



Tbilisi Medical Academy

2021-2024 Action Plan **for implementation of 2021-2028 Strategic Development Plan**

August 2021
Georgia

Table of Contents

Acronyms and Abbreviations.....	3
Introduction.....	5
3-year Action Plan (OP) for 2021-2024 Academic Years.....	7
1. Student-Oriented Environment.....	7
2. Qualified Human Resources.....	14
3. Teaching Excellence.....	18
4. Development of Research Component.....	23
5. Institutional Culture and CSR.....	28
6. Sustainable Growth and Development of TMA.....	31
7. Digital Transformation.....	36
8. Communication and Stakeholders' Engagement.....	39
9. Quality Transformation.....	43

Acronyms and Abbreviations

ADMIN	Administration
AMEE	Association for Medical Education in Europe
BA	Board of Advisors
BAU	Batumi International University
CanMEDS	Framework adopted by the Royal College of Physicians and Surgeons of Canada
CBO(s)	Community-Based Organization(s)
CC	Curriculum Committee
CIMED	Curriculum Innovations in Medical Education Department (CIMED)
CPDHRD	Continuous Professional development and HR Department
CSL	Clinical Skills Lab
CSR	Corporate Social Responsibility
DCCS	Department of Counseling and Career Support
DSPM	Department for Study Process Management
DOSM	Dean's Office - School of Medicine
DOSPH	Dean's Office - School of Public Health
DoL	Division of Labour
ESG	European Higher Education Area 2015 Standards
EC	Examination Centre
EU	European Union
FD	Financial Department
GEMx	Global Education Exchange in Medicine
GIPA	Georgian Institute of Public Affairs
IAD	International Affairs Department
IFMSA	International Federation of Medical Students Association
IT	Information-Technology
ITD	Information-Technology Department
JD(s)	Job Description(s)
KPIs(s)	Key Performance Indicator(s)
LAB	Laboratory
LD	Legal Department
LIB	Library
MD	Doctor of Medicine
MPH	Master of Public Health
M&E	Monitoring and Evaluation
NCEQE	National Centre for Education Quality Enhancement
OSLD	Occupational Safety and Logistics Department
OSCE	Objective Structured Clinical Examination
PHC	Primary Health Care
PhD	Doctor of Philosophy, Post-graduate Academic Degree
QA	Quality Assurance
QAD	Quality Assurance Department
QI	Quality Improvement
SA	Students' Academy
SAFEMED+	Simulation in Undergraduate MEDical Education for Improvement of SAFETY and Quality of Patient Care (SAFEMED+)

SDP	Strategic Development Plan
SI(s)	Sub-indicator(s)
SOPs	Standard Operating Procedures
SRPHDD	Scientific Research and PhD Department
SPMD	Social Projects Management Department
TBL	Team Based Learning
TLA(s)	Teaching and Learning Activities
TMA	Tbilisi Medical Academy
VR	Virtual Reality
WFME	World Federation for Medical Education
WPBA	Workplace-Based Assessment

Introduction

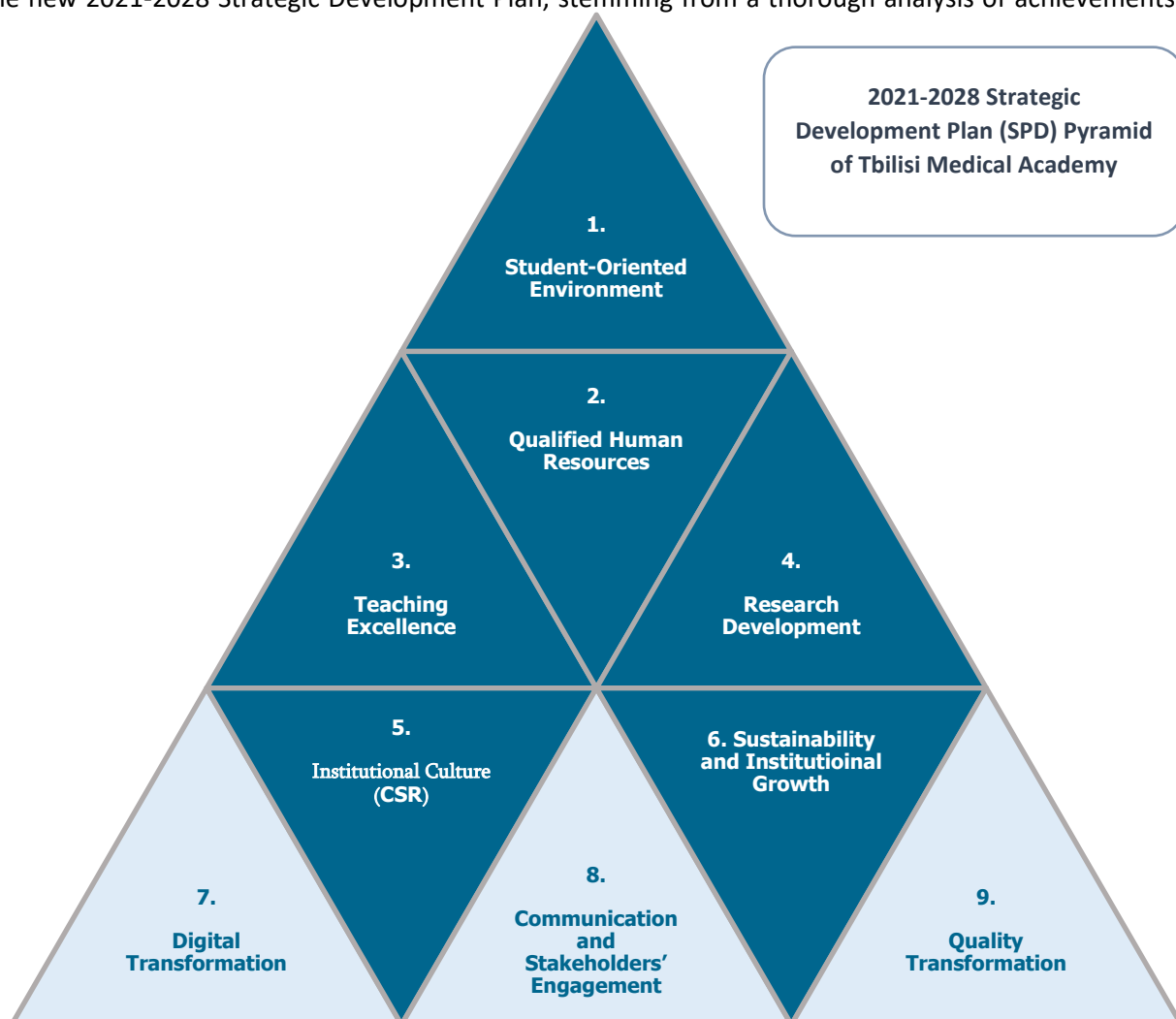
The current document presents a **2021-2024 Action Plan (AP)** for implementation of **2021-2028 Strategic Development Plan (SPD)** of **Petre Shotadze Tbilisi Medical Academy (TMA)** for the initial **3 academic years**.

