:

- 1) To determine quality assurance “targets”
- 2) To describe existing condition relative to “targets”
- 3) For evaluation of reached results (strength and weaknesses) and strategies to achieve the goals determined by the document (strategic development and presented document)
- 4) Creation of principles proved by study results for searching new strategies and continuing work according effective strategies
- 5) Facilitation of working out of new document of university strategic development (2016-2017)

For realizations of abovementioned plan QA created working group of quality self-evaluation with following content: T. Talakavadze, L. Nadashvili, A. Nadiradze (ref. QA protocol).

Quality assessment of each aspect of University activity is given in the report in following form:

- Description of goal
- Description of activities conducted for reaching the goal
- Evaluation of conducted activities

II Targets of quality assurance/development

1. Quality of teaching
2. Quality of research
3. Quality of Human resources
4. Quality of leadership group and management
5. Collaboration
6. 6. Effective use of financial resources

7. Infrastructure and environment
8. Students involvement/participation
9. Internationalization of experience
10. Public relations
11. Establishing positions at national/international level
12. Culture of Quality

III Way of research

Logic framework approach was chosen for quality assurance goals, academic staff members (academic staff and students), representatives of administration, other interested persons were involved in it. For obtaining and analysis of information following was used:

What	When
- Reports, primary data and other documentation	- Report period
- Observation	- Report period
- Revision	- Report period
- Official external evaluation	- Report period
- Questionnaires	- Report period
- Analysis of self-evaluation in order to write the report	- Report period

IV Quality assessment methodology

The methodology of quality assessment contained description of situation existing relative to quality assessment goal, quality assessment of conducted work based on quality indicators, conducted work and evidences.

V. DTMU quality assurance service self-evaluation report according to determined targets of quality

V – 1 Quality of teaching

Description of the goal

In this part the university considered development of programs and increase of integration quality for implementation of planned strategies to reach the goal. DTMU and its staff involvement in two international projects was important:

”Establishment of the Supra-Regional Network of the National Centers in Medical Education, focused on PBL and Virtual Patients” (15-10-2012 – 31-01-2016);

“Project Actors Capacity Trainins in Caucasus” (TEMPUS project number 544047 – TEMPUR-1-2013-1-GE-TEMPUS-JPGR; 01-12-2013-29-02-2016);

Description of activities to achieve the goals:

- 1) Revision of existing programs was conducted and new programs were developed:
 - ✓ Revision of MD program, including in international context (was compared with programs existing in Georgian, Ukrainian and Kazakhstan universities, as well as Saint-George university MD program), its strength and weaknesses and possibilities were determined (ref. “Quality Report” p.22-28); new problem based MD program was elaborated (ref.MD ePBL program), which successfully passed accreditation, students are involved in it; the work conducted by the group (curriculum development committee) was assessed with the highest score by ERASMUS+ national agency (ref. report); The interest of Georgian academic society is very high to innovative method of teaching/learning in medical field for Georgia (ref. ISE-1 – Consesus document)
 - ✓ Some academic courses of PhD program were revised and developed, new ones were created: course of pedagogics was revised (ref. new syllabus) and psychology (ref. new syllabus); in the framework of “Project Actors Capacity Training in Caucasus” project curriculum of academic course “Successful Project Development” was developed, text-books were written, including by participation of DTMU staff: course piloting was conducted with part of PhD students(ref. curriculum, text-books); interest of international and Georgian academic society is high to the course (ref. ISE-I – consensus document).
- 2) Increase orientation on learning outcomes of programs’ content:
 - ✓ Teaching “content” in MD programs was enriched by focusing on such important learning outcomes as (i) research skills (and related to it); (ii) facilitation of development of clinical judgment (intellectual skills) and other clinical skills.
 - (i) Research skills and skills related to it: in the framework of PACT project the course “Project writing and design” for MD students (ref. also below);

the course is recommended by Curriculum Committee (ref. Curriculum Committee and QA protocols) to include in MD program, its piloting was conducted (2015-2016 ac. years) (ref. report on LACT WP-5);

(ii) Study results related to clinic skills (ref. reports)

3) Structuring curriculum design around the learning outcomes:

Any modernization of curriculum content and design needs structuring around learning outcomes to be reached; in addition DTMU program (MD ePBL program) modernization goal was suggesting more personalized teaching adapted to competencies and real clinical practice (for details ref. MD ePBL program); curriculum design, description of spiral organization of learning outcomes to be reached and evaluation are given in "Quality Report" (ref. "Quality Report" p. 33, 41-42) also is presented on national and international conferences (ref. reports and presentations on PBL).

4) Development of adequate methods for reaching expected learning outcomes, competencies and implementation in academic process:

Along with corresponding and modern knowledge elaboration of clinical skills is the most important for MD academic programs, teaching of which in have to be conducted in so called active academic environment. In this purpose development and implementation of teaching and learning methodologies based on patient cases and medical problems is recognized in modern medical education, which was successfully implemented in the framework of "Establishment of the Supra-Regional Network of the National Centers in Medical Education, focused on PBL and Virtual Patients" project and new MD academic program spreading of which in other programs in university framework and outside of it is the most important strategy of DTMU MEC for future several years.

✓

Hybrid course of “Project writing and design” was developed for MD and PhD academic programs in interactive form of teaching (discussion, group work, etc.) by the person and through e-platform methodology (including interactive platform) which is also new for Georgian educational space an completely innovative for DTMU (ref. “Project writing and design” curriculum), which was presented on some national and international conferences (ref. dissemination report); and which was highly scored by the academic society (ref. ISE-1, consensus document).

