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Medical University



**David Tvildiani**  
Medical University

**Strategic Plan**  
**2017-2023**

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## Contents

Introduction .....	2
Context .....	3
Social, economic and political environment of the university activity .....	3
Mission .....	4
Providing higher education based on science and the best international experience in medicine. ....	4
Goals .....	6
Objectives, strategies and aims.....	7
I Teaching quality .....	7
II Quality of research .....	11
III Quality of human resources .....	15
IV Quality of leadership and management.....	18
V Collaboration.....	21
VI Effective use of financial resources.....	23
VII Infrastructure and environment.....	25
VIII Students involvement / participation .....	26
IX Internationalization of experience.....	29
X Public relations.....	31
XI Establishing positions on national and international level.....	33
XII Culture of quality .....	35

## Introduction

This document is a strategic direction plan for development of David Tvildiani Medical University for the next 7 years. It represents a "continuation" of the strategic plan developed by the University for 2011-2015. In the latter we mean the following:

- The objectives, strategies and aims set out in the previous document are universal for universities and reflect the relevant viewpoints for development of modern education, therefore most of them do not require a "replacement";
- In addition, the critical revision of the activities and practices carried out by university within framework of these strategies, among them, within the framework of self-assessment conducted by the Quality Assurance Service of David Tvildiani Medical University, showed which strategies and activities are working more efficiently and in what direction is needed to elaborate additional strategies and activities;
- A number of changes were made within past 5 years in international level of medical education (AMEE, AMSE, ORPHEUS, WFME, FAIMER, EUA), university space in Georgia (universities) and its management (Ministry of Education and Science of Georgia) as well as in promoting of educational quality development (National Center for Educational Quality Enhancement), which is reflected in this document and must be "introduced " in next 7-year activities of David Tvildiani Medical University.
- The document was updated in accordance with the authorization standards of the higher education institution approved by the order (# 77 / n) of Minister of Education and Science of Georgia on 5 May 2017 and according to the principles of assessment.

## Context

### **Social, economic and political environment of the university activity**

At present, the existing education system in the world (in bigger part), and above all, universities are in the so-called "post-Bologna" period. When large volume and quality work has been carried out for aims "unity", "growth of competitiveness" and "harmonization" of European educational space planned by this process Unified criteria is developed for national systems, profile training, curriculum and other directions; Many documents have been developed, for the purpose of providing the conformity of the programs and teaching / learning and quality assessment; Researches are increasing and improving the quality to develop the scientifically proven basis for the educational process; Which requires continuous study and "test" from the academic and administrative authorities of the university, and sharing of the best experience must be implemented based on critical analysis (expected results within their program, resources, etc.), taking into consideration the different context and conditions (Georgia).

Over the last five years, process of "bringing out of state control" of medical services was more or less finished in Georgia; Currently, the largest share of medical services is no longer owned by the state; The process became more or less "stable"; The service owners (private and state) demand for high quality staff have increased themselves which fully coincides with the goals of David Tvildiani Medical University, it is facilitating in the process of communicating with the employers - for collaboration in the framework of implementation of programs of medical doctor, residency, PhD and continuous professional development.

At the same time, DTMU appeared to face some mutually opposed pressures: The increasing need is to deal with global competition and, at the same time, the necessity of maintaining those values it was based on since foundation and protected them from (i) only transformation in business, which simply "sells knowledge and education"; (ii) mass production, which endangers quality; and (iii) risk to be dependent on private interests, political pressure, and etc.

Further important change in our internal environment (Georgia) deals with the concept of life-long learning and activities that require significant intensification by orientation on the continuous professional development. In the future it will facilitate "fixing" on site of the staff prepared in Georgia and will ensure strengthening of the sector (medicine) and society as a whole.

The university (in form of graduates who now work abroad), as well as the country (Georgian doctors working abroad, for example: GIMPHA) has well trained staff in the field; Their involvement in medical field and medical education is another strong resource for the

development of the university and the country, in which our university should contribute by involving them into university life.

During the last 4-5 years, legal entity of private law in Georgia, universities have been made available to participate in Erasmus + (Former Tempus) and Shota Rustaveli National Science Foundation grant competitions; This created new opportunities for the development of David Tvildiani Medical University (as well as other similar universities). David Tvildiani Medical University received funding in the framework of the ePBLnet and PACT project and was able to introduce new, innovative (and highly relevant medical education) teaching methodologies in academic programs; Participated in the grant competition and was financed from the National Science Foundation; All above mentioned and among them highly competitive international (international accreditation demand 2022) and local environment (currently there are 24 university diploma medic programs operating in Georgia), in the case of correct planning and activities, should be good prerequisites for future development of David Tvildiani Medical University, medical education, medical care in Georgia and for general public.

DTMU needs a stable and predictable environment for the best implementation of its work, which acknowledges that various universities implement different missions and play a different role in the development of the community. The University denies "simple / simplified" only economically motivated decisions in the above-mentioned issues. In its long term strategy, it wants activities based on the best international values, which implies unity of research and education autonomy and freedom in research and teaching.

The university understands its responsibility in the professional fields related to clinical research and with high quality education will promote development of research conditions in medical field.

## Mission

**Providing higher education based on science and the best international experience in medicine.**

During fulfillment of the mission the educational institution is guided by the following five principles:

### Principles

- Continuous improvement of teaching, learning, research and management quality;
- Realization of the abilities of the students and academic personnel;
- Facilitate the creation process of an optimal environment for teaching and research;

- Increase the role of the institution at the national, regional and international level in field of medicine;
- To contribute in creating a community based on education

## Goals

1. Teaching quality. Development of educational programs and increase of integration quality.
2. Research quality. Development of the university scientific environment through intellectual and material resources.
3. Quality of human resources. Promote professional growth of existing academic staff; Attract new resources
4. Quality of leadership and management. Continuous improvement of leadership, management and administration.
5. Collaboration. Maintaining and enhancing cooperation at national, European and international levels.
6. Effective use of financial resources. Improving the quality of Medical Doctor's , purpose and rationality of directing financial resources.
7. Infrastructure and environment. Improvement of the university academic environment; Development of educational, scientific, informational base.
8. Students involvement / participation. Facilitate direct involvement of students in the life of the institution and their active participation.
9. Internationalization of experience. Supporting involvement in international cultural dialogue.
10. Public relations. Service for people by increasing quality of life, cultural strength and intellectual capital.
11. Establishing positions on national and international level. Obtain reputation of a high quality university at national and international level.
12. Culture of Quality. Development of culture of quality should become the main goal: Expansion of quality assurance procedures, including in connection with formal strategic planning process of the higher education institution.

