

TSMU Action Plan 2021-2023

Strategic Goals	Objectives	Activities	Structure and/or responsible persons	Funding and Sources of Financing	Dates of Accomplishment	Assessment Indicators
1. Institution Development						
Managemet Optimization	Excellence of management policy	Evaluation of existing management system	Head of Rector's Office, Head of Administration (Chancellor), Human Resources Management Service, Legal Service	Additional financial resources not required	11.2023	Analysis of assessment of existing management system; Identification of deficiencies; Development of required changes
	Accomplishment of business continuity plan	Determine the main challenges of business continuity and elaborate a plan to overcome them	Rector, Head of Administration, Quality Assurance Service, Academic Council, Council of Representatives	Additional financial resources not required	11. 2023	Ensure continuity of business processes
	Optimization of organizational structure and improvement of coordination of separate structures	Performance analysis and optimization of organizational structure	Head of Administration, Human Resources Management Service, Legal Service	Additional financial resources not required	11.2022	Updated chart of structural units

		Reinforcement of stakeholders and graduates involvement in the university activities	Head of Rector`s Office Administration, Human Resources Management Service, Students and Alumni Relations and Career Development Service	Additional financial resources not required	12.2023	Number of alumni and employers involved in university activities; Renewal of personnel and increase of motivation of young personal
	Preparing for 2024 TSMU authorization	Effective coordination of the university structural units to receive the authorization	Rector, Head of Rector`s Office Quality Assurance Service, Academic Council, Monitoring team	TSMU revenues	11.2023	Documentation confirming compliance with authorization standards
Ensuring effective management during the COVID-19 pandemic	Ensuring transition to the hybrid mode of learning process during COVID-19 pandemic	Development of the hybrid learning concept	Rector, Head of Rector`s Office Quality Assurance Service, Faculty Development and Strategic Planning Department	Additional financial resources not required	10.2021	Modification of medical education during the COVID=-19 pandemic https://tsmu.edu/ts/images/dxp/1613895_1613389555.pdf
Development of effective financial management system	Elaboration of effective strategy for the University financial management	Improve the methodology of basic data planning for the three-year budget	Deputy Chancellor for Financial Resource Managemet, Department of Economics	Additional financial resources not required	11.2023	Approved methodology and procedures for the development of three-year budget; Prepared and approved three-year budget

		Refinement of financial analysis and forecasting methods			2021-2023	Periodical financial analytical report
		Rational allocation of university budget (administration, education, research, infrastructure, student services and etc.)			2021-2023	Annual budget reports
Strengthen quality of institutionalization of financial management and control system	Improving financial statistics	Deputy Chancellor for Financial	TSMU revenues GEL 20 000	2021-2023	Audit report	
	Institutionalization of budgetary processes and ensuring full coordination of administrative and academic personnel	Resource Management, Department of Economics, Information Technology Service		2021-2023	Relevant staff trained; Budgetary process is ongoing according to the established procedures	
				11.2023	All participants of the budgetary process are integrated in the unified electronic system	
	Development of Human Resources Management policy	Human Resources Management Service, Legal Service	Additional financial resources not required	2021-2023	Amandements in human resources management strategy	

Improvement of Human Resources Management	Elaboration of the assessment system of the University staff performance	Diversification of workload (teaching, research, consultation hours, individual work with students) for academic staff applying FTE	Human Resources Management Service, Legal Service, Quality Assurance Service, Faculty Deans	Additional financial resources not required	12.2023	Components of workload for academic staff
		Annual evaluation of academic and invited staff	Human Resources Management Service, Quality Assurance Service,	Additional financial resources not required	2021-2023	Results of annual assessment of academic and invited staff
		Evaluation of effectiveness of administrative staff	Human Resources Management Service, Quality Assurance Service,	Additional financial resources not required	2021-2023	Results of annual assessment of administrative staff
		Evaluation of productivity of scientific staff	Human Resources Management Service, Quality Assurance Service,	Additional financial resources not required	2021-2023	Results of annual assessment of scientific staff
	Promote motivation and social support for the University staff	Annual University staff satisfaction survey	Human Resources Management Service, Legal Service Quality Assurance Service	Additional financial resources not required	2018-2020	Annual reports and analysis of the staff satisfaction survey