- ✓ Teaching format of pedagogics in PhD program was changed: it became more interactive and based on group work, as well as it helps students to elaborate research skills, as it means writing “small” projects and their analysis. The course and its results including in assessment purpose, was presented on some national and international conferences (ref. presentations).

- 5) Identification of minimal competencies needed for students positive assessment, improvement of teaching with implementation of new forms of integrated assessment:

Assessment system was revised in MD programs, current assessment forms (ref. document) in some general transfer competencies (also very important for medical professionalism) were developed and included in common assessment (ref. MD ePBL program); Implementation of assessment integrated forms, particularly CD-Clinical Skills #5 (ref. QA protocol #5, 25.05.2015; as well as the results of students’ study); the project is developed (ERASMUS+ CAI-CRS) for implementation of “Progress test” and “Script Concordance Test” new forms in DTMU (ref. sentence CAI-CRS).

Analysis of conducted activities:

Strength:

- Activities planned and implemented by DTMU staff according planned strategies facilitated improvement of teaching quality, particularly:
 - ✓ Revision of existing programs were done, moreover (in the context of DTMU 5 year targets) development of new MD programs;
 - ✓ Orientation to learning outcomes and competencies of program content and design was increased in some programs and courses of the university.
 - ✓ New methodologies of teaching and learning were developed and implemented which are more adequate to reach planned learning outcomes

- ✓ In purpose of improvement of teaching quality new forms of assessment were introduced in academic programs (in PBL; CD-Clinical Skills course; “Project writing and design).
- ✓ The university evaluated academic programs and conducted work with academic society (teachers, students), other interested persons and employers

Weaknesses

- ✓ Complete realization of planned strategy part (in the issue of assessment) could not be implemented due to short time; particularly:
 - Evaluation of implemented changes with short-term results and impossibility of evaluation of current medium and long-term results
 - Low part of clinical skills and general transfer (professional) competencies assessment in students’ common assessment system

Possibilities for the development:

- ✓ Continuing monitoring on MD new programs and new courses in the purpose of their quality improvement, implementation and provision of dtability
- ✓ Starting implementation of the project intended for the development and assessment of clinical judgment skills.
- ✓ Continuing working on strengthening elaboration of scientific skills and clinical competencies and implementation of new forms of assessment

V-2 Quality of Research

Description of the goal: Development of university scientific environment via increase of scientific-intellectual and material-technical possibilities. For implementation of strategies planned for reaching the goal, involvement of DTMU, its staff and students in the events and activities organized by “Organization of PhD Education in Biomedicine and Health Science in the European System” was important, participation of 2 PhD students annually in international conference in Hradec-Kralove is a tradition already, delivering new academic course in project writing for undergraduate and PhD students for deepening the knowledge (developed in the framework of “Project Actors Capacity Training in Caucasus” project), implementation of new format (PBL and PBL week) of teaching for students for elaboration of research ideas; development university concept for improvement of students research environment, involvement of international experts in PhD supervision, opponency and reviewing works, etc.

Description of activities conducted for reaching the goals:

Facilitation of scientists and/or deepening existing international relations at institutional level, searching for new partners for implementation of research projects:

- ✓ Continuous participation in “Organizing of PhD Education in Biomedicine and Health Science in the European System” meetings, choosing DTMU representative in its executive committee (ref. Reports; <http://www.orpheusmed.org/index.php/documents-of-orpheus/about-us/orpheus-exec-commitee-2>; <http://www.orpheus-med.org/index.php/orpheus-membership>)
- ✓ Involvement in the project (NNODOC) intended for program development possibilities in PhD programs and collaboration with other institutions of Georgia (TSMU, TSU, education and science ministry) in purpose of their involvement in the project; putting own (DTMU) part in project writing (ref. project);
- ✓ The university continues collaboration with older partners (ATMU, Zaporozhe State Medical University, SUMI state university, Salloniki Aristotle university) in purpose of implementation of researches in medical education; also looks for new partners [national university (Kharkov), N. Testemitsanu medicine and pharmacy state university (Moldova), New Vision university (Georgia), State Medical University (Erevan), Karolinska University (Sweden), Masariki University (Czech republic); found new partners and new study ideas [ref. report “Research and innovations for healthcare professions 2016”, IGHPE (Innovation in Global Health professions Education)]

2) Revision of program in PhD teaching, strengthening monitoring on research component conduction:

(i) Review of some regulating documents (ref. document) (ii) in the framework of of PhD research component improvement of conditions for preparation and presenting the project by the student at academic council, project quality improvement, following was created:

- Guide for PhD research project

- “Guide for PhD student”

- Guidelines for young researchers: “Project Writing and Design” (English and Georgian Versions); “A guide – Research proposal made easy”; “PACT project’s interactive online platform usage and administration guide”.

(iii) by joint supervision and/or opponency-criticism, defense of PhD project “Learning informational content of quantiferon-TB gold test in test-tube and tuberculin skin test for revealing latent tuberculosis infection in high risk Georgian population” was conducted:

- In the framework of “Evaluation of clinical value of fast diagnostic molecular test, Xpert TB/RIF, in negative-sputum smear Georgian patients having multi-resistant tuberculosis”, “Effect of implementing new medications for treatment of tuberculosis on patients clinical outcome and healthcare system in Georgia” projects foreign expert were participating.

(iv) Tradition of participating DTMU PhD students (quota is 2) in PhD national forum of Hradec-Kralove was established, the recommendations and evaluations of its committee is important for DTMU representatives (International Medical Postgraduate Conference. New Frontiers in the Research of PhD Students. Charles University in Prague Faculty of Medicine in Hradec Kralove), as well as for creating new “peer” relations).