# Objectives, strategies and aims

## I Teaching quality

Aim: Development of educational programs and increase of integration quality.

### Strategies

1. We must ensure continuous revision of the contents of academic courses of educational programs for the purpose of analyzing the possibilities of implementation of the theory and practice based on modern scientific evidence;
2. We must develop electronic (all-encompassing) catalog (the e-mapping project) of content of Medical Doctor's course/ program to show the orientation "path" toward its (content) expected learning outcomes; Increase the orientation of the expected learning outcomes of content of the educational programs; For aims of structuring around curriculum design learning outcomes;
3. The university should continue to develop and / or master adequate (including innovative) methods of teaching / learning / assessment and implementing them in academic process for achieving the planned outcomes / competencies of learning.
4. The higher education institution must improve identification of the minimum competences required for the student to get positive assessment, including the skills required for the Medical Doctor;
5. The University should continue to improve the quality of teaching, including with introduction of new forms of integrated assessment;
  1. 6. The university has to provide maximal readiness of pre-registration course students for "active" involvement (development of courses) in residency programs by development of training course in clinical "clerkship";
7. The University should support Medical Education Center in the implementation of the training courses and development of new courses, as well as development of life-long learning and continuous professional education;



8. Continue to facilitate student financial support in learning and extracurricular activities;

1. 9. Improvement of quality and widening international cooperation (students' mobility, co-tutelle, etc.) in academic programs.

#### Review of 2011-2015:

According to strategies defined by the 2011 Strategic Document, the activities planned and implemented by David Tvildiani Medical University contributed to improving the quality of teaching, namely: The revision of the existing programs, improvement of individual course syllabuses took place, moreover, a new program of Medical Doctor was developed; orientation was increased on competences and learning outcomes of program content and design in several study programs and courses implemented in the university; In order to improve teaching quality university developed and introduced new teaching and learning methodologies, mostly to achieve planned results of adequate study; In order to improve teaching quality the university introduced new forms of assessment (PBL, CS-Clinical Skills Course, "Project Writing and Design") in the study programs

The university has evaluated educational programs and conducted work in cooperation with academic community (teachers, students) and other interested persons and employers; The concept was elaborated about development of teaching of science in the university; Two residential programs were opened ("Internal Medicine", "Family Doctor"); The Medical Education Center has been established for the purpose of improving teaching at DTMU at all levels.

Present situation:

- For a number of PhD programs, the university has received consent from the foreign experts on joint supervision (cotutelle) of the Dissertation projects.
- General level of lifelong education development in the university is not satisfactory. From the courses oriented on professional growth, MEC (founded in 2013) has courses for professional growth of teachers and other category staff, involved in education.
- The University has developed scholarship policy to improve the quality of teaching and to motivate students on

quality improvement: Decrease of tuition free for 86 and higher scores, until full coverage(above 95); Also, scholarship is given to students for the best study during the program for the 1 year after completion of the program.

- The university also has introduced some financial benefits by considering the student's social status. Doctoral students also use tax benefits; Also PhD students having relevant grants are provided with stipend (by financing studying, research and research activities) by Shota Rustaveli National Science Foundation, hence, certain part of stipends and benefits (Training abroad for students, participation in different schools, submission of conferences and as well as financial support). This foundation, as well as the Emory-Georgia Tuberculosis Research Training Program (EGTB-RTP) covers it, but mostly DTMU from its own resources. In practice existing in this direction (financial support of students) to develop university, it is necessary to establish certain fund based on correct financial audit and analysis (by determining correctly determined share from university income); which will make university more sustainable for implementation of this task.

#### 7 year aims and achievement tools:

1. Continuing monitoring on newly developed courses within the university programs and program of Medical Doctor for its development; A) Analysis of results obtained by short-term assessment for the purpose of improving their quality; B) Develop and assess the adequate instrument for assessing medium and long term results to ensure implementation and sustainability of programs.
2. Continuation of at implementation of strengthening development of scientific skills in the programs and the introduction of new forms of assessment: implementation of works as projects and caring of their fulfillment according science-based university teaching concept
  - Develop academic courses in science and introduce them in basic courses;
  - Organize and implement on clinical courses events aimed at development of students scientific competences;

- Development of scientific competences in post-diploma education;
  - Scientific component in continuous professional development.
3. Continue work on strengthening the development of clinical competences in the programs of David Tvildiani Medical University and the introduction of new forms of their evaluation:
    - Elaborate and implement projects aimed at generating and evaluating clinical judgment skill;
    - CS - Clinical Skills course development on the entire vertical of the Medical Doctor program (with involvement into relevant-clinical courses);
    - Enriching new clinical skills of Medical Doctor programs with new training courses (new topics);
    - Establishment of development assessment system in students general transfer competences, with possibility of reflecting results in diploma annex;
    - Increasing the share of clinical skills and general transfer competencies assessment in students general assessment system;
  4. Developing / implementing systematic procedures in study to identify and spread the best practices in teaching, learning and evaluation: Develop / introduce such development policy that creates the belief that the entire academic staff is professionally competent not only in their disciplines but also in teaching skills.
  5. e-Mapping project: “Curriculum development in Medical study program’s (CDMed)
    - E-catalog of MD program content: by “describing orientation way” of program content on expected results.
    - Web-based curriculum management platform fully corresponding to international standards and / or for comparison of curriculum data(with other programs)
  6. Coordinate activities of life-long learning (LLL) and continuous professional development using proper forms of communication; Find relevant information based on marketing analysis (course needs) and create quality courses.
  7. Continue to take care of improvement of the quality of social conditions for learning: Establishment of a fund for supporting social conditions of students.