		Financial support for the disabled members of the staff	Human Resources, Deputy Chancellor for Financial Resource Management, Department of Economics	TSMU revenues GEL 50000	2021-2023	Number of the disabled staff and annual financial support provided
		Increase motivation and productivity of employees by the adequate sources of incentives	Head of Administration, Quality Assurance Service	TSMU revenues	2021-2023	Incentive procedures for the staff; number of staff with provided tangible incentives annually
	Attraction of young and qualified specialists	Improvement of policy for the attraction of young and qualified specialists	Quality Assurance Service, Human Resources Management Service	Additional financial resources not required	2018-2020	Number of young staff hired annually
	Support of staff career development	Financing the overseas internships for enhancing the staff qualification	Vice-Rectors, Department of International Relations	TSMU revenues	2021-2023	Number of staff undergoing overseas internships annually
		Train the staff in the medical education methodology	Faculty Development and Strategic Planning Department	TSMU revenues	2021-2023	Number of academic staff and invited personnel trained in the medical education methodology annually

		Train the staff in the medical education methodology at the TSMU AMEE Networking Center	AMEE Networking Center	Additional financial resources not required	2021-2023	Number of academic staff and invited personnel trained in the medical education methodology annually
	Improve English language skills of academic and invited staff of the university in compliance with the 2022 sectoral benchmarks	Identification of English language knowledge level for academic and invited staff according to the 2022 sectoral benchmarks requirements	Vice-Rector for Academic Affairs, Foreign Language Centre	Additional financial resources not required	2021-2023 (Deadline May 16, 2024)	Outcomes of assessment of English language skills for academic and invited staff
	Determine the students' admission quota (according to the 2023 methodology of National Center for Educational Quality Enhancement)	Elaboration of procedures for definition of students' quota	Vice-Rector for Academic Affairs, Human Resources Management Service	Additional financial resources not required	10.2023	Revised rules for students' admission quota (2023)
	Improving the methodology for identification of employment indicators for the University graduates and alumni	Promotion of Inter-Alumni database among the employers	Vice-Rector for Academic Affairs, Students and Alumni Relations and Career Development Service, Department of International Relations	Additional financial resources not required	2021-2023	Annually updated Inter-Alumni database; Indicator of established relations with alumni

	Engage University alumni in the University activities	Alumni engagement in the planning and development of educational programs and University's other activities	Vice-Rector for Academic Affairs, Students and Alumni Relations and Career Development Service, Department of International Relations	Additional financial resources not required	2021-2023	Number of alumni engaged in the University activities
	Updated requirements in compliance with sectoral benchmarks for the academic and invited staff of English-instructed educational programmes	Assessment of academic and invited staff: B2 level of English language proficiency / 3 years of teaching experience / work or study experience abroad in English language	Vice-Rector for Academic Affairs, Quality Assurance Service, Coordinators of English-instructed educational programs	Additional financial resources not required	2022-5.2024	In compliance with sectoral benchmarks
Development of material resources	Development of teaching, clinical and research infrastructure	Construction of new clinical and teaching bases, building a multi-functional medical center, setting up the canteen on the first campus building, equipping University clinics with the new medical equipments	Deputy Chancellor for Strategic Development of Infrastructure Projects, Vice-Rector for Clinical Affairs, Department of infrastructure	TSMU revenues GEL 69045500	2021-2023	Planned teaching bases, recreational zones, rehabilitated Second campus building, canteen, appropriately equipped University clinics

	Constructing and equipping modern standard dormitories		Department of Infrastructure, Department of Economics	TSMU revenues GEL 2000000	2021-2023	Stage I of construction of dormitories
	Create food catering blocks in the campus and other training and clinical objects		Department of Infrastructure, Department of Economics	TSMU revenues GEL 400000	2021-2023	Food catering blocks in the campus and other training and clinical objects
	Create adapted environment of modern standards in all buildings of the University.		Department of Infrastructure, Department of Economics	TSMU revenues GEL 500000	2021-2023	Adapted University environment (with lifts, ramps etc.)
Development of library resources and information communication technologies (ICT)	Creation of original Georgian language textbooks and translation English language textbooks into Georgian	Creation of original Georgian language manuals	Vice-Rector for Academic Affairs, Head of Library, Department of Economics	TSMU revenues GEL 100 000	2021-2023	New Georgian language manuals
		Translation of English language manuals into Georgian	Vice-Rector for Academic Affairs, Director of Library, Department of Economics	TSMU revenues GEL 250 000	2021-2023	New English language manuals translated into Georgian (3 fundamental manuals)