4) Provision and program implementation of teaching necessary for development of scientific competence of learning outcomes of undergraduate level of education:

(i) new course of project writing was created for undergraduate medical students: “Successful Project Development” (the course of successful development of project), working on its implementation will be continued in future (ref. above in present document)

(ii) For development of needed environment for elaboration of research competencies existing research resources were evaluated and the document of “scientific research university concept” was created which is practically the base for elaboration of university current programs development (research competence) plan (ref. QA protocol #5, 2014-2015 academic year, 26 February).

5) Facilitation of obtaining grants for scientific-research at national and international levels:

- during current academic year the university made 2 applications to participate in ERASMUS + grant contest “Innovative internationalization of doctoral training in in EU neighbour countries using current best practice” (INNODOC)- Submission

number: 573995-EPP-1-2016-1-NO-EPPKA2-CBHE-SP; “Construction of Assessment Instruments Measuring Students’ Knowledge and Clinical Reasoning Skills Development, Focused on the Basic Emergency Medicine Domain of MD Curricula /CAI-CRS” (Submission number: 573597-EPP-1-2016-1-GE-EPPKA2-CBHE-JP) (ref. projects), for which the group working on grants was created, the university provided it with needed time and financial resources for corresponding communication with partners in planned projects (ref. reports)

6) Development of University scientific environment:

- during current academic year the university founded own annual conference Improving Academic Standards in Education – Conference ISE 2015, October 29-30, 2015.

2 workshops were conducted:

1. “PBL session facilitation”
2. “University concept of science-based teaching: PBL benefit.”

The first one was of university content which hosted 15 delegates; by unanimous vote of conference members the conference accepted consensus document, important for our country (at least), its universities and entirely society development (ref. report and consensus document)

Another forum hosted the society interested in innovative methods of teaching in main medical and public health sciences. 50 delegates took part in it. Academic staff attended it accepted important resolution in the field of education (medical education) for determining country development analysis and possibilities (ref. report and consensus document).

Analysis of conducted activities:

Strength:

- ✓ In the framework of the development of MD and PhD programs for effective implementation of research component the university continues organizational support: adding new position, regulating document, as well as revision of students guide instructions, via creating new academic courses and auxiliary literature; which is directed to strengthening research skills and evaluation of progress monitoring.
- ✓ Sharing the best experience in scientific research (and its organization) field is continued in the framework of “Organization of PhD Education in Biomedicine

and Health Science in the European System” by collaboration of DTMU in this structure, as well as with institutions involved in it.

- ✓ For implementation of researches in Medical Education the university continues collaboration with older partners, makes new partner relations, creates and presents for grant contest new projects.
- ✓ Facilitates development of staff and students via financial supporting their participation in national and international conferences.
- ✓ The university continues facilitation of conferences founded by the young scientists and student “Students and Young Scientists Scientific Association” and involvement of international participants in it.
- ✓ The university founded DTMU new conference format, conducted two conferences in its framework.
- ✓ Widened DTMU scientific environment with new institutions (Ltd “Chichuas Medical center “Mzera”, “St. Lazarus Clinic”, Ltd “Mental health and Drug abuse prevention center”, “Allergology and immunology center, “Neurology and Neuropsychology Institute”, “New Vision University”) and somehow deepened (at the level of agreement) collaboration format with them.

Weaknesses:

- Not enough collaboration with DTMU scientific environment member institutions for creation of the environment needed for conduction of international level researches and critical mass of scientific –researchers.
- In research field less collaboration with universities of Georgia
- Lack of academic staff and/or financing students scientific researches

Possibilities of development

- Provide awarding the degree to DTMU PhD program (ORPHEUS PhD program accreditation)
- Complete “mastering” of planned collaboration with DTMU scientific environment member institutions and practical realization
- Initiation and development of collaboration in research with the universities of Georgia
- Continuous preparation of projects and participation in grant contests oriented to the researches and development

- Increase of Research possibilities by DTMU

V-3. Human Resources

Description of the goal:

- In this part university activity meant facilitation of existing academic staff professional progress; attraction of new/distinguished resources (staff members and students), strategies for planned / reaching the goal meant facilitation of their involvement in determination and implementation of institutional goals and strategies; possibility for professional growth of academic and other staff; students involvement and support, possibility of suggesting them effective services for physical, psychological, social and future professional needs.

Description of activities conducted for achieving the goal:

- 1) Involvement of DTMU academic society (teachers and students) and administration in practically all activities of projects financed in ERASMUS+ framework, particularly
 - In the format of „Establishment of the Supra-Regional Network of the National Centres in Medical Education, focused on PBL and Virtual Patients“- involvement of DTMU administrative/academic staff and students which meant:
 - (i) Revision of existing MD program in purpose of creating new MD ePBL program (staff and students involved in curriculum development group, ref. protocols of curriculum development group)
 - (ii) Participation in creation of new MD programs and accreditation (ref. program, self-evaluation report and decision of national center for education quality enhancement)
 - (iii) Participation in adaptation of educational resources and creation of new resources (ref. 51 adapted cases as well as new cases)
 - (iv) DTMU staff, students presentations on national and international forums devoted to education issues (ref. annex the list of presentation)
 - (v) Involvement of technical and administrative staff, facilitation of technical-organizational work of new methods of teaching and equipment of “new resources”, e-delivery of case, etc. (ref. MD-ePBL program, its self-evaluations report, as well as presentations).