8. Maintain / develop relevant conditions for all students' extracurricular activities
  - Establishment of a fund for supporting students scholarship and extracurricular activities
9. Study of practice (2014-2017) present (implemented) in DTMU for improvement the quality of social conditions for study in order to determine the possibility of systematization
10. Study present practice (including finance) in DTMU (2014-2017) extra-curricular activities for further growth analysis.

### 3 year aims:

1. Analysis of short-term results of the new ePBL-MD program;
2. Elaborate an adequate tool for quality evaluation to determine midterm and long-term results of the new ePBL-MD program;
3. Piloting and evaluation of science teaching learning courses:
  - in Medical Doctor programs
  - PhD programs
  - residential training programs
4. Piloting and development of CS - Clinical Skills course in the framework of 3-4 modules of basic medical science study stage and 3-4 modules of clinical stage; Elaboration of assessment system plan in students' professional (often in general transfer) competences within the framework of program;
5. Revision of students assessment system, determining existing share of current assessment in clinical skills and general transfer competences;
6. Development of Medical Doctor programs: Assessment of their content and structural organization (spiral structure), for graduates of Medical Doctor programs, according to internationally requested competencies and achievement levels;
7. Planning and implementing research by Medical Education Center for evaluation of the practice (all study courses) in teaching and assessment at David Tvildiani Medical University;

8. Piloting of trainings in relevant and new methodologies for medical education in teaching, learning and evaluation with teachers of David Tvildiani Medical University.
9. Study present (implemented) practice (including financial) present in DTMU for the improvement of the quality of social conditions for studying for analysis of further increase in support
10. Planning the study of practice existing in DTMU extracurricular activities

## II Quality of research

Aim: \_ Development of the university's scientific environment: Through increase scientific-intellectual and material-technical capacities.

### Strategies:

1. We should support the sharing of best experience in scientific research field, based on local and / or national environment and in connection with international centers through partnership and collaborative cooperation.
2. We need to continue active involvement in the European and international organizations for support of development of PhD programs;
3. We must satisfy present requirements in ORPHEUS format for PhD in biomedical and healthcare sciences and obtain its "sign" of accreditation;
4. Take care of the structuring of the PhD program study components, strengthening the flow and monitoring of research part of the PhD programs;
5. Take care of the training of scientific research skills in pre-diploma and post-diploma education and on elaboration of new format supporting their development; Effective implementation of the university teaching concept based on science;
6. Obtaining grants for scientific - research purposes on national and international level should be supported.

7. We must ensure deepening of research cooperation with institutions involved in the scientific environment of the institution, as well as cooperation with other universities; Our contribution to the development environment needed to conduct researches of international level and create a critical mass of scientists-researchers on national level (biomedical sciences, health care, medical education).

#### Review of 2011-2015:

The attitude of the University toward scientific research and its organizational support has become a priority in its activities: In this regard, its relationship was continued and deepened with a number of international organizations and institutions, with the member institutions of university scientific environment, established new connections at international and local level; research is "encouraged" on the level of curriculum development and individual support (including financial support);

University concept document was created based on "science based teaching", within which various projects will be created and implemented for its consistent and permanent development (university science and science-based teaching); and international cooperation in joint supervision of research, opposing review thesis is started; The University has founded an annual scientific conference ISE "Improvement of Academic Standards in Education"; Grants have been obtained for scientific and research purposes at national and international level, new projects are being developed; Consequently, the university managed to develop its scientific environment through increasing of its scientific-intellectual and material-technical capabilities, in particular:

For the effective implementation of the research component within the framework of the Medical Doctor and PhD program, the university is constantly conducting organizational support: By adding new staff, revision of the regulatory documents, as well as student guidelines, creating new training courses and supporting literature; The above mentioned is aimed at strengthening research skills and assess monitoring on progress;

The sharing of best experience of scientific research field (and its organization) was introduced in the university practice, in the framework of the „Organization of PhD Education in Biomedicine and Health Science in the European System” with involvement of DTMU, as well as in cooperation with institutions involved in it.

In order to conduct research in medical education, the university continued to cooperate with old partners, establish new partnerships, created and presented new projects on grant funding (INNODOC, CAI-SRS);

- The University has strengthened the financial support of staff and student development for their participation in national and international conferences;

University continues to support conferences established by young scientists and students of DTMU

"Students and Young Scientists Scientific Association" and involvement of international participants in them.

- The university has founded the DTMU's new (annual) conference format, conducted two symposiums (ISE-2015; ISE-2016) within its framework;
- Expanded scientific environment of David Tvildiani Medical University with new universities "St. Lazarus Clinic", LTD "Center for Mental Health and Prevention of Addiction", "Allergology and Immunology Center", "Neurology and Neuropsychology Institute", "New Vision University" and somewhat deepened (on agreement level) cooperation format with them.
- Developed a science-based university study concept, which will be a good indicator for development of projects focused on university development in study and researches.

#### 7 year aims:

1. Supporting the deepening international contacts on institutional levels, search for new partners to carry out scientists research projects;
2. Together with members of the scientific-research environment (members of the memorandum): A) Prioritization of PhD projects, general survey fields / directions, taking into account the intellectual and material-technical resources; B) To develop a long-term plan in the fields and directions of scientific research with maximum involvement of DTMU's academic community, based on the analysis of existing cooperation, as well as the new partnership capabilities; C) joint work to obtain scientific grants; D) Promote involvement of undergraduate students in carrying out researches
3. Cooperation with Georgian universities in research field;

4. Continuous cooperation with the European Organization of Doctoral Studies in Biomedical and Health Sciences and its Member States and Institutions;
5. Development of PhD study program; Continuous revision / taking care of quality;
6. Realization of university study concept based on science.
7. Cooperation in format of applied sciences and expert activities with commercial and non- profit oriented fields and in public services and practices, that are expected to have a double mutual benefit (namely, financial content or know-how enrichment);

### 3 year aims:

1. Initiate self-evaluation process of the PhD program of David Tvildiani Medical University and present to obtain ORPHEUS mark;
2. Develop a new plan of mutual cooperation with DTMU's scientific environment member institutes; Formation of the necessary scientific environment and interested human resources according to the types of research and / or content;
3. Develop a plan for cooperation with Georgian universities in research field;
4. Developing new scientific and development-oriented projects (creating or participate in creation of at least 2 new development oriented projects annually)
5. Start the realization of university teaching concept based on science. Develop and implement 2-3 projects within the concept.
6. Creating a special fund for promoting elaboration of international projects;



7. Strengthening the monitoring of the scientific research component in Doctoral Studies; Focus on students maximum support for participation in national grant competitions (doctoral and master's);
8. Providing necessary teaching and program implementation for the development of undergraduate education stage, study results research competence.