In 2018 TMA received a 7-year authorization from the **National Centre for Education Quality Enhancement (NCEQE)** of the **Ministry of Education and Science of Georgia**, based on the **European Higher Education Area (ESG) 2015 standards**. Later, in 2020, medical education programmes of the university were accredited and awarded with recognition from **NCEQE guided by National Standards for Higher Education, Sectoral Benchmarks for Medicine, and Basic Medical Education (BME) standards of the World Federation for Medical Education (WFME)**.

Despite the success in multi-year authorization and accreditation process, **TMA decided to assess its current performance and revise its 2018-2024 Strategic Development Plan** based on an advanced, results-oriented vision, how to accelerate progress towards attainment of the core institutional mission of the university and position the institution stronger among national, regional and global partners in higher education and research.

TMA is planning a revision of its Strategic Development Plan mid-2024 in order to assess its achievements and accelerate in the most effective manner its development towards its vision for 2028.

The new 2021-2028 Strategic Development Plan, stemming from a thorough analysis of achievements



and remaining barriers, **identifies 6 Core Priority Areas and 3 Cross-Cutting Priority Areas** as presented in the SPD Pyramid below.

6 Core Priority Areas

3 Cross-Cutting Priority Areas

The 2021-2024 OP was developed as part of the overarching 2021-2028 Strategic Development Plan of TMA through an inclusive consultative process, with **active engagement of academic and administrative staff** of the university as well as **local and international students**.

- **Desk review of available policy and administrative documents** of the university and **reports related to TMA performance** assessment, such as annual programme and financial **audit reports**, and **students' and staff satisfaction surveys**.
- Special consideration was given to **recommendations and suggestions from 2020 accreditation process of TMA's education programmes by NCEQE** based on Standards for Higher Education, Sector Benchmarks for Medicine and **WFME/BME standards** (hereafter NCEQE/WFME Recommendations).
- **Focus Group discussions** with Georgian and international students, administrative staff and faculty members of the university provided critically important information to the strategic planning process.
- Findings of the desk review and focus group discussions led to detailed **analysis of TMA's achievements, synthesis of remaining barriers and recommended actions** how to further advance educational, research and social development goals of the university in line with national and international higher educational standards and recommendations.
- **Finally, the 2021-2028 SPD and 2021-2024 Action Plan were drafted and finalized through an intensive consultative** process with TMA staff, students, young researchers, and local and international experts.

The **3-year Action Plan of the Tbilisi Medical Academy in line with the overarching 7-year Strategic Development Plan** identified **concrete actions, timelines, roles and responsibilities of TMA departments** as well as **potential external** partners to be engaged in the implementation process of the strategic plan for the initial 3 academic years.

The present document is structured **around 9 sections** – each corresponding to the **6 Core Priority Areas and 3 Cross-Cutting Priority Areas of 2021-2028 Strategic Development Plan**.