- (vi) Preparation trainings in all abovementioned activities: trainings conducted by Saint-George's university and DTMU MEC: in the development of curriculum, PBL teaching, PBL administration, teaching in PBL format, writing and adaptation of adequate cases (ref. "Quality Control Report" p. 50-51)
- (vii) Foundation of national center of medical education in DTMU and preparation of teachers' training course, development of preparatory course of pedagogics in PhD program (ref. syllabus of mentioned course)
- (viii) The university QA obtained significant experience in international context, in planning and implementation of curriculum evaluation and generally quality assessment of projects (ref. "Quality Control Plan", "Quality Control Report").
- (ix) By the support of the university DTMU staff was filled – corresponding services were created (scientific-research department; scientific consultation service) - for the development of teaching process new positions were created: vice Dean in the field of science, the head of scientific-research department, the head of scientific consultation service)
- In the format of „Project Actors Capacity Training in Caucasus“ university staff was strengthened for MD and PhD students (as well as young researchers), with knowledge and skills in research component delivery and assessment; particularly:
 - (i) The staff was prepared as trainers of „Successful Project Development“;
 - (ii) They obtained knowledge and experience in leading so called mixed (blended) course (face-to-face + online teaching and communication is meant) (ref. PACT curriculum, reports in project TOT and trainings)
- The university staff filled its knowledge in managing international projects da planning new projects (ref. executed and new projects, involved staff, reports, etc.).
- For support of students physical-psychological and social issues existing facilitating tools were added with new position (marketing department, education process monitoring group), who cares of revealing actual needs of students by communicating with them.
- Suggesting learning course in medical education for newcomer teachers :

Courses are created by MEC; their implementation was conducted for PhD students yet; conduction of training is planned for other staff (2016-2017 academic years).

Analysis of conducted activities:

Strengths:

- Foundation of MEC in DTMU

- Retraining the teachers in delivery of new technologies (teaching, assessment) in Medical Education, in creation of new education resources
- Facilitation of administrative staff professional development (management, program development, QA and quality assessment)
- Attraction of new staff important for students university life, research and teaching and starting work with them
- Creating new course for teachers retraining

Weaknesses:

- Lack of staff retrained in new academic technologies
- Not enough work with existing staff in administration and technical providing
- Use of less effective tools in evaluation of work of students support (physical, psychological, social and professional) services

Possibilities for development

- Complete volume implementation of existing plan in retraining of pedagogical cadre.
- Taking care of/teaching new cadres and support in adaptation to university environment and requirements
- Corresponding preparation for teachers elections: (revision of the document regulating elections), correct (improved) planning and implementation of the process.

V-4. Quality of leadership and management

Description of goal:

Continuous improvement of leadership, management and administration in order to support continuous professional development of teachers, improvement in students academic success, involvement of students and teachers in research. Strategies for achievement of the goal considered implementation of mutually agreed changes in university management, organization of teaching, other regulating documents; as well as introduction of effective, reportable and transparent leadership practice, improvement of effectiveness of existing services, annual strategic planning of teaching and research oriented budget; facilitation of ethical and responsible activity useful for society; particularly:

- Enhancement/improvement of higher education institution management: taking care of correct management of resources, finances and risks; providing effective,

reportable and transparent leadership provision via mutual agreement of statutes and regulating requirements.

- Improvement of academic process organization and management: searching for the best experience in this field at national and international levels with the analysis for possibility of implementation; improvement of the services existing at university (administration, library, functioning of informative technologies).
- Strategic annual planning of budget: keeping the budget accounted for priorities of higher education (continuous improvement in teaching and research) and increase of expenses on priorities indicated in it.
- Ethical and responsible activity of the university for the benefit of the field and society in whole.

Description of activities conducted to reach the goal:

1. Enhancement/improvement of higher educational institution management:

Relative to mentioned issues cadre and administrative changes were conducted at university, particularly (i) leadership group of the university was established (founder, rector, 2 vice-rectors), regulation was developed, etc. (ref. corresponding document); (ii) the structure of strategic management and development of the university was created (vice-rector in mentioned field), personnel was chosen (ref. order, etc.); (iii) legal service of university was created. Other administrative units (e.g. Dean's office) were enhanced with cadres; (iv) active revision of regulation and other regulating requirements is going on for provision of effective, reportable and transparent leadership (ref. draft documents and/or protocols of QA, strategic management, legal service, other administrative units).

2. Improvement of academic process organization and management:

Relative to mentioned issue the most important is: (i) according the H¹ item of 2-nd article of the law on higher education for improvement of academic faculty regulation self-governing bodies, faculty regulation, dean and rector's councils, dean's office, management and organization of other academic processes, creation and revision of the most important documents (ref. **draft documents**), which will support implementation of new practice (more effective) of academic process organization and management; (ii) academic process organization and management document is continually revised (students are continually informed on implemented changes), its adaptation to national legislative changes and internal regulations (ref. orders and/or implemented changes); (iii) filling with resources (cadre, technique, new IT programs) of existing services (administration, library, informative

technologies) was conducted in the framework of possibilities (ref. orders and library inventory book)

3. Annual strategic planning of budget:

During the last several years mentioned planning facilitated: (i) providing timely payment to academic staff (twice a month) and increase of payment for lecture/practical sessions hours; (ii) financing of more academic and administrative staff, as well as students for participation in scientific conferences and workshops abroad, as well as financial benefits of PhD program from the university; (iii) providing university involvement (10% financing) in 2 international projects („Establishment of the Supra-Regional Network of the National Centres in Medical Education, focused on PBL and Virtual Patients“; „Project Actors Capacity Training in Caucasus“); (iv) Facilitation of the activities having social importance (financing social organizations; supporting “Solidarity Fund”) (ref. orders, memorandums, charging).

4. Strategic and responsible activity of the university for the benefit of the field and whole society: (i) the university takes care of (by monitoring on the flow of academic process, corresponding organization of teaching, assessment system and suggesting qualitative programs) filling medical field with quality cadres; (ii) supports (financial, other support) functioning of important professional associations (association of medical specialties of Georgia, association of medical students of Georgia) for field development. Other important activities (ref. “the contract with “Solidarity fund”, foundation of ISE conference; reports on two symposiums conducted last year).