### III Quality of human resources

Aim: Promote professional growth of existing academic community; Attract new / distinctive resources (staff and students).

#### Strategies:

- We should ensure formation of the educational / scientific environment that will facilitate the involvement of members of the academic society of David Tvildiani Medical University in determining and implementing institutional goals and strategies;
- We should provide the opportunity of permanent professional development for the academic staff of David Tvildiani Medical University;
- Develop current practice of students' involvement and support and provide effective services for physical, psychological, social and future professional needs.

#### Review of 2011-2015:

In order to improve quality of human resources, participation of David Tvildiani Medical University during reporting period in the two projects (ePBLnet and PACT) financed by EU commission in the framework of the Tempus program was very important; The university's administrative / academic staff and students were actively involved in their implementation; That meant:

In format of „ePBLnet” project: Participation of staff and students, as well as graduates, in the revision the existing MD program and in development of new MD ePBL program, and involvement in self-assessment and accreditation processes;

Participation in adaptation of educational resources and in creation of new resources, preparation of scientific works on medical education issues and presenting at national and international forums; Development of technical and administrative staff with ensuring technical and organizational provision of a new teaching methodology; In all above mentioned, participating in their training, as well as training "delivery" and development of involvement in the process. In the format of "Pact" project the staff of David Tvildiani Medical University was strengthened in the "delivery" of research component and knowledge and skills in assessment either for MD or PhD students and residents, young researchers (trainers were prepared, corresponding text-books were created including by the participation of DMTU staff). The University staff has filled the experience in management of international projects

With the support of the university the human resources were filled and the relevant services were created: Scientific-research department; Scientific Consultation Service, position of the Vice-Dean in field of science was created in staff; the present instruments of students support in physical-psychological and social issues was increased by staff (marketing department, study process monitoring group), which take care to identify their current needs with communicating with students,

The Medical Education Center (within framework of ePBLnet project) has been created, which has functions and objectives corresponding to objectives, tasks and development strategies of David Tvildiani Medical University, (see provision of medical education, strategic development plan); Its plans include development and carrying out of innovative technologies courses in medical education (a number of courses have already been developed); It was also established as a scientific research base for conducting scientific researches in the field of medical education for the university and corresponding direction of the PhD program of David Tvildiani Medical University; Which is important and will support professional development and involvement of academic community members of David Tvildiani Medical University in the process of modern medical education. Despite the limited material resources, the university funded PhD students, professors, student participation in conferences and scientific forums for their professional and pedagogic development purposes.

### 7 year aims:

1. Participation of academic staff in programs for obtaining professional skills is facilitated and completely implemented in university life.
2. Taking care and implementation of new study technologies training courses in medical education;
3. Elaboration of projects oriented on university development (Erasmus +) and maximum involvement of members of the academic community of David Tvildiani Medical University, and other staff for their professional development purposes;
4. Cooperation with interested partners (AMEE, AMSE, ORPHEUS, EBMA, MEFANET, etc.) on local and international level for development of medical education, for sharing experience and the purpose of strengthening the staff of David Tvildiani Medical University
5. Offer quality and effective services for students' physical, psychological, social and professional needs for the purpose of fully realizing their potential;
6. Taking care of involvement of academic community of the university in the annual conference established by the university, Improving Academic Standards in Education – ISE - and the growth of its international authority.

### 3 year aims:

1. Elaborating development concept of the University (DTMU) in human resources management
2. Implementation of the courses developed by the Medical Education Center in preparation of training / retraining by teachers: Approval of the training schedule, agreed (with staff) table; Supplying courses for staff of David Tvildiani Medical University; Prepare staff in new study technologies (at least doubling) in undergraduate and post-diploma teaching;
3. A new document on pedagogical load of the academic staff provides hours of the organizational, study-methodological, scientific and medical workloads, self-development and involvement into social work necessary for pedagogical activities.
4. Involvement of academic community members in the process of national authorization and accreditation and their preparation in regard to authorization / accreditation standards and

- procedures; Creation of a self-assessment group to present for the ORPHEUS quality "mark", involvement of academic community members in it and their preparation in regard to accreditation standards and procedures of the PhD education program;
5. Creation of projects oriented on university development (at least two new ones) and presentation for participation in Erasmus + grant competition; Planning, organizing and conducting the ISSE conference in the 2018-2019 academic year;
  6. Assess the existing services and practices for physical, psychological, social and professional needs of students (and the whole academic community);
  7. Development of the concept of "Career Development" Center of David Tvildiani Medical University.
  8. Involvement of academic staff in the programs of obtaining professional skills is required, ensured and implemented in practice;

#### IV Quality of leadership and management

Aim: Continuous improvement of leadership, management and administration.

Strategies:

1. We should support the strengthening of academic success, including with right management of finances, resources and risks. Such mutual agreement of statutory and regulatory requirements, which ensure effective, reporting and transparent leadership.
2. We need to find the best experience in this respect present on national and international level.
3. We need to make significant improvements in the performance and effectiveness of existing services (functionality of the administration, library information technology).
4. We need to develop and maintain strategic planning of our annual budget, which reflects the priorities of higher education and research.
5. We should continue ethical and responsible activities of the higher education in favor of the sector and society as a whole.

### Review of 2011-2015

The management of David Tvildiani Medical University was strengthened and improved, for this reason structural and staff changes were carried out: The university management group (with participation of founder, rector, 2 vice-rectors, chancellor) was formed, the university's strategic management and development structure was created and was staffed, the university legal service was created, other administrative units were strengthened with staff; Revision of statutory and other regulatory requirements, faculty statutes and other norms of academic self-governance, councils, educational process important documents for organizing study process and improving management has begun to ensure effective, reporting and transparent management; The existing services (administration, library, information technologies) were supplied with resources (staff, technology, new IT programs) within possibilities.