3-year Action Plan (OP) for 2021-2024 Academic Years

Priority Area of 2021-2028 SPD	1. Student-Oriented Environment
Goal defined by 7-year Strategic Development Plan	To foster a student-oriented environment at TMA that cultivates student's ideas, autonomy, self-care, and well-being, and promotes student's proactive qualities and culture of learning.
Objectives defined by 7-year Strategic Development Plan	<ol style="list-style-type: none">1.1. Ensuring that by 2027-2028 at least 75% of students express satisfaction with the quality of education programmes, qualification of academic staff, library and lab capacities, bed-side teaching, and clinical skills laboratory.1.2. Increasing engagement of Georgian and international students in extracurricular activities (including research, social projects, and exchange programmes)1.3. Increasing peer-to-peer education and support opportunities, including Tutorship programmes and activities for greater integration of foreign students into the local community.1.4. Ensuring that every student with disabilities has an appropriate inclusive environment1.5. Ensuring equal opportunities for all TMA students to participate in students' governance and in the design and implementation of extra-curricular social and cultural initiatives

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S	D	M	J	S	D	M	J	S	D	M	J			
		e	e	a	u	e	e	a	u	e	e	a	u			
		p	c	r	n	p	c	r	n	p	c	r	n			
		-	-	-	-	-	-	-	-	-	-	-	-			
		F	F	M	A	F	F	M	A	F	F	M	A			
		N	N	A	N	N	N	A	N	N	N	A	N			
		o	o	u	o	o	o	u	o	o	o	u	o			
		v	b	y	g	v	b	y	g	v	b	y	g			
1.1	Ensure official engagement of students’ representatives in the work of Board of Advisors (BA) based on bi - annual rotation.													Board of Advisors (BA)	<ul style="list-style-type: none"> ● TMA Leadership ● Students’ Academy (SA) ● Dean’s Office - School of Medicine (DOSM) 	
1.2	Ensure bi-annual rotation of students in the Board of Advisors and Curriculum Committee through a students’ led election process.													CC	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● SA ● DOSM ● DOSPH ● SRPHDD 	
1.3	Strengthen existing collaboration initiatives and explore new partnerships with local and international institutions for students’ exchange programmes.													International Affairs Department (IAD)	<ul style="list-style-type: none"> ● TMA Leadership ● SA ● DOSPH ● SRPHDD ● Department of Counseling and Career Support (DCCS) 	<ul style="list-style-type: none"> ● IFMSA ● GMEx ● AMOportunities ● Erasmus + ● NCEQE ● TMA partner Universities in 13 countries

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S	D	M	J	S	D	M	J	S	D	M	J			
		e	e	a	u	e	e	a	u	e	e	a	u			
		p	c	r	n	p	c	r	n	p	c	r	n			
		t	-	-	e	-	-	-	e	-	-	-	e			
		-	F	M	-	A	N	e	A	N	e	M	-			
		N	e	a	A	N	e	a	N	e	e	a	A			
		o	b	y	u	b	y	g	o	v	b	y	g			
		v														
1.4	Ensure engagement of students in research activities and scientific conferences.													SRPHDD	<ul style="list-style-type: none"> ● IAD ● SA ● DOSM ● DOSPH 	<ul style="list-style-type: none"> ● IFMSA ● Erasmus + ● Partner Universities in Georgia and 13 countries (TMA's Partner Universities) ● Shota Rustaveli National Science Foundation of Georgia (SRNSFG)
1.5	Continue regular assessment and upgrading (as relevant) of physical and programme infrastructure for ensuring an inclusive environment for students with disabilities.													SA	<ul style="list-style-type: none"> ● ITLD ● DOSM ● DOSPH 	<ul style="list-style-type: none"> ● MOES ● CBOs working on Inclusive Education
1.6	Support social and cultural projects with engagement of students, including through TMA grants.													Social Projects Management Department (SPMD)	<ul style="list-style-type: none"> ● TMA Leadership, ● IAD ● SA 	<ul style="list-style-type: none"> ● IFMSA ● Erasmus + ● Embassies and Diplomatic

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
															<ul style="list-style-type: none"> • DCCS 	Missions in Georgia <ul style="list-style-type: none"> • TMA’s Partner Universities
1.7	Support initiation of Tutorship programmes, where students of higher semester will support peers in Semesters 1-6													DOSM	<ul style="list-style-type: none"> • DSPM • SA • Clinical Skills Lab (CSL) • Library (LIB) 	
1.8	Initiate 1-week orientation sessions for 1st year international students for supporting their adaptation to the new environment													DOSM	<ul style="list-style-type: none"> • IAD • SA • DCCS • LIB • IT Department (ITD) • CSL • MPRD 	
1.9	Continuous provision of Georgian language courses for foreign students during 4 semesters													CC	<ul style="list-style-type: none"> • DOSM • DSPM • IAD • SA 	

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
1.10	Operationalization of elective intra-, inter-, and trans-disciplinary classes with engagement of both Georgian and foreign students to facilitate integration of international students.												DOSM	<ul style="list-style-type: none"> • DSPM, SA 		
1.11	Support awareness-raising and counseling initiatives for students.												DCCS	<ul style="list-style-type: none"> • IAD • SA • DOSM • DOSPH 	<ul style="list-style-type: none"> • CBOs • Counseling agencies • IFMSA 	
1.12	Provision of extra-curricular, interdisciplinary activities in Communications, Arts and Therapy, and other topics of interest to students												Institutional Culture Development Department	<ul style="list-style-type: none"> • SA • DOSM • DOSPH • DCCS • MPRD 	<ul style="list-style-type: none"> • Invited lecturers from different disciplines 	
1.13	Convene focus groups for students to discuss personal and professional development challenges.												DCCS	<ul style="list-style-type: none"> • TMA Leadership • BA • SA • DOSM • DOSPH 	<ul style="list-style-type: none"> • CBOs • Counseling agencies/consultants • IFMSA 	