Analysis of conducted activities:

Strength:

- Improvement of DTMU management by founding new structural units and filling cadres.
- Continuous revision and adaptation of regulating documents important for university management and academic process, working on new documents.
- Keeping financial stability in conditions of high competition: there are 23 accredited MD programs in Georgia currently; the university operates in the country which is not strong financially (medium income country)
- Socially important activities

Weaknesses:

- Faculty organization, self-governing bodies reorganization process is not completed yet.
- More work is needed for studying market requirements and developing corresponding strategies.
- Planning the budget oriented to academic process (teaching and research) development: including possibility of continuous increase of expenses in this part.

Possibilities for development:

- Further development of DTMU strategic development and management
- Completion of reorganization of faculty, self-governing bodies.
- Enhance work for determining own target auditory of customers, self-evaluation of competitive priority and basing on mentioned issue working out development strategy.
- Budget financial planning should mean financial benefit based on high quality academic activity and research.

V-5. Collaboration

Description of goal:

Keeping and increase mutual collaboration at national, European and international level meant close collaboration with other universities of Georgia; European and other international structures working at medical education issues and generally at higher education issues, as well as searching for new partners; Collaboration with professional associations and national organizations working in education and healthcare field on education, medical service, program quality, etc. issues.

Description of activities conducted for reaching the goal:

Collaboration with higher education institutions of Georgia:

- Memorandum on mutual collaboration was concluded with some universities of Georgia (ref. concluded contracts).
- Some steps were done:
 1. On the way of transferring such collaboration into everyday practice:
 - (i) IN the project implemented jointly in the framework of ERASMUS+ by under DTMU coordination (4 Georgian universities: TSU, Gori state university, University of Georgia, Ilia State university); (ii) starting new partnership relations (New Vision – contract is concluded; Batumi Shota Rustavli State university, Batumi International University), (iii) collaboration in planning new projects (TSU, TSMU), as well as collaboration in the

- context of conference and workshop; (iv) students participation in scientific conferences and meetings (ref. contracts, reports of conferences).
2. Collaboration with European and international structures/institutions working on higher education issues: (i) the university continues participation and active involvement in AMEE, AMSE and ORPHEUS around issues of medical education (ref. different documents and reports reflecting involvement and concerning meetings); (ii) the university participates in EURAS format activities: meetings (ref. reports), as well as journal editorial work (ref. journal); (iii) makes new contacts: ““Research and innovations for healthcare professions professions 2016””, IGHPE (Innovation in Global Health Professions Education (ref. report).
 3. Deepens collaboration at international level in the field of education and research: (i) works with partners at new project (in the framework of INNODOC: Norway, Sweden, Denmark, Serbia, etc universities; in the framework of CAI CRS: Czech republic, Greece, Sweden, Moldova, Ukraine, etc. universities; (ii) collaborates with the professors and PhD students of Emory university, Washington university (USA); Karaganda (Kazakhstan) universities in joint supervision of PhD students, review and other issues.
 4. Collaboration with professional associations and healthcare other structures at national and international levels: in this direction it continues (besides abovementioned) collaboration/makes contacts with:
 - Association of medical specialties of Georgia
 - Association of Medical students of Georgia
 - European MD/PhD association
 - Association of continuous education network of Georgian universities
 - Etc. (ref. contracts, reports on meetings, etc.).
 5. Collaboration with government structures:

(i) Is in permanent collaboration and cooperates with education ministry, national center of education quality enhancement relative to undergraduate medical and PhD programs (ref. Rector’s, QA protocols, corresponding reports).

(ii) Is in permanent collaboration and cooperates with the ministry of health: relative to residency programs (ref. residency programs), as well as to the issues of physicians continuous professional development (ref. university involvement with national center of disease control).

Analysis of conducted activities:

- The university supports at national level involvement of institutional, professional, academic and administrative staff, as well as students with university, state and other structures.
- Continues to be DTMU and national representative in international and European structures and involvement in their work.
- Is in continuous collaboration with national, state and private structures on education issues.



Weaknesses:

- Collaboration with other universities of Georgia is mostly going on around the projects;
- DTMU has to show more initiative on medical education issues for collaboration with them at national level: the issues mean (is not limited) revision of field standards, quality assurance in undergraduate and postgraduate education, new methodologies in medical education, etc.

Possibilities for development:

- More collaboration with Georgian universities for creation of projects oriented to joint development and researches.
- Collaboration with Georgian and other universities concerning medical education quality assessment and accreditation joint standards, procedures, staff development, other activities.
- Deepening collaboration with international/European structures in direction of development of researches and programs in medical education and their quality.

V-6, Effective use of Financial Resources

Description of the goal:

Keeping financial stability by development of adequate financial strategies, attracting trained managers and modernization of business process at university, providing cost-effective financial environment. In this direction the university strategies should base on existing program quality which in conditions of high competition (in Georgia) provides admission of adequate number of students, school leavers competition (possibility of choosing more prepared ones among them) which affects the quality of graduates itself, possibility of further career development; which also will be reflected on University image, choosing future school-leavers, delivered program cost and finally on financial status.

Activities conducted for achieving the goal:

1. Financial status and increase of possibilities via developing adequate financial strategies:
 - Financial support obtained from European grants (and co-financed by the university) for the development of MD and PhD programs, which was expressed on the quality of academic and administrative staff, with long-term perspective of improvement of academic environment (Foundation of Medical center and its functioning), needed infrastructure, etc. and programs quality; which increased their (programs) competitiveness; it became “attractive” for school leavers.