		Updating the website contents permanently	Public Relations and Protocol Service, Information Technology Service,	Additional financial resources not required	2021-2023	Updated website contents
		Strengthening electronic enhancement systems (LMS) for the enhancement of management of teaching process	Vice-Rector for Academic Affairs, Information Technology Service, Department of Economics	TSMU revenues GEL 50 000	12.2023	Activated operational electronic system management (LMS)
Strengthening Internationalization	Internationalization of teaching, learning and research	Integration of international professor-teachers, clinical professors and researchers in the University staff	Vice-Rector for Academic Affairs, Vice Rector for Research, Vice-Rector for Clinical Affairs. Department of International Relations	TSMU revenues GEL 100 000	2021-2023	Share of international professors-lecturers in the composition of the University staff
		Ensuring involvement in the international educational and research programs	Vice-Rector for Academic Affairs, Vice-Rector for Research, Vice-Rector for Clinical, Department of International Relations	TSMU revenues GEL 1000000	2021-2023	University is involved in the international educational and research programs
		Development and implementation of new educational programs granting the joint and dual qualifications	Vice-Rector for Academic Affairs, Head of Quality Assurance Service	Additional financial resources not required	2021-2023	Joint educational programs with the international partners

		Increasing international mobility of students, academic and administrative staff, researchers	Department of International Relations, Vice-Rector for Academic Affairs, Vice-Rector for Research, Vice-Rector for Clinical Affairs	TSMU revenues GEL 300000 Financing under ERASMUS program and other funds	2021-2023	Number of students, academic and administrative staff participating in the exchange programs
	Collaborate with TSMU alumni working abroad (Inter-alumni collaboration)	Creation of data-base of TSMU alumni working abroad and collaboration with them	Department of International Relations, Students and Alumni Relations and Career Development Service, Information Technology Service	TSMU revenues GEL 10 000	2021-2023	Data base of alumni working abroad
	Improvement of collaboration between the international and local students	Conducting joint events	Department of International Relations, Faculty Deans, Sports and Arts Center	TSMU revenues GEL 1000000	2021-2023	Joint events
	Collaborate with the international organizations and professional associations		Department of International Relations Faculty Deans	Additional financial resources not required	2021-2023	The international organizations and professional associations with established cooperation

	Createion of attractive university environment for international students	Department of International Relations, Department of Infrastructure	TSMU revenues GEL 1000000	2021-2023	Outcomes of international student satisfaction survey regarding the University environment	
2. Development of Teaching and Learning Quality						
Development of efficiency of current educational programmes and their development perspectives	Development of methodology for the evaluation of effectiveness of educational programmes	Evaluation of programmes based on the achievement of learning objectives	Quality Assurance Service, Vice-Rector for Academic Affairs, Faculty Deans	Additional financial resources not required	2021-2023	Outcomes of programme evaluation
		Evaluation of financial effectiveness of programmes	Chancellor, Economic Department, Faculty Deans	Additional financial resources not required	2021-2023	Outcomes of evaluation of financial effectiveness of programmes
Development of educational programmes relevant to the labor market requirements	Examine indicators for employment of alumni for the evaluation of programmes		Vice-Rector for Academic Affairs, Students and Alumni Relations and Career Development Service, Faculty Deans	Additional financial resources not required	2018-2020	Dynamics of alumni employment
		Engagement of students and employers in the development of educational programmes	Vice-Rector for Academic Affairs, Students and Alumni Relations and Career Development Service, Faculty Deans	Additional financial resources not required	2021-2023	Indicator of engagement of students and employers in the curriculum committee

Accomplishment of MD (medical doctor) programme (according to MD sectoral benchmarks)	Development of a strategy of MD (medical doctor) programme in compliance with the national standards (November 16, 2022, sectoral benchmarks of higher medical education)		Quality Assurance Service, Vice-Rectors, Faculty Deans, Faculty Development and Strategic Planning Department	Additional financial resources not required	2022-2024	Developed strategy
	Increasing ECTS to 12 for teaching Georgian language in English-instructed educational programmes	Changing the syllabus of the Georgian language	Quality Assurance Service, Faculty Deans, Vice-Rector for Academic Affairs, Heads of Academic departments, curriculum committee	Additional financial resources not required	05.2023	Corresponding changes in curriculum and syllabus