Annual strategic planning of the budget has become possible: With annual strategic planning of the budget it has become possible to: Timely (twice a month) payment of academic staff, payment of lecture / practical hours was increased; Increase of student, staff funding for participation in scientific conferences and meetings; Financial support for students financial benefits, activities of public importance

(e.g., support of "solidarity fund"); the University continues its ethical and responsible activities in favor of the sector and society as a whole: Support of professional and student associations, filling the medical field with a qualified staff, etc. All of the above mentioned is very important because the university has to maintain sustainability (financial) in a highly competitive environment: There are 24 accredited programs of Medical Doctor currently in Georgia and the university operates in the "weak" country in terms of financial opportunities.

### 7 year aims:

1. Continuous care for the improvement / strengthening of university management;
2. Continuous improvement of organization and management of study and research processes;

3. Taking care of the staff (raising the qualification of the existing ones, attracting the new perspective staff);
4. Constant research of legislative and market requirements, determining the target audiences of the customers, assessing its own competitive advantages and developing development strategy based on this;
5. Implementation and development of management quality culture in the university: Among them, planning of financial budgeting should include financial gain based on high quality academic and research activities.

### 3 year aims:

1. Present Document - University Strategic Development Plan - Approval;
2. Finishing the process of the reorganization process of the faculty, self-governing bodies; Revision of documents regulating activities of individual structural units and adaptation (in case of necessity) in compliance with Georgian legislation and international practice;
3. Ensure compliance with the requirements and criteria required by national and international authorization / accreditation standards in relation to leadership and management of the university;  
Promote professional growth of administrative staff;
4. Development of market research strategy: Determining focus groups and target audience, preparation of questionnaire, etc. - Prepare the project in format, preparation for the research;
5. Develop a flexible and dynamic marketing strategy using combined and coordinated use of various marketing tools.

## V Collaboration

Aim: Maintaining and enhancing cooperation at national, European and international levels.

Strategy:

1. We must promote that mutual cooperation with other universities of Georgia becomes regular/everyday practice in life of higher educational institution;
2. We need to continue our relationship with the European structures / institutions working on higher education issues (AMEE, AMSE, ORPHEUS);
3. Promote deepening of existing cooperation on international level in the field of education and research, and to find new partners (including new, with involvement in development-oriented projects);
4. Develop cooperation with professional associations at national and international level;
5. Cooperation with State structures (Ministry of Education and Science; National Center for Educational Quality Enhancement; Ministry of Labor, Health and Social Affairs);
6. Cooperation with different structures in the field of healthcare (including primarily private structures) on medical education, medical service, quality standards and other issues.

Review of 2011-2015:

Mutual cooperation at national and international level became "daily" practice and concern for David Tvildiani Medical University; The Memorandum of Cooperation has been concluded and such cooperation is implemented with a number of Georgian universities (including within framework of the Tempus projects); David Tvildiani Medical University is actively and continuously involved in the work of European and international structures and institutions working on higher education issues: AMEE, AMSE, ORPHEUS, EURAS (including the latter editorial work), IGHPE (Innovation in Global Health Professions Education)).

Continues collaboration with old partners with joint work on new projects and establishing new relations with new partners; Continually cooperates with professional associations and healthcare structures at national level (Georgian Medical Specialists Association, Georgian Medical Students Association, European MD / PhD

Association, Georgian University's Continuing Education Network Association, etc.) Constantly cooperates with state structures (Ministry of Education and Science and National Center for Quality Development, Ministry of Labor, Health and Social Affairs, Disease Control Center, etc.). Thus, during this whole period, the University promotes institutional and professional cooperation with universities, state and other structures at national level; Is involved and participates in collaboration on higher education issues in national, international and European structures.

#### 7 year aims:

1. Deepening the mutual cooperation with Georgian higher education institutions;
2. Annual participation in AMEE, AMSE, ORPHEUS and other format meetings / conferences;
3. Work on joint projects on research and education issues, together with international and European universities;
4. Determining the forms of co-operation of the issues dealing with professional associations and working on them;
5. Constant co-operation with state institutions on matters related to medical education, quality of education, post-graduation and continued education;
6. Launch collaboration with private healthcare institutions in relation to medical personnel and service quality and standards.

#### 3 year aims:

1. Continuous cooperation with the National Center for Educational Quality Enhancement on authorization / accreditation issues;
2. Maximum involvement in the development of the national sector document;
3. Continued work on Bologna process implementation in Georgia (in the format of MEDINE request and ORPHEUS requirements);
4. Development of plan/projects for cooperation with national professional associations;
5. Active participation in AMEE, AMSE, ORPHEUS, EBMA, EUA;
6. Collaboration in the framework of new projects (at least two new): Finding partners for financing and further active cooperation in Erasmus + format;



7. Initiate cooperation and cooperate with the University to determine achievable levels in competences of MD program graduates in the new sector document;
8. Cooperation of MEC with universities for developing programs and delivering trainings at MEC.
9. Cooperation with Georgian universities for developing courses/programs

## VI Effective use of financial resources

Aim: Maintaining and increase of financial base

Strategies:

1. We shall maintain and try to increase our financial stability;
2. We shall ensure the growth of financial capacity through developing adequate financial strategies;
3. We shall support attracting adequately trained managers;
4. We need modernization of our business processes for creating correct, cost-effective, financial environment;
5. University has to participate in the development and research projects;

Review of 2011-2015:

In this regard, strategies of the University were based on the development of existing (and new) programs in the direction of quality, which supports admission of adequate number of students in the high competition conditions, competition among entrants (possibility of choosing those who are better prepared), which has its impact on the quality of the graduates, opportunity of their further career growth; this will be reflected on University's image (from mid- and long-term perspectives), choice of future entrants and finally, the financial stability. In this regard, financial support through grants received from European Commission (and co-financed by the University) for the development of Diploma in MD and PhD programs was important in the last 5 years, which had impact on the development of personnel quality, educational environment and infrastructure. This has increased the competitiveness of David Tvildiani Medical University programs and its recognition on international level. The University has also

financed a number of infrastructural projects; increased the possible number of admissible contingent (including most importantly the number of foreign students) through going through necessary procedures (authorization); improved the quality of financial management, annual financial planning and accountability. It has supported the work for grant attraction (including the purposes of increasing financial capacity), developed "Project Writing and Design Course"; established working teams, developed two new projects; supported preparation of Ph.D. applicants for the National Fund for sponsorship of their studies and research.