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
														<ul style="list-style-type: none"> ● QA Department (QAD) 		
1.14	Minimize the secretariat structure of Students' Academy to 5 members												TMA Leadership	<ul style="list-style-type: none"> ● SA 	<ul style="list-style-type: none"> ● IFMSA 	
1.15	Introduce bi-annual rotation of Students' Academy leadership.												SA	<ul style="list-style-type: none"> ● TMA Leadership\ ● BA ● DCCS 	<ul style="list-style-type: none"> ● IFMSA 	
1.16	Introduce transparent procedures and guides for submission and review of students' applications to TMA's grants												TMA Leadership	<ul style="list-style-type: none"> ● BA ● SPMD ● SRPHDD ● Financial Department (FD) ● SA 	<ul style="list-style-type: none"> ● IFMSA ● NCEQE ● TMA's Partner Universities 	
1.17	Establish Independent Commissions (IRCs) composed of external experts from various background for the review of students' grant applications for education,												TMA Leadership	<ul style="list-style-type: none"> ● IRCs ● BA ● SPMD ● SRPHDD ● FD 	<ul style="list-style-type: none"> ● IFMSA ● TMA's Partner Universities ● External Experts of the Commissions 	

Priority Area

2. Qualified Human Resources

Goal defined by
7-year Strategic
Development Plan

Formation of a highly qualified and skilled team, which shares the code of ethics, the teaching and research excellence vision and corporate culture of TMA and expresses satisfaction with his/her job and the workplace environment.

Objectives defined by
7-year Strategic
Development Plan

- 2.1. Increase a high percentage of full-time professors **holding PhD qualifications** from the baseline of 77% to at least 80% and increasing the percentage of invited lecturers with PhD qualifications from 13.4% in 2021 to at least 40% by 2027-28.
- 2.2. Maintaining and further improve the current **Faculty-to-Student ratio** (1:5.4) in view of the potential increase in the total number of students in 2021-2028 period.
- 2.3. Improving **attraction and retention of qualified teachers** to ensure that > 90% of academic staff are affiliated only with TMA.
- 2.4. Ensuring that at least **75% of teaching and administrative staff expresses satisfaction** with his/her job and the workplace environment at the TMA.
- 2.5. **Improving effectiveness of HR management** at TMA through implementation of new planning and performance assessment instruments and continuous professional development opportunities.
- 2.6. Increasing **TMA's investments in teaching**

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S	D	M	J	S	D	M	J	S	D	M	J			
		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug			
2.1	Annually revise remuneration policy and monetary and non-monetary incentives for continuous professional development for attraction and retention of qualified academic and administrative staff.													TMA Leadership	<ul style="list-style-type: none"> ● BA ● Continuous Professional Development and HR Department (CPDHRD) ● QAD ● DOSM ● DOSPH ● SRPHDD ● FD ● Legal Department (LD) 	<ul style="list-style-type: none"> ● TMA’s Partner Universities ● Think Tanks and M&E agencies ● NCEQE
2.2	Continue and regularly revise performance measurement of teaching for stronger validity of instruments and assessment results.													CPDHRD	<ul style="list-style-type: none"> ● BA ● QAD ● DOSM ● DOSPH ● SRPHDD 	<ul style="list-style-type: none"> ● Think Tanks and M&E agencies
2.3	Expand exchange opportunities for academic and administrative staff at partner institutions abroad													CPDHRD	<ul style="list-style-type: none"> ● IAD ● DOSM ● DOSPH 	<ul style="list-style-type: none"> ● Erasmus

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
	through Erasmus and other bi- and multilateral initiatives.														<ul style="list-style-type: none"> ● SRPHDD 	<ul style="list-style-type: none"> ● Partner Universities in 13 countries
2.4	Update TMA Organogram and develop Division of Labour (DoL) between departments based on 2021-2028 SDP													CPDHRD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● All Departments 	<ul style="list-style-type: none"> ● Think Tanks and M&E agencies ● NCEQE
2.5	Improve practice of detailed JDs and contracts built around specific vs. generic JDs for admin staff.													CPDHRD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● DOSM ● DOSPH ● SRPHDD 	<ul style="list-style-type: none"> ● Think Tanks and M&E agencies ● NCEQE
2.6	Design/implement annual performance evaluation system for individual staff members based on detailed JDs and other instruments													CPDHRD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● All Departments 	<ul style="list-style-type: none"> ● Think Tanks and M&E agencies ● NCEQE
2.7	Implement Teachers' Portfolios for teaching staff as a new instrument for regular assessment and retention of													CPDHRD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● DOSM 	<ul style="list-style-type: none"> ● Think Tanks and M&E agencies