- Financing some infrastructural projects implemented by the university (their cost-effectiveness needs observation and monitoring in future)
 - Possibility of attracting more students (including foreigners ≈ the half of students) and increase of income (including for increase of teachers' salary and other benefits of the university (ref. students' resources).
- 1) In the purpose of financial increase working at obtaining grants:
- Creation of the course of project writing and piloting it („Project Actors Capacity Training in Caucasus“ project); creating groups working on project.
 - Working on new project application (ref. INNODOC, CAI-CRS)
- 2) Improvement of financial management quality:
- Annual financial planning and report

Analysis of conducted activities:

Strength:

- Understanding importance of mentioned issue by the university and taking care of it
- Expenses on infrastructural projects paid by the university (needs monitoring).
- University support and co-financing in international projects
- University support and encouraging the staff for the creation of new development oriented project
- Providing attraction of foreign school leavers and their involvement in programs via informational and other activities from the university side

Weaknesses:

- Adequately (who understands the context: university), lack of trained managers
- The problem of determining of financial risks and planning
- Inexistence of correct (for the university context), (including cost-effective counted on possibility of risks management), planned financial strategy.

Possibilities for the development:

- focusing more on preparation and implementation of grants, founding long-term and short-term financial strategies, quality of university main activity (academic and research)
- Increase of possibilities for effective implementation of correctly determined strategies (correct distribution of financial resources, determination and continuous revision of academic and infrastructural priorities).

V – 7 Infrastructure and environment

Description of possibilities

Development of the university academic environment, education-informative base, which meant its effective use, continuous filling and renewal of material-technical base, electronic and book fund despite limited financial resources; continuous renewal of audio-visual, computer and informative infrastructure.

Description of activities conducted for achieving the goal:

During accounting period the university implemented reorganization of technical equipment:

- 1) Computer and network infrastructure – was purchased for academic process (classes, library, auditorium, examination center, conference hall, etc.) personal computers, continuous power sources, printers, projectors, laptops (ref. consignment notes and inventory book).
- 2) Renewal-repairing study rooms:
 - in past accounting period renewal, evaluation and repairing of existing education base was conducted annually (ref. university education base)
- 3) Obtaining funds for creation of modern university environment:
 - Via projects implemented in the framework of ERASMUS+ the university provided development of important infrastructure, particularly projectors, scanners, server, printers, video-camera, software, etc, of 66500 EUR were purchased, installed and they are operating; as well as Medical education Center was created (by the support of the university) and corresponding are was repaired for problem based learning (PBL) (ref. consignment notes and inventory book).
 - For enhancement of academic and research environment concluded some contracts (ref. contracts).

Analysis of conducted activities:

Strength:

- Resources, equipment, materials and informative technologies needed for program implementation are sufficient.
- Informative base and computer network infrastructure are sufficient.

Weaknesses:

- Library book and E-fund needs to be filled further.

Possibilities for development:

- Development of new strategies is needed for filling library book and E-fund (progressive budgeting via determining fixed share in establishment profit).
- Further improvement of informative and network infrastructure.

- Improvement of academic and research infrastructure by obtaining own (university budget), searching for and implementation of new projects and new partnership (in research and teaching).

V – 8. Students involvement/participation:

Description of the goal:

Facilitation of involvement and active participation of students in academic life; according the strategies for achieving the goals; it meant students involvement in the activity of higher educational institution, participation in revision of academic and research processes, in improvement of QA, programs and academic processes, informing them about current changes in education and university system; as well as facilitation of students organizations and single students in their educational, research and social activity.

Activities conducted for reaching the goal:

- 1) Involvement of students in university activity:
 - Their involvement in revision of MD programs, QA and quality assessment groups during entire accounting period (ref. protocols of program development group, QA group)
 - Study of students opinion/continuous involvement in evaluation of academic environment (ref. corresponding reports)
 - Their involvement in evaluation of new academic courses (ref. self-evaluation reports of students' study).
 - Students involvement (study of their opinion) in education curriculum on “level” and “place” of developing skills important for medical field (ref. reports of 2014-2015 and 2015-2016 academic years).
- 2) Increase of students role in organization and management of academic process:
 - Students involvement in the activity of Rector's Council (ref. Rector's council content and protocols).
 - Existence of students self-governing bodies – DTMU self-government, Students and Young Scientists Scientific Association and activities and concepts Implemented by them.
 - Current revision of documents regulating students self-governing organizations, provisions, rules for election for providing involvement of more students in university life (ref. drafts of mentioned documents). and for increase of students organizations role in university life.
- 3) Facilitation of university students self-government, “Education Center for Peer Support”; facilitation their maintaining/enhancement/development at national and international level (students unions):
 - The university supports (financially) students self-government events (ref. reports).
 - Finances and supports organization of students scientific conferences (ref. reports)

- facilitates students individual (for research goals, their participation in conferences and workshops, social activity) activity (ref. financed and co-financed presentations abroad).
- facilitates (including financially) “Association of medical students of Georgia”
- Supports “MD/PhD European association”????
- Annually facilitates participation of PhD students in Students European Scientific Conference in Hradec-Kralove (Czech Republic)

Analysis of conducted activities:

Strength:

- Students involvement in organization and management of academic programs (in some structural divisions: Rector’s Council, QA service).
- Facilitation in students (annual) scientific conferences.
- Facilitation of students group and/or individual academic, research and social activities.
- Facilitation of students international relations
- Continuous study of students opinion on skills to be developed in the framework of academic environment, program, separate courses, curriculum for the purpose of programs improvement.

Weaknesses:

- Institutional “weakness” of students self-government, with lack of students number actively involved in it and “vague” representation of relevant academic–research and social activities of medical students (also is somehow conditioned by the “weakness” of professional and other associations existing in the country).