#### 7 year aims:

1. Constant focus on preparation and implementation of grants;
2. Foundation of short-term and long-term financial strategies on the quality of main activities (academic and research) of the University;
3. Increasing opportunities for effective implementation of well-defined strategies (correct allocation of financial resources, determining academic and infrastructural priorities and constant revision);
4. Activities based on correct (for the context of University), cost-effective (including consideration of risk management possibility) financial strategy.

#### 3 year aims:

1. Development of new (development oriented) projects (at least two) and their submission to grant competition of Erasmus +;
2. Cooperation with PhD students and motivation of personnel, cooperation with institutions of scientific memorandum at Shota Rustaveli National Science Foundation for the submission of grant proposals;
3. Development of relevant plans by the University for attracting highly prepared entrants and candidates for residency program;
4. Informational and other activities of the University for engaging Georgian and foreign students in programs of David Tvildiani Medical University;
5. Understanding the need for determining financial risks when planning any project and developing training course for risk management possibility;
6. Searching for adequately trained managers (someone who understands the context of the activity: University, as well as goals, objectives, activity principles of David Tvildiani Medical University).

## VII Infrastructure and environment

Aim: Improvement of the university learning environment; Development of training - information base.

### Strategies:

1. We shall develop and introduce processes, which will improve material and technical base of the institution through effective and maximal use of limited finances and resources.
2. We should take care of constant filling/enhancement of medical educational and scientific electronic databases and book funds.
3. Work on constant development of audio-visual, computer, lab and informational infrastructure of the University.

### Review of 2011-2015:

In the reporting period, the University has implemented a number of activities for the enhancement of technical equipment (computer and network infrastructure): in particular, it has purchased personal computers, projectors, laptops, continuous power sources, etc. for scientific and administrative processes; computer classes and conference halls, medical education and training centers were established; library resources were replenished; examination center was fully refurbished; the area was expanded, which was refurbished and used for educational processes; in the scope of successful projects implemented in the framework of Erasmus +, University has developed infrastructure-wise (it has purchased, installed and currently operates technical equipment of 66,500 EUR value); it has found partners for improving educational and scientific environment and entered into joint cooperation agreements.

### 7 year aims:

1. Looking for relevant funds (private funds, contributions, grants) for the purpose of creating modern university environment relevant for 21 century, ensuring undergraduate and post-diploma education,

as well as developing educational and scientific infrastructure.

### 3 year aims:

1. Elaborate the strategy to fill library's book and electronic fund: Progressive budgeting by defining a fixed share in the profit of the institution;
2. Analyze the quality of information and network infrastructure and take care of its improvement (in terms of limited finances it is necessary to base on defining the priorities);
3. Development of new projects (submission of at least two projects annually at Erasmus + Grant Competition);
4. Creation of study laboratories (microbiological, biochemical)
5. Delivery of Students dormitory into service and elaborating the development plan.
6. Developing a study and research infrastructure improvement plan, finding their own (university budget) and new partnership (research and Teaching) and developing a relevant plan.
7. Plan and construction of LTD "David Tvildiani University Hospital"

## VIII Students involvement / participation

Aim: Facilitate involvement of students in the life of the institution and their active participation.

### Strategies:

1. We must constantly take care of direct involvement and active participation of students in the activities of the university;
2. We should take care of increasing the role of students in organizing and managing the learning process and increasing quality of their awareness, about the situation in academic life of the institute, ongoing changes in education system and future trends.
3. The higher education institution must constantly promote the activities of student self-government and its various subdivisions (public, educational, scientific), and create appropriate conditions for their work.
4. We should take care on promoting and developing "Equal Equity Study Center".
5. The higher education institution should ensure the maintenance / strengthening / development of their student ties at national and international level.

### Review of 2011-2015:

Importance of students' engagement in university's activities, as well as in the life of social and professional organizations at David Tvildiani Medical University, is understood here from the day of its establishment. In the past 5 years, students were engaged in the organization and management of educational processes, program assessment (at a number of structural units: Rector's Board, Quality Assurance Service); the University constantly supported students' group and/or individual, academic, research and social activities; the University constantly cares for supporting organization of students' (annual) scientific conferences; support of students' international connections at international student and professional organizations: Georgian Medical Students Association was established (with a significant support of David Tvildiani Medical University), which is the member of International Federation of Medical Student Associations; the University is engaged in the work of MD/PhD European Association, as well as participation of PhD students of David Tvildiani Medical University in the ORPHEUS format is continuously supported throughout entire period; it is already a tradition for the University to support its students in their work at international student trainings and conferences. Institutional "weakness" of University's self-governance of David Tvildiani Medical University still remains problematic, which is not surprising for the country that never had such self-governing institutes (professional and/or youth) with such "European" awareness of the matter. It develops just now and is the subject of special "attention" of the University. In the reporting period, the research of students' opinion on educational environment, programs, skills developed in the scope of specific courses took place for the purpose of improving programs. The students were informed and involved (as much as possible) in the work of the two international projects of David Tvildiani Medical University (ePBLnet and PACT).

### 7 year aims:

1. Providing equal participation of students in management and organizing processes of education- research of higher education institution;
2. Promotion of establishment of institutionally strong students self-governance;
3. Solid, tradition-based mutual cooperation with student organizations at national and international level;
4. Active involvement and participation of students in undergraduate and post-graduate medical education processes.

### 3 year aims:

1. Supporting the Student Scientific Society (SYSSA);
2. Maximize support of student self-government in the implementation of their activities

(academic, research, public);

3. Conducting, analyzing, recommendations of the planned (different issues) survey for the purpose of studying students' opinions;
4. Continued support of involvement of David Tvildiani Medical University students in international student unions and their work;
5. Promoting students and doctoral students in public / professional activities;
6. Involve students, doctoral and graduate students in the evaluation of programs, organization and management of educational processes.