	Introduction of new teaching and learning methods Workplace Based Assessments (WPBA) - CBD, MiniCEX, DOPS, MSF, Flipped Classroom, portfolio), Entrustable professional activities (EPA) in pilote mode		Vice Rector for Academic Affairs, Head of Quality Assurance Service, Faculty Development and Strategic Planning Department, Coordinators of medical programmes, curriculum committee	TSMU revenues GEL 50000	12.2023	Piloting new teaching methods
	Further enhancement of teaching of clinical skills	Continuous updating of simulators for the clinical teaching	Vice-Rector for Academic Affairs, Clinical Skills and Multidisciplinary Simulations Center Department of Economics Department of Infrastructure	TSMU revenues GEL 200000	2021-2023	Annually updated center for clinical skills and multidisciplinary simulators
		Introduction of Objective Structured Clinical Exam (OSCE) for key clinical subjects	Vice-Rector for Academic Affairs, Clinical Skills and Multidisciplinary Simulations Center, Dean of Medical Faculty Dean of Stomatology Faculty	Additional financial resources not required	2018-2020	Outcomes of conducted OSCEs in key clinical subjects

Modernization of educational programme for Doctor of Dental Medicine	Development of competency- based curriculum	Development of integrated modules of curriculum	Vice-Rector for Academic Affairs, Dean of Stomatology Faculty, Curriculum Committee	Additional financial resources not required	2021-2023	Integrated curriculum of Dental Medicine
	Introducing of new teaching and assessment methods	Introduction of Case Based Clinical Reasoning (CBCR) training course, implementation of portfolio (pilot mode)	Vice-Rector for Academic Affairs, Dean of Stomatology Faculty, Curriculum Committee	Additional financial resources not required	12.2023	Introduction of (CBCR) training course in the Dental Medicine curriculum, launching portfolio in pilot mode
		Introduction of Objectively Structured Clinical Exam (OSCE) (based on the example of Odontology Department) in the key clinical subjects, introduction of integrated OSCE	Vice-Rector for Academic Affairs, Dean of Stomatology Faculty, Clinical Skills and Multidisciplinary Simulations Center, Curriculum Committee	Additional financial resources not required	2021-2023	Outcomes of conducted OSCEs
	Modernization of educational programme for Doctor of Dental Medicine in compliance with sectoral benchmarks	Modernization of teaching, learning and assessment methods in compliance with the sectoral benchmarks	Vice-Rector for Academic Affairs, Dean of the Faculty of Stomatology, member of Stomatology Sectoral Council	Additional financial resources not required	2023-2024	Programme in compliance with the sectoral benchmarks

Modernization of Bachelor and Vocational programmes	Modernization of Pharmacy Bachelors Programme	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Dean of Pharmacy Faculty	Additional financial resources not required	12.2023	Modernized Pharmacy Bachelors Programme
	Modernization of Bachelors Programme of Physical Medicine and Rehabilitation	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum, Dean of Physical Medicine and Rehabilitation Faculty	Additional financial resources not required	10.2020	Modernized Bachelors Programme of Physical Medicine and Rehabilitation
	Modernization of Public Health Bachelors Programme	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Dean of Public Health Faculty	Additional financial resources not required	12.2023	Modernized Public Health Bachelors Programme
	Modernization of vocational programme for practitioner nurses	Vice-Rector for Academic Affairs, Quality Assurance Service, Curriculum Committee, Coordinator of vocational nurse Practitioner Programme	Additional financial resources not required	2020-2023	Modernized vocational programme for practicing nurses

Improvement of the quality of postgraduate training (residency)	Modernization of current programme via the involvement of potential employers in the development process	Institute of Postgraduate Medical Education and Continuous Professional Development, Employers, Programme Directors	Additional financial resources not required	10.2023	Updated postgraduate educational programmes
	Improving clinical bases for the residency	Vice-Rector for Clinical Affairs, Department of Clinical Relations, Department of Economics, Department of Infrastructure	TSMU revenues GEL 20000000	12.2023	Updated clinical bases, outcomes of satisfaction surveys for residents regarding the clinical bases
Training of academic personnel in medical education methodology	<ul style="list-style-type: none"> Development of new programs in the medical education methodology and conducting training Conducting ESME courses in medical education at the AMEE International Networking Centre by international experts 	Faculty Development and Strategic Planning Department, AMEE International Networking Center	Additional financial resources not required	2021-2023	Number of TSMU academic and invited personnel attending the training