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations	
		2021-2022				2022-2023				2023-2024							
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g				
	qualified human resources.															<ul style="list-style-type: none"> • DOSPH • SRPHDD 	<ul style="list-style-type: none"> • NCEQE
2.8	Based on Sectoral Benchmarks for Medicine, regular training on Principles of Medical Education													CPDHRD	<ul style="list-style-type: none"> • DOSM • DOSPH • SRPHDD • Occupational Safety & Logistics Department (OSLD) • ITD 	<ul style="list-style-type: none"> • TMA's Partner Universities 	
2.9	Regular sessions on research skills and grant writing													CPDHRD	<ul style="list-style-type: none"> • SRPHDD • OSLD • ITD 	<ul style="list-style-type: none"> • HR agencies • Consultants/facilitators 	
2.10	Regular needs assessment and adjustment of financial resource investments in teaching and human resource development of TMA.													TMA Leadership	<ul style="list-style-type: none"> • BA • CPDHRD • QAD • DOSM • DOSPH • SRPHDD • FD • ITD 	<ul style="list-style-type: none"> • Think Tanks and M&E agencies • External Audit companies • NCEQE 	

Priority Area: 3. Teaching Excellence

Goal defined by
7-year Strategic
Development Plan

Enhancement of current education programmes by continuous introduction of innovative teaching and assessment methodologies, and research-oriented and research-based teaching in line with stakeholders' needs and emerging global knowledge in medical and public health education.

Objectives defined by
7-year Strategic
Development Plan

- 3.1. Continuous enhancement of teaching and assessment methodologies.
- 3.2. By 2027-28 at least 75% of TMA **students successfully graduate** MD programmes in 6 years.
- 3.3. Maintaining the 1st year dropout rate at less than 10% by 2027-2028 taking into consideration that admission of students will grow by average 10% annually.
- 3.4. By 2028 > 75% of TMA graduates are **employed in the health industry, research or continue advanced degrees' studies** in 4 years after graduation.
- 3.5. Georgian students and faculty members have increased access to latest teaching and research resources through specialized **English-language training** courses for medical professionals.

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S	D	M	J	S	D	M	J	S	D	M	J			
		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug			
3.1	Establish TMA's Curriculum Innovations in Medical Education Department (CIMED)													TMA Leadership	<ul style="list-style-type: none"> ● BA ● DOSM ● DOSPH ● SRPHDD 	<ul style="list-style-type: none"> ● TMA's Partner Universities
3.2	Continuously revise TLA and assessment methodologies and strengthen research line across all disciplines based on the latest evidence, field-specific standards, innovations, and feedback from faculty and students through surveys.													CIME CC DOSM DOSPH SRPHDD	TMA Leadership, BA, DSPM, QAD, IAD, CSL, Department of Residency Programmes (DRP), DCCS	<ul style="list-style-type: none"> ● NCEQE ● TMA's Partner Universities ● Safemed + Consortium members - 8 Universities
3.3	Ensure regular review of the teaching staff management for consistency of faculty to student ratio across all disciplines and adequate workload of individual teachers.													TMA Leadership	<ul style="list-style-type: none"> ● DOSM ● DOSPH ● SRPHDD 	
3.4	Step-wise, full-scale implementation of Portfolio throughout the 6-year MD programme and alignment of learning outcomes with													DOSM	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● CIME ● CC ● QAD 	<ul style="list-style-type: none"> ● NCEQE ● TMA's Partner Universities

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S	D	M	J	S	D	M	J	S	D	M	J			
	competence-based assessment methods.														● SRPHDD	
3.5	As the lead coordinator of Erasmus +/ SAFEMED + grant, TMA to integrate the Clinical Line Concept in medical education curricula in partnership with 8 universities in Georgia, Armenia, Italy, Lithuania, Spain and Ukraine.													DOSM	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● CC ● DSPM ● QAD ● CSL ● DOSPH ● SRPHDD 	● Safemed + Consortium members
3.6	Strengthen clinical teaching through increased exposure of students to clinical reviews, hands-on training at the TMA clinical skills center, and mentorship.													DOSM	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● CC ● DSPM ● QAD ● CSL 	<ul style="list-style-type: none"> ● NCEQE ● TMA's Partner Universities
3.7	Expand the "Real Patients" pool as TMA's Best Practice for students' experience in patients' communication and examination skills.													DOSM	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● CIME ● CC ● QAD ● CSL ● FD 	<ul style="list-style-type: none"> ● NCEQE ● 37 Partner Clinics ● PHC Network

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations		
		2021-2022				2022-2023				2023-2024								
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g					
	teachers to advance their skills in English.																<ul style="list-style-type: none"> ● LIB ● Examination Centre (EC) 	
3.11	Development of architectural, financial and policy documents for TMA Outpatient Clinic (also see 6.9).															TMA Leadership	<ul style="list-style-type: none"> ● BA ● DOSM ● SRPHDD ● CSL ● OSLD 	
3.12	Development of Master's Degree programme in Applied Public Health (MPH) and submission of application for NCEQE accreditation (also see 6.12).															DOSPH	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● QAD ● FD 	<ul style="list-style-type: none"> ● GIPA ● NCEQE
3.13	Launching MPH programme (also see 6.13).															DOSPH	<ul style="list-style-type: none"> ● TMA Leadership ● QAD ● FD 	<ul style="list-style-type: none"> ● GIPA ● NCEQE
3.14	Development of PhD programme in Medical Sciences (also see 6.14).															SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● QAD ● FD 	<ul style="list-style-type: none"> ● NCEQE

Priority Area 4. Development of Research Component

Goal defined by
7-year Strategic
Development Plan

Improve TMA's research capacities to ultimately transform the institution into a research University, through active engagement of academic staff, invited lecturers and students in research activities, active development of resources, internationalization of programmes and increased linkages of education programmes to the latest scientific and research evidence.