## IX Internationalization of experience

Aim: Supporting involvement in international cultural dialogue.

### Strategies:

1. Our educational strategy should provide for promotion of involvement of the university academic community in the international cultural dialogue, which will be an important experience in modern life, offering different ideas, cultures and experiences;
2. We should take care of educational and research collaboration, including our graduates who work abroad;
3. We should support the attraction of foreign students with the best basic knowledge in the higher education institution, as far as possible;
4. We must take care of integrating foreign students into the community of higher education;
5. We should support the students of institution to pass abroad certain study courses (preferably at least once during study period).

### Review of 2011-2015:

David Tvildiani Medical University is involved in the international cultural dialogue, in the same time, the recognition of the importance of the quality of the University's activities as its standard (for obvious reasons: At the national level such experience, lack of uniform standards for quality assessment / awareness) occurred much later ; And in the last 5 years, it has become practice in David Tvildiani Medical University: Full support of the administration by encouraging students, academic and other staff, seeking new forms of communication and getting involved in them, funding and co-financing, educational - organizational and other support; More specifically the above mentioned was expressed in the following activities and their support: Joint participation of foreign and Georgian students in student organizations; Joint organizing and participation in conferences of David Tvildiani Medical University and in other student activities; Promoting students to undertake some training courses, trainings and participate in conferences (some of them have already been introduced as an annual tradition: For example, at the Vaccinology School, in the Hradec-Kraolove International PhD conferences, etc.);

The University provides foreign students with a study course in Georgian language, and attempts to facilitate their interaction with university and public life (joint participation of Georgian and foreign students at university events); Helping students to undertake some courses abroad (undertaking elective courses in Klaipeda, as well as educational and organizational support in European and US University clinics); Helps David Tvildiani Medical University students and graduates in joining the international professional and student organizations, supports their (in this regard) international activities (E.g., European MD / PhD Association, Orpheus events, International Federation of Medical Students), facilitates the establishment and work of the "subsidiary" Georgian organizations of International Student Organizations (Georgian Medical Students Association). Continually takes care about the international mobility of academic and administrative staff - to share best experience in medical education and involvement of David Tvildiani Medical University staff in international projects; As well as connection with the DTMU graduates who work abroad and the Union of Georgian Doctors Society (GIMPHA) and their members abroad.

#### 7 year aims:

1. Develop and implement the most efficient mechanisms / forms of integration of foreign students into the university society;
2. Improve the admission criteria of foreign students into program to attract the best;
3. The possibility to offer students some study courses abroad (15-20%) and / or mobility for research purposes within framework of study program;
4. Constant care for organizational and financial support of international activities of students, academic and administrative staff, their participation in international projects;
5. With active communication with the graduates of David Tvildiani Medical University, taking care of their maximum involvement in their university activities (expertise, e-learning, experience sharing, etc.).



### 3 year aims:

1. Developing the concept of integration of foreign students into the university society;
2. Elaboration of the plan for relations with graduates of David Tvildiani Medical University abroad: Organize lectures - seminars in their field of activity, involvement in university management (rector's advisory board)
3. Elaboration of an appropriate plan for participation in grant competition for students and staff mobility within the framework of Erasmus +.
4. Work on international projects for internationalization (including) of experience and collaboration with potential partners;
5. Develop an action plan on issues of "internationalization of experience" by the Medical Education Center (together with the University's Group of Strategic Management and Development).

### X Public relations

Aim: Public service by increasing quality of life, cultural strength and intellectual capital.

### Strategies:

1. Cooperation with professional associations and nongovernmental organizations on relevant medical issues (bioethics issues, AIDS, drug addiction, etc.)
2. Active participation in discussion on socially actual medical issues and involvement in it the students of higher education institutions;
3. Work with groups interested in medical education and quality education in general;
4. To care of following ethical values in medical activities and education field.

### Review of 2011-2015:

Over the past years, the university has worked with the number of interested organizations (Association of Medical Specialties, Georgian Universities and Employers); established cooperation with newly established partners (Georgian Medical Students Association, MD / PhD

European Association, University Continued Education Network Association, etc.), is actively involved in the activities organized by the national and non-governmental organizations and / or jointly organized by them.

Establishing new formalities for public relations (including for the above mentioned activities) - David Tvildiani Medical University Conference - "Improvement of Academic Standards in Education" (ISE): Within framework of its two symposiums: There was a wide representation of professional community and high interest to the innovative (for Georgia) experience of David Tvildiani Medical University in training for teaching and research skills.

The University and its program were actively involved in discussions on socially sensitive issues (with participation in mass media); The founder (management) of the university provides constant financial support ("Solidarity Foundation of Georgia", International Humanitarian Union "Catharsis"), which gives the best example to the students of David Tvildiani Medical University and the younger generation as a whole.

#### 7 year aims:

1. Continuous review and analysis of the possibilities for more contribution to community development; Correct Planning of Activities;
2. Orientation on public development and benefits in communicating and working with all governmental and non-governmental organizations;
3. Leadership in bringing professional and wide public benefits.

#### 3 year aims:

1. Find strategic partners in the field of community development and development of joint activities for the maximum public benefit ;
2. Cooperation with interested groups (associations, NGOs, governmental organizations) on a permanent basis;
3. Facilitate the involvement of members of the academic community of David Tvildiani Medical University in socially relevant issues.

## XI Establishing positions on national and international level.

Aim: Obtain reputation of a high quality university at national and international level.

### Strategies:

1. We should provide preparation of annually updated information package on higher education, infrastructure, administration procedures, educational programs, etc. (in Georgian and English languages);
2. Constant adaptation of the diploma attachment taking into account the recommendations of the Joint Expert Group of the European Commission, the Council of Europe and UNESCO, in accordance with the form approved by the Ministry of Education and Science of Georgia and in accordance with the curriculum development, which will facilitate the mobility of our graduates in local and global education and labor market;
3. We need to focus on spreading information about the higher education institutions in global / international networks of educational institutions;
4. We should support the participation of students and, for this purpose, present the best research papers in various international conferences;
5. For the students with best academic performance and academic staff, we need to carry out organizational and financial support of their trip to higher reputation universities and research institutions abroad for study and research purposes.