Strengthening motivation of academic staff in lifelong learning	Ensure continuous professional development of academic staff	Modernization of existing programmes and development of new continuous professional development programmes	Institute of Postgraduate Medical Education and Continuous Professional Development, Programme Directors	TSMU revenues GEL 300000	2021-2023	
Ensure effective feedback between students and academic staff related to the learning process	Prepare additional questionnaires and conduct end term surveys	At the end of each term conducting surveys for students and academic staff and analysis of outcomes	Quality Assurance Service	Additional financial resources not required	2021-2023	Analysis of outcomes of end-term surveys conducted for students and academic staff
Strengthening elective component in the educational programmes	Increase in number of credits allocated for elective subjects with growing dynamics (from 1st up to 6th year of study)	Increasing number of elective subjects in all educational programmes including the subjects in foreign language	Quality Assurance Service, Vice-Rector for Academic Affairs, Faculty Deans, Heads of Academic Departments Curriculum Committee	Additional financial resources not required	12.2023	Increased number of credits belonging to the elective subjects
3. Research Development						
Create the base of current and planned research projects database	Creation of electronic database	Regular updating and control over the electronic database	Vice Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	2021-2023	Annually updated database of scientific projects

		Registration in the Grant Management United Electronic System (GMUS)	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	10.2023	Registration of projects in the GMUS
	Identification of citation index of the academic staff	Registration of the academic staff in the Google Scholar	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	11.2023	
Implementation of regulations promoting young PhD students	Announcement of contests for under 35 PhD students according to the established regulations	Evaluation of research annual reports conducted by PhD students	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL 1 746 654	12.2023	Number of PhD students participating in the project; Number of defended dissertations

Create Journal “Georgian Biomedical News”	Create online version of Journal “Georgian Biomedical News” and pilot	Select and publish publications	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL 30000	01.2022	Online Journal “Georgian Biomedical News”, publications
Identification of priorities of University research	Evaluate effectiveness of University’s scientific activities	Identification of prospective directions of scientific research	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	12.2023	Defined priorities of university studies
Development of interdisciplinary, applied and innovative research projects	Establish collaboration between the scientific groups within the University	Establishment of intra-university and inter-university collaboration around the topics	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	11.2023	Interdisciplinary scientific groups

		Identification of priority interdisciplinary directions	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required 09.2018 List of priority interdisciplinary	11.2023	List of priority interdisciplinary
	Facilitate applied and innovative research	Identification of partners for marketing purposes	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	11.2023	Number of identified partners for marketing purposes
		Promoting submission of applied research projects to GITA-80	Vice Rector for Research, Department of Economics	State budget and TSMU revenues GEL 150 000	2021-2023	Number of award-winning authors of projects submitted to GITA

		Promoting submission of innovative projects	Vice Rector for Research, Department of Economics	TSMU revenues GEL 420 000	2021-2023	Award-winnig authors of innovative projects
		Collaboration with relevant industries for the commercialization of research and technological innovations	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	2021-2023	Indicator of commercialization of medical products
Increase the number and quality of publications	Attract leading researchers and develop incentive system for their retention	Development of policy for the attraction and retention of leading researchers	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	11.2023	Developed and approved policy for the attraction and retention of leading researchers
	Implement joint research with research centers and researchers famous in the world	Selection of research centers relevant to the University's priority research directions and relationship with them	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Additional financial resources not required	2021-2023	Number of jointly implemented/ongoing scientific researches

	Finance publication of scientific papers in the high impact-factor journals	Financing publications of scientific papers in the high impact-factor journals	Vice Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL210 000	2021-2023	Number of scientific publications published in high impact-factor ournals
Involvement of young researchers in scientific work	Ensure sustainability of research projects and PhD programmes via the identification of funds for financing, industries and University's development fund	Enhancing quality of masters and doctoral programmes (including joint programs)	Ensure sustainability of research projects and PhD programmes via the identification of funds for financing, industries and University's development fund	TSMU revenues GEL 100 000	2021-2023	Number of co-financed masters and doctoral programmes
		Facilitating participation of the University staff and students in the international medical forums	Vice-Rector for Research, Research Institutes, Research Skills Center	State budget and TSMU revenues GEL 300 000	2021-2023	Staff and students financed for the participation in the international forums