Objectives defined by
7-year Strategic
Development Plan

- 4.1. Improved **engagement of academic staff** in research activities (>30% involved by 2027-2028).
- 4.2. **Improved reputation and visibility of TMA among research institutions**, especially through Increase the number of publications in top scientific journals,
- 4.3. Increase the number of the research projects granted,
- 4.4. Increase gradually **TMA's funding for research** activities,
- 4.5. Improve **external funding for research** activities.

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S	D	M	J	S	D	M	J	S	D	M	J			
		e	e	a	u	e	e	a	u	e	e	a	u			
		p	c	r	n	p	c	r	n	p	c	r	n			
		-	-	-	-	-	-	-	-	-	-	-	-			
		N	F	M	A	N	F	M	A	N	F	M	A			
		o	b	y	u	o	b	y	u	o	b	y	u			
		v			g	v			g	v			g			
4.1	Strengthen research line in all disciplines by continuous integration of latest scientific and operational research evidence in medicine, bio-medicine, public health, and related fields in the curricula.													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● DOSM ● DOSPH ● LIB ● Laboratory (LAB) 	<ul style="list-style-type: none"> ● Partner institutions in Georgia and abroad
4.2	Internal sessions for academic staff to be engaged in research initiatives through internal grants and bi- and multilateral initiatives.													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● DOSM ● DOSPH ● LIB ● LAB 	<ul style="list-style-type: none"> ● Partner Institutions National and International Research Foundations
4.3	Structural administrative support to researchers and students in (1) searching/profiling national and international organizations offering research grants (2) supporting preparation of													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● FD ● DOSM ● DOSPH ● LIB ● LAB 	<ul style="list-style-type: none"> ● Partner Institutions in Research ● National and International Research Foundations

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S	D	M	J	S	D	M	J	S	D	M	J			
	grant applications (3) assisting implementation oversight of projects, and (4) supporting dissemination and publication of research findings.															
4.4	Supporting engagement of students in research activities and scientific conferences, including through TMA internal grants													SRPHDD	<ul style="list-style-type: none"> ● SA ● SPMD ● IAD ● FD ● DOSM ● DOSPH ● LIB ● LAB 	<ul style="list-style-type: none"> ● Partner Institutions in Research ● National and International Research Foundations (Research Foundations)
4.5	Maintain and further develop research infrastructure, including increased access to scientific databases and required laboratory infrastructure.													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● FD ● DOSM ● DOSPH ● LIB ● LAB ● OSLD 	<ul style="list-style-type: none"> ● Partner Institutions in Research ● Research Foundations

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
4.6	Gradually Increase fund allocation for research													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● FD 	<ul style="list-style-type: none"> ● Partner Institutions in Research ● Research Foundations
4.7	Concentrate TMA’s research investments in (a) generation/ dissemination of evidence in applied sciences; (b) Inter-disciplinary partnerships such as Arts and Science, and (c) science communication , including the scope and results of research implemented by TMA.													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● FD ● DOSM ● DOSPH ● LIB ● LAB 	<ul style="list-style-type: none"> ● Partner Institutions in Research ● Research Foundations
4.8	Support science communication through public lectures, scientific festivals and fairs, seasonal schools and other events to present ongoing research projects and results and													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● FD ● DOSM ● DOSPH ● LIB ● LAB 	<ul style="list-style-type: none"> ● Partner Institutions in Research ● Research Foundations ● Media

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
	attract students and young researchers.														● MPRD	
4.9	Expand collaboration with research groups at national and international levels and build new alliances with the health industry and the health care sector to install a chain of knowledge transfer, including through multi-interdisciplinary and translational research.													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● FD ● DOSM ● DOSPH ● LIB ● LAB ● MPRD 	<ul style="list-style-type: none"> ● Partner Institutions in Research ● Research Foundations ● Health Sector Industry

Priority Area: 5. Institutional Culture and CSR

**Goal defined by
7-year Strategic
Development Plan**

Stronger positioning of the Institutional Culture of TMA within and outside of the university, including through strengthening of the student-oriented environment, teaching and research excellence, academic freedom, institutional social responsibility (CSR) and community engagement endeavors.

**Objectives defined by
7-year Strategic
Development Plan**

- 5.1. Ensure that all students and staff have the possibility to be **engaged in Institutional culture development activities** and that a growing number are involved in those activities by 2027-28.
- 5.2. Improve **awareness on Institutional Culture and commitment to Social responsibility** among staff and students.
- 5.3. Strengthen the TMA's institutional culture through **active engagement of both current and former students and staff members** in its work and attainment of the university's mission.