### Review of 2011-2015:

In the reporting period, David Tvildiani Medical University has prepared new web-site of the university (in Georgian and English languages), which reflects its activities, infrastructure and programs, administrative procedures, etc.; informational ads on educational programs were created for wider audience, the University has established annual conference (ISE) and conducted two symposiums (with national and international participants) in its scope for a wider academic society; it constantly works on advancing diploma supplement (additional information part): Maximum accurate description of individual activities, curricular and individual learning outcomes conducted by the student. Involvement of David Tvildiani Medical University became more active in the international network of educational institutions: AMEE, AMSE, ORPHEUS, EURAS; the University participated in local and international educational exhibitions; it was engaged in IGHPE network (Innovation in Global health Professions Education), where information about David Tvildiani Medical University is disseminated through audio advertisement (17 minutes) for international audience interested in education (medical education); it participates in MEFANET and other platforms oriented on academic and research activities; participation of members of academic society of David Tvildiani Medical University at international forums and trainings is constantly supported (for some of them, DTMU receives

invitations and co-financing for annual participation): Symposium in Cologne, Schools in Dubrovnik and Antwerp, 2nd place for PhD candidates DTMU in Hradec-Kralove). The University has received 3 necessary recommendations from partner universities (Prague Charles University, Yerevan State University, Belgrade University) and submitted the necessary documentation to join the European University Association (EUA).

#### 7 year aims:

1. Preparation of annually renewable information package
2. Maximally accurate description of student work / individual activity in the appendix of diploma (in part of the additional information)
3. Active participation in European and International Information Networks of educational institutions;
4. Cooperation with state and university structures of Georgia;
5. Permanent care of participation of students and staff in international scientific conferences;
6. International accreditation of educational programs of David Tvildiani Medical University;
7. Conducting ISE conferences and taking care of development of its quality.

#### 3 year aims:

1. Promoting student and doctoral participation in international and local conferences, study courses and trainings;

2. Promotion of participation of David Tvildiani Medical University staff in the local and international educational forums;
3. Cooperation with state and university structures of Georgia;
4. Continue active participation in the networks and organizations of international educational institutions;
5. Promoting the establishing of positions of David Tvildiani Medical University in the professional and educational network;
6. Elaboration of the plan / project for promoting international accreditation process in medical education; Successful completion of new authorization / accreditation (planned) process.

## XII Culture of quality

Aim: Integrate the quality assurance process with strategic planning.

### Strategies:

1. We need to realize that responsibility for the development, preservation and promotion of quality of education in higher education primarily lies with the university and its personnel (with condition of involvement of student and other interested parties).
2. We need constant work, search and analysis (including the study of international experience), of what competences is quality composed of and how they should be guaranteed in education.
3. We should support the development of the arsenal of the appropriate means using which the higher education system will develop, preserve and enhance the quality of education programs in a broader European context.
4. We need to focus on such a strategy of quality culture, which will promote mutual trust with other higher education institutions and provide mutual recognition of qualifications and study periods.

### Review of 2011-2015:

In the direction of quality culture and integration, the analysis of implemented activities by the University gives us grounds for outlining strengths of those activities and their results, which envisages

the establishment of a new structure - Medical Educational Center for the purpose of adopting quality culture of academic and scientific activities; in-depth awareness of importance of the matter (quality culture), its integration in the strategic planning process of the University, constant cooperation with expert society in the field, participation of David Tvildiani Medical University in the projects aimed at development, participation in the medical education related research, establishment of annual conferences of David Tvildiani Medical University aimed at improvement of academic standards; in particular, Medical Education Center was established with the support of EPBLnet project and David Tvildiani Medical University administration (its activity regulation and action plan was developed, educational courses for professional development of teachers, including research in PhD format); two international projects were successfully implemented and comprehensive implementation of their results was carried out in the activity of the University (new program, scientific courses, trained personnel, etc.), which has involved participation of maximum number of administrative and academic society representatives of the University; self-assessment guidebook for MD and PhD programs was developed; University staff has gained practical experience about international project management (through PACT project coordination), as well as experience in quality assurance and assessment of international projects (in the ePBLnet project, David Tvildiani Medical University has managed quality assessment planning, project monitoring and self-assessment of obtained results of the project); new strategic planning takes place for the first time (ref. presented document) based on the analysis of the works carried out and the expansion of quality assurance procedures, based on experience gained from relationships with other universities and interested institutions / associations on national and international level.

#### 7 year aims:

1. Taking care of professional growth of academic and administrative staff;
2. Participation of academic staff, students of David Tvildiani Medical University, other universities, partner research institutions / centers in the development / evaluation / modification process of educational programs;

3. Continuous work and development on quality aspects / criteria of education, ways of ensuring them and assessment methods;
4. Expansion of quality assurance procedures, including in connection with formal strategic planning process of the higher education institution.
5. Communication on quality of education with other higher education institutions, other interested institutions and associations at national and international level;
6. Introduce quality culture by participating in international accreditation process and receiving program accreditation;
7. Focus on the introduction of quality culture by participating in international projects.

### 3 year aims:

1. Development of conceptual document "Important Characteristics and Important Principles of Development of Quality Assurance of David Tvildiani Medical University".
2. Work on the quality aspects of education, criteria and standards, as well as the improvement of the "useful"/needed evidence for their achievement / evaluation;
3. Cooperation with other higher education institutions and services at national and international level in education and quality issues.
4. Preparation of a self-assessment questionnaire, creation of a working group and preparing a self-assessment report to pass successfully authorization and accreditation (planned) processes at national level;
5. Along with the curriculum group, improvement of existing educational programs, working on new courses;
6. Providing study courses for teachers on medical education issues;
7. Work on issues of development of quality education with students and academic staff; Working in the Quality Assessment Group with international representatives (Graduates of David Tvildiani Medical University);
8. Engagement of Academic Staff and Progress (Monitoring and Reporting by Project) within the Integrity Project