		Support to the post-doctoral work for the defined period	Vice-Rector for Research, Research Institutes, Department of Research Coordination, Master and PhD Programs	Under co-financing from funds GEL 150000	2021-2023	Staff co-financed for post-doctoral work
		Facilitate reintegration of doctoral students (PhD students) and post-doctoral students working overseas	Department of Research Coordination, Master and PhD Programs, Department of International Relations	TSMU revenues GEL 150000	2021-2023	Engagement of doctoral students and post-doctoral students working overseas
		Identification of foreign co-supervisors and/or consultants for doctoral students	Department of Research Coordination, Master and PhD Programs, Department of International Relations	Additional financial resources not required	2021-2023	Number of foreign co-supervisors and/or consultants for doctoral students

		Participation of interested students in the clinical and fundamental researches	Research Institutes, Scientific Skills Center, Students and Alumni Relations and Career Development Service,	Additional financial resources not required	2021-2023	Students participating in the clinical and fundamental researches
Elimination of plagiarism in research		Identification of plagiarism cases	Quality Assurance Service, Vice Rector for Research	Additional financial resources not required	2021-2023	Plagiarism cases
Ensure sustainability of research	Support grant projects with high scores but left without financing	Development of procedures for granting intra-university grants	Vice Rector for Research, Department of Economics	TSMU revenues GEL 250 000	2021-2023	Supported/financed projects
4. Development of students' services						
Development of the system for students' support for learning and research	Regular survey for students regarding teaching, research, learning environment and support from the university	Conducting satisfaction surveys for students and development of relevant questionnaires	Vice Rector for Academic Affairs, Students and Alumni Relations and Career Development Service	Additional financial resources not required	2021-2023	Questionnaires developed for students
		Conducting regular surveys and analysis of findings	Vice Rector for Academic Affairs, Students and Alumni Relations and Career Development Service	Additional financial resources not required	2021-2023	Findings of student surveys and their analysis

	<ul style="list-style-type: none"> • Ensure transparency of student participation in the exchange programmes, provision of timely information, fairness of selection • Placing information regarding the exchange programs on the web-page and in the social networks 	Department of International Relations, Public Relations and Protocol Service, Students and Alumni Relations and Career Development Service	TSMU revenues GEL 18 000	2021-2023	Timely placed information (survey findings)	
Facilitate future career development of students	Provide consultations for ensuring successful career development	Connecting students with potential employers, professional organizations via the organization of meetings with alumni	Vice Rector for Academic Affairs, Students and Alumni Relations and Career Development Service	Additional financial resources not required	2021-2023	Dynamics of student employment indicators, meetings with employers and professional organizations
Promote international activities and initiatives of students	Provide support to the Students' Self-governance and Alumni Relations Service	Improving relations with alumni working overseas	Department of International Relations, Students and Alumni Relations and Career Development Service	Additional financial resources not required	2021-2023	Established collaboration with alumni working overseas
	Improve communication between the local and international students	Organization of joint meetings, scientific conferences, cultural events	Department of International Relations, Public Relations and Protocol Service, Students and Alumni Relations and Career Development Service	TSMU revenues GEL 250000	2021-2023	Joint conferences and cultural events of local and international students

	Promote participation in the international student organizations	EMSA-Tbilisi, EDSA-Georgia, IFMSA, EPSA-Georgia-facilitation of participation	Department of International Relations, Students and Alumni Relations and Career Development Service	TSMU revenues GEL 200000	2021-2023	Financing of student participation in the international organizations
Social support and encouragement of students	Support socially vulnerable and disabled students	Development of individual teaching schedules, creation of adequate environment for such students, providing additional financing	Faculty Deans, Students and Alumni Relations and Career Development Service, Department of Economics	TSMU revenues GEL 200000	2021-2023	Number of financed socially vulnerable and disabled students
	Establish additional financing awards for successful students	scholarships and	Students and Alumni Relations and Career Development Service, Department of Economics	TSMU revenues GEL 400000	2021-2023	Financed and awarded successful students