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
5.1	Regular review meetings with students and staff on TMA Institutional Culture, to discuss progress, challenges, and recommendations.												TMA Leadership	<ul style="list-style-type: none"> ● BA ● All Departments ● SA 	<ul style="list-style-type: none"> ● Think Tanks and M&E Agencies 	
5.2	Trainings for staff on TMA Mission, Institutional culture, Code of Ethics and Academic Honesty.												CPDHRD	<ul style="list-style-type: none"> ● LD 	<ul style="list-style-type: none"> ● Think Tanks and M&E Agencies 	
5.3	Trainings for students on TMA Mission, institutional culture, Code of Ethics and Academic Honesty.												SA	<ul style="list-style-type: none"> ● CPDHRD ● DCCS ● SPMD ● LD 	<ul style="list-style-type: none"> ● Think Tanks and M&E Agencies 	
5.4	Design/implement intra-curricular social activities within the framework of TMA's mission.												TMA Leadership	<ul style="list-style-type: none"> ● SPMD ● MPRD ● SA ● All Departments 		
5.5	Engaging students' and staff in extracurricular CSR projects according to the priorities of the newly installed Institutional Culture Development Department.												SPMD	<ul style="list-style-type: none"> ● All Departments ● SA ● MPRP 	<ul style="list-style-type: none"> ● Government of Abkhazia ● UN and international agencies 	

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
5.6	Strengthening TMA's Alumni Network for regular communication and engagement of its graduates and former staff members in TMA's activities													SPMD	<ul style="list-style-type: none"> ● TMA Leadership ● SA ● IAD ● CPDHRD ● MPRD 	<ul style="list-style-type: none"> ● TMA's Partner Universities and Clinics
5.7	Strengthening collaboration with public health networks and supporting joint initiatives for raising awareness of local society on contemporary public health challenges													SPMD	<ul style="list-style-type: none"> ● TMA Leadership ● SA ● MPRD ● IAD ● DOSM ● DOSPH ● SRPHDD 	<ul style="list-style-type: none"> ● GIPA ● NCDCPH ● CBOs ● UN and international agencies

Priority Area 6. Sustainable Growth and Development of TMA

Goal defined by
7-year Strategic
Development Plan

Strengthening operational and financial sustainability of TMA through increased investments in academic and research excellence, and expanded internalization of its teaching, research, and partnership initiatives.

Objectives defined by
7-year Strategic
Development Plan

- 6.1. Expand the **number of students**, including foreign degree-seeking, MPH and PhD students, from 853 in 2020-21 to 1,300 by 2027-28, taking into consideration regular analysis of **market surveys on employment opportunities** for future graduates.
- 6.2. **Expand geographic coverage of foreign students** enrolled at TMA > 15 countries, each country represented by at least 5 students, by 2027-2028 academic year.
- 6.3. Increase engagement of **academic staff and invited lecturers in exchange programmes** from 13% in 2020-2021 to at least 50% for teaching teams by 2027-28.
- 6.4. Expand the number of international capacity building opportunities for administrative staff
- 6.5. Expand the number of international universities engaged in deep and comprehensive **partnership programmes with TMA** from 6 Universities to at least 20
- 6.6. Increase **foreign academics and invited lecturers** members including Georgian teachers working abroad,
- 6.7. Improve clinical teaching through establishment of the **Outpatient Clinic** by 2027-2028 academic year.
- 6.8. Expand and diversify education programmes from **MD to MPH and PhD** degrees.
- 6.9. Increase **financial sustainability of TMA** through increased financial resources, including from external sources.
- 6.10. **Ensure equal rights and opportunities for all gender in line with Georgian legislation.**
- 6.11. Develop the number of foreign countries recognizing TMA's degrees.

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
6.1	Summer schools and attendance of MD courses for 12 th grade students of schools to observe actual level of teaching at TMA												DOSM	<ul style="list-style-type: none"> ● IAD ● SA ● CSL ● MPRD ● OSLD 	<ul style="list-style-type: none"> ● Secondary Schools ● TMA Partner Universities in Georgia 	
6.2	Regularly review market surveys and ensure stepwise increase in number of students in view of future job opportunities.												TMA Leadership	<ul style="list-style-type: none"> ● BA ● DOSM ● DOSPH ● DCCS ● DRP ● MPRD 	<ul style="list-style-type: none"> ● TMA Partner Universities ● TMA Partner hospitals and PHC providers ● Think Tanks and M&E Agencies 	
6.3	Organize presentations and working meetings with public-private partners for employment and clerkship opportunities for TMA's graduates (see also 8.9).												TMA Leadership	<ul style="list-style-type: none"> ● DOSM ● DOSPH ● DCCS ● DRP ● MPRD 	<ul style="list-style-type: none"> ● TMA Partner hospitals and PHC providers ● Health Sector Industry ● Media 	
6.4	Diversify countries represented by students to at least 15 countries by 2023-24, each represented by at least 5 students												TMA Leadership	<ul style="list-style-type: none"> ● BA ● IAD ● SA ● DOSM ● DOSPH ● SRPHDD ● MPRD 	<ul style="list-style-type: none"> ● TMA Partner Universities in 13 countries ● Embassies and Diplomatic Missions of 	