Possibilities for the development:

- In the processes of DTMU management and organization providing equal participation of students.
- Facilitation of institutionally strong students self-governments
- Maintaining and obtaining more effective ways for the tools of studying students opinion for the purpose of development of programs.

V – 9. Internationalization of Experience

Description of the goal:

facilitation of involvement in international cultural dialogue for sharing distinguished important (including for medical students) ideas in modern life, culture and obtaining experience; the goal strategies also meant education and research collaboration, including with graduates working abroad; attracting foreign students having good basic knowledge; students facilitation in taking some academic courses abroad.

Analysis of activities conducted for achieving the goals:

- 1) Facilitation of students involvement in international cultural dialogue:
 - Joint participation of foreign and Georgian students in students organizations
 - Involvement in students conferences and other students activities by joint organization and involvement of foreign and Georgian students;
 - Facilitation of students in taking some courses, trainings and participation in conferences abroad.

- 2) Academic and research collaboration, including with DTMU graduates working abroad:
 - Creation of alumni club
 - Collaboration of teachers and students (PhD) with European organizations having the same goals (education, research)

- 3) Attraction of foreign students having basic knowledge and their integration into education life:
 - Revision of entrants data by the dean for determination of purposefulness of their enrolment in program
 - Co-participation of foreign and Georgian students in DTMU students organizations
 - Joint participation of Georgian and Foreign students in university events (conferences, discussions, other events of university)
 - Obligatory course of Georgian language in educational programs for foreigners

- 4) Facilitation of taking some courses abroad by DTMU students:
 - In the framework of elective course possibility of taking academic course/courses in Klaipeda university clinic
 - Education-organization facilitation of students in taking clinical courses/trainings in European and USA university (and/or educational) clinics

Analysis of conducted activities:

Strength:

- creation of Alumni club
- Improvement of criteria for enrolment of foreign students in program
- Providing collaboration of foreign and Georgian students in students organization
- Facilitation of joint participation of foreign and Georgian students in students and university activities
- Students facilitation in taking some academic courses abroad.

Weaknesses:

- Inexistence of continuous collaboration with alumni club and lack of their involvement in DTMU activity (academic and research)
- The university is not involved in exchange programs (in the framework of ERASMUS+) for students academic and research purposes

Possibilities for development:

- Obtaining effective mechanisms for the development of continuous collaboration (in university academic/research activity) with graduates
- In the framework of ERASMUS+ participation of students in exchange program

V – 10. Public relations

Description of the goal:

Increase of services for society, quality of life, strength of culture and intellectual capital, which meant realization of further strategies: collaboration with professional associations and nongovernmental organization on issues actual for medicine and involvement of students in it; work with interested groups on the issues of medical education and generally qualitative education; taking care of maintaining ethical values in medical activity and education.

Description of activities conducted for achieving the goals:

- The university continues working with some interested organizations (association of medical specialties, the universities and employers of Georgia); enhances collaboration with new partners (association of medical students of Georgia, MD/PhD European association, other national nongovernmental and governmental organizations) their arrangements and/or in the format of collaboration in joint events (ref. reports, presentations).
- The university invites partners on own events (ISE conferences, workshops), for new partnership relations.
- Discussions on socially actual issues:

- University professors participate in mass-media on medical topics and socially actual issues (arrange events for patients and/or other disabled people).
- The university leadership continually donates for several funds (“Solidarity fund of Georgia” and international humanitarian union “Catarzis”).

Analysis of conducted activities:

Strength:

- Understanding the importance of public relations (education, medicine, quality, ethical values) from the university founder, administration and academic society (academic staff, students) and continuous care for it.

Possibilities for the development:

- Analysis of possibilities for more participation in society development; correct planning of activities;
- Collaboration with interested groups (associations, nongovernmental organizations) and leadership in bringing benefit for society.

V – 11. Holding positions at national and international levels

Description of the goal:

Strategies planned for obtaining high quality university reputation at national and international level meant preparation of annually renewable information package on higher educational institution, for facilitation of the mobility of graduates and students, as well as for further employment in local and world educational space and at international work market preparation of diploma supplement expressing real quality of academic program and satisfying its formal correspondence to international standards; also important strategies for reaching goal meant spreading information on Higher educational institution in global/international networks of educational institutions and involvement in their work; facilitation of presentation of students and teachers’ research works on international scientific conferences, as well as students mobility and organizational and financial support for sending to high reputation universities and research establishments.

Activities conducted for reaching the goal:

- Preparation of annually updating informational package:
- preparation of new web-page of the university in English-Georgian languages expressing the university activity, infrastructure, programs, administrative procedures (ref. website)
- Some informational videos were made about the university, its educational programs for large auditorium (ref. videos).

- The university founded annual conference (ISE), conducted two symposiums in the framework of this conference for large academic society (with national and international participation) (ref. conference materials and reports)
- Describing in details individual activities, learning outcomes of students in diploma supplement (in the part of additional information):
- DTMU graduate Diploma (its supplement) is acceptable in any country (in countries where we have had an experience) residency programs and other post-diploma programs.
- Participation of DTMU in international network of educational institutions:
- Participation of DTMU in AMEE, AMSE, ORPHEUS
- Participation of DTMU in EURAS formats (ref. web-page)
- Participation of DTMU in educational exhibitions (at National and international level) (ref. reports)
- Involvement of DTMU in IGHPE (Innovation in Global Health Professions Education) network?? also participation in platforms oriented on MEFANET and other academic and research activities (ref. corresponding reports)
- Participation of students and academic staff in different international conferences and trainings, as well as facilitation of their mobility (at international level):
- DTMU continues facilitation and financing of students and academic staff for participation in researches, presentation and trainings (ref. corresponding conference materials, reports)
- Traditional participation of students:
- International conference of graduates of European Medical universities (International medical Postgraduate Conference, New Frontes in the Research of PhD Students, Charles University in Prague, Faculty of Medicine in Hradec Kralove)
- Vaccinology summer school (The [Centre for the Evaluation of Vaccination \(CEV\)](#) of the University of Antwerp and EMSA Antwerp, (European Medical Students Association of Antwerp)
- International Summer school in Bioethics – Dubrovnik, Croatia (Dubrovnik International Bioethics Summer School – DIBSS)
- Symposium in molecular medicine, Koln, Germany (Ernst Klenk Symposium In Molecular Medicine, Cologne, Germany)

Facilitates successful students in taking separate academic courses (ref. Learning agreements and students personal cases).