Support student participation in sports and cultural activities	Promote student participation and organization of sport events	<ul style="list-style-type: none"> • University competition in table tennis; • University competition in mini-football; • University competition in basketball • University competition in handball • University competition in chess • University competition in arm-wrestling 	Students and Alumni Relations and Career Development Service Department of Economics, Sports and Arts Center	TSMU revenues GEL 1000000	2021-2023	Conducted student sport activities
	Promote organization of cultural events and student participation	<ul style="list-style-type: none"> • "What? Where? When?" – University championship • Concert of the Band "Ara" • Performances • Concerts 	Students and Alumni Relations and Career Development Service Department of Economics, Sports and Arts Center	TSMU revenues GEL 1000000	2021-2023	Conducted student cultural events
5. Improve University ranking						
Improve University ranking in the country and region	Strengthen regional ranking	Organize regional events	Department of International Relations, Public Relations and Protocol Service,	TSMU revenues GEL 1000000	2018-2020	Conducted regional conferences/events
Improve international ranking of the University	Recognition of qualification of University graduates at the international level	Achievement of international accreditation	Rector, Vice Rectors, Quality Assurance Service, Faculty Development and Strategic Planning Department, Faculty Deans	TSMU revenues GEL 250000	2021-2023	Indicators performing University on international level

		Strengthening activities corresponding to criteria of international ranking systems (Times Higher Education World University Rankings, QS, Webometrics)	Quality Assurance Service, Vice Rectors, Public Relations and Protocol Service, Information Technologies Service	Additional financial resources not required	2021-2023	Indicators performing University on international level
	Disseminate information on the University's achievements at the international level	Annual participation in conferences organized by Association for Medical Education in Europe (AMEE), European University Association (EUA), European Medical Students Association (EMSA)	Department of International Relations, Vice Rectors, Students and Alumni Relations and Career Development Service	TSMU revenues GEL 250000	2021-2023	Staff and students financed for the participation in the conferences

		Engagement in the Consortium of International Educational and Research Projects	Department of International relations, Vice Rectors, Department of Research Coordination, Master and PhD Programs	TSMU revenues GEL 50000	2021-2023	Indicator of engagement in the International Educational and Research Consortium
6. Contribution to the development of the society						
Development of third mission – share the knowledge created at the University with the society	Organize public lectures, conferences, TV programs on the issues interesting for the public		Vice Rectors Public relations and Protocol Service, Department of Economics	TSMU revenues GEL 200000	2021-2023	Public lectures, conferences, TV programs on the issues interesting for the public
	Implement research, consulting, expert activities important for the society	Carrying out charity events (including for socially vulnerable and disabled persons) by highly qualified local and invited foreign specialists	Vice-Rector for Clinical Affairs, Department of Clinical Relations	TSMU revenues GEL 250000	2021-2023	Implemented consulting, charity and expert activities
	Develop legislative initiatives significant for the public welfare and health protection		Vice Rectors, Head of Departments	Additional financial resources not required	2021-2023	Legislative initiatives
	Provide information on the University to the public	Organization of open days for applicants, participation in the annual educational and scientific festivals	Vice Rectors, Public Relations and Protocol Service, Department of Economics	TSMU revenues GEL 500000	2021-2023	Organized festivals and events

	Wide engagement of students in the public activities	Social assistance program for students; Student engagement during COVID-19 pandemic in treatment and vaccination process; Program-campaign of the National Center for Disease Control and Public Health of Georgia –“Movement for healthy Georgia - Elimination of HepatitisC” and measles preventive measures; Events devoted to the International Day to fight HIV-AIDS.	Students and Alumni Relations and Career Development Service, Public Relations and Protocol Service, Department of Economics	TSMU revenues GEL 200000	2021-2023	Implemented public activities
Implement principles of lifelong learning	Develop programmes relevant to the public requirements	Program on healthy life-style for elderly; Methods for providing emergency medical assistance for paramedics.	Institute of Postgraduate Medical Education and Continuous Professional Development	Additional financial resources not required	2021-2023	Developed educational programmes
Ensure implementation of Strategic Plan						
Ensure implementation of strategic and action plans	Evaluation of implementation strategic and action plans	Annual monitoring over the implementation of strategic plan and action plan	Monitoring group for strategic development and action plans	Additional financial resources not required	2020-2023	Protocols on implementation monitoring
Update of university mission	Development of third mission statement	New wording of the mission statement	University Academic Council	Additional financial resources not required	10.2023	New structure of university