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
															foreign countries in Georgia ● Diplomatic Missions of Georgia abroad	
6.5	Expand partnership building with various foreign countries, focusing on EU, Central and Eastern Europe,												TMA Leadership	<ul style="list-style-type: none"> ● BA ● IAD ● SA ● DOSM ● DOSPH ● SRPHDD ● MPRD 	<ul style="list-style-type: none"> ● TMA Partner Universities ● Embassies and Diplomatic Missions in Georgia ● Diplomatic Missions of Georgia abroad 	
6.6	Engage teachers and researchers working abroad in teaching and research initiatives												TMA Leadership	<ul style="list-style-type: none"> ● BA ● IAD ● DOSM ● DOSPH ● SRPHDD ● MPRD 	<ul style="list-style-type: none"> ● Georgian American Medical and Public Health Association (GAMPA) ● Georgian International Medical and Public Health Association (GIMPA) 	

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations	
		2021-2022				2022-2023				2023-2024							
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g				
																	<ul style="list-style-type: none"> ● Individual Physicians and Public Health Experts
6.7	Engage foreign researchers in experience-sharing opportunities with faculty and students - public lectures and conferences hosted by TMA.														TMA Leadership	<ul style="list-style-type: none"> ● BA ● IAD ● DOSM ● DOSPH ● SRPHDD ● MPRD 	<ul style="list-style-type: none"> ● GAMPA ● GIMPA ● Individual Physicians and Public Health Experts
6.8	Development of architectural, financial and policy related documents for TMA Outpatient Clinic (also see 3.13).													TMA Leadership	<ul style="list-style-type: none"> ● BA ● CIME ● DOSM ● SRPHDD ● CSL ● OSLD 		
6.9	Development of the MPH Programme and NCEQE application for accreditation (also see 3.15).													DOSPH	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● QAD ● FD 	<ul style="list-style-type: none"> ● GIPA ● NCEQE 	
6.10	Launching MPH programme (also see 3.16).													DOSPH	<ul style="list-style-type: none"> ● TMA Leadership ● FD 	<ul style="list-style-type: none"> ● GIPA ● NCEQE 	

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
6.11	Development of PhD programme and preparation for NCEQE application for accreditation (also see 3.17).													SRPHDD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● QAD ● FD 	<ul style="list-style-type: none"> ● NCEQE
6.12	Periodically update and enhance library capacities (book vault, electronic resources), lab and simulated learning center (Anatomage, VR) resources based on latest evidence and innovations.													LIB	<ul style="list-style-type: none"> ● DOSM ● DOSPH ● SRPHDD ● CIME ● DSPM ● CSL ● SA 	<ul style="list-style-type: none"> ● TMA Partner Universities ● Safemed + Consortium members ● TMA Partner clinics
6.13	Engage with new countries educational system to ensure a growing number of foreign countries recognizing TMA's degrees													International Affairs Department	<ul style="list-style-type: none"> ● TMA leadership ● BA 	<ul style="list-style-type: none"> ● NCEQE

Priority Area 7. Digital Transformation

**Goal defined by
7-year Strategic
Development Plan**

Support internalization as well as external and internal communication efforts of TMA through development and implementation of state-of-art digital technologies.

**Objectives defined by
7-year Strategic
Development Plan**

- 7.1. By 2023-2024 academic year ensure accreditation and implementation of TMA’s stand-alone medical education (MD) programme for hybrid face-to-face and on-line teaching
- 7.2. By 2028 at least 75% of students and staff express satisfaction with efficiency of internal communication and information exchange.

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
7.1	Design digital teaching resources (video-lectures) and assessment methodologies for TMA's stand-alone medical education (MD) programme for hybrid face-to-face and on-line teaching.													DOSM	<ul style="list-style-type: none"> ● CIME ● CC ● DSPM ● QAD ● ITD ● LIB ● SA ● MPRD 	<ul style="list-style-type: none"> ● NCEQE
7.2	Submit TMA's MD programme for hybrid teaching, for accreditation - credit recognition													DOSM	<ul style="list-style-type: none"> ● TMA Leadership ● QAD 	<ul style="list-style-type: none"> ● NCEQE
7.3	Launch TMA's stand-alone MD programme for hybrid teaching.													DOSM	<ul style="list-style-type: none"> ● DSPM ● QAD ● ITD ● MPRD 	<ul style="list-style-type: none"> ● NCEQE
7.4	Improved digitalization of admin and information exchange processes for stronger efficiency of communication within the TMA community.													ITD	<ul style="list-style-type: none"> ● ADMIN ● FD ● SA ● MPRD 	<ul style="list-style-type: none"> ● IT agencies working on website and mobile applications

7.5	Periodic renewal of TMA's official website.											ITD	<ul style="list-style-type: none"> ● FD ● SA ● MPRD 	<ul style="list-style-type: none"> ● IT agencies working on website design
7.6	Design/launch TMA's mobile application for internal communication between admin, students and staff.											ITD	<ul style="list-style-type: none"> ● ADMIN ● FD ● SA ● MPRD 	<ul style="list-style-type: none"> ● IT agencies working on mobile