Analysis of conducted activities

Strength

- New website of the university

- Understanding necessity of preparing annually updating information package (about university) and preparation of particular information videos
- Foundation of ISE conference and 2 conducted symposiums
- Conducted work at diploma supplement (individual activities and achievements of the student)
- Involvement of DTMU in platforms oriented to global networks of various educational institutions and academic research activities.
- Participation of DTMU in educational exhibitions
- Facilitation of academic staff and students and financing for participation in presentations and trainings

Possibilities for the development:

- Improvement of university website information quality and design
- Improvement of annual scientific conference (ISE) quality, increase in number of international and national representatives in it.
- Financing more activities of DTMU academic society (teachers, students)
- Involvement in new educational networks, intensification of already existing communications
- Development of new strategies for obtaining positions at national/international level.

V – Culture of quality

Description of the goal

In the part of implementation and caring culture of the quality the university means integration of quality assurance process in strategic planning; and in strategies for its implementation; (i) understanding that the university staff is responsible for the development, maintaining of education quality (with condition of including students and other interested parties in it); analysis of own work and the best information from existing international experience for determination of competencies of the quality provided in higher education, and (iii) development of corresponding means for program development in wide European context; as well as it means (iv) enhancement of mutual trusting with other higher educational institutions for recognition of qualification and teaching periods.

Description of activities for reaching the goal:

- 1) caring of professional growth of academic and administrative staff:
 - Foundation of medical education center and its activity, developed courses (ref. medical education provision, strategic plan and syllabuses of academic courses)
 - Progress of staff in teaching and administration via support of researches in medical education issues and participation in international conferences and workshops (ref. corresponding reports and conference materials)

Involvement of DTMU academic and administrative staff in the projects financed by ERASMUS+ (ref. „Establishment of the Supra-Regional Network of the National Centres in Medical Education, focused on PBL and Virtual Patients“; „Project Actors Capacity Training in Caucasus“ projects, works in them

implemented by DTMU academic and administrative staff, project results, evaluation, materials expressing obtaining the experience)

- Facilitation of DTMU administrative/academic staff in writing new projects (INNODOC, CAI-CRS project application)
- 2) Involvement in academic program improvement, development new programs:
- Involvement (already traditional) of DTMU academic staff, graduates, students in quality assessment group (ref. accounting period self-evaluation reports)
 - Involvement of DTMU academic/administrative and students representatives in curriculum development group (ref. “curriculum development group” protocols)
Involvement of DTMU PhD representatives in the framework of ORPHEUS (Organization of PhD Education in Biomedicine and Health Sciences in the European System)in international group of QA standards development of PhD program (ref. 10th ORPHEUS Conference, 2015 report)
 - Participation of students (study of students opinion on academic environment, academic courses, development of clinical skills, etc.), for the development of program modification plans based on the analysis of their enquiry
- 3) Education quality aspects/criteria, way for providing them and evaluation methods:
- development of MD and PhD programs evaluation/self-evaluation text-book and conducted annual reports
 - In the framework of international projects („Establishment of the Supra-Regional Network of the National Centres in Medical Education, focused on PBL and Virtual Patients“) development of quality assessment (including MD program) plan by DTMU representatives (ref. e-PBL-net project 5.3 Quality Control Report)
- 4) Widening procedures for providing quality in relation with formal strategic planning process of higher educational institution:
- Analysis of implemented work for the development of new strategic plan (ref. presented report and strategic plan)
- 5) Relation with other universities, interested institutions and associations on quality issues of education at national and international level:
- University relations in the format of AMEE, AMSE, ORPHEUS (ref. reports; as well as presented document)
 - Continuous relation with the ministry of education and science and quality enhancement national center ; including changes implemented at university according requirements and revision of regulating documents in the purpose of adaptation
 - Foundation of ISE conference for “discussion” of medical education issues by the university at national and international levels, symposiums conducted in 2015 and 2016 years.

Analysis of conducted activities

Strength:

- Foundation of medical education center at university in the purpose of development and strategy of implementation of quality culture of academic and research activity

- Understanding importance of quality culture and process integration with future strategic planning
- Continuous collaboration with professional association on medical education issues (expert societies in the field – AMEE, AMSE, ORPHEUS)
- Participation in projects accounted for the development of medical education and involvement of DTMU staff, students in it
- Conducting researches in medical education (including PhD researches) and participation in national and international forums of medical education (ref. PhD projects, published researches)
- Improvement of academic standards in higher education – foundation of annual conference

Possibilities for development:

- Development of new strategic plan based on standards of quality existing in DTMU and with possibility of their further development
- Development of DTMU academic society (teachers, students) and promote professionalization in medical education issues
- Continuation of collaboration on providing/development of higher education quality at national and international levels
- Increase of research potential existing in DTMU in medical education and planning of new researches
- Creation of working format for international accreditation of programs and involvement of strategic partners (countries/universities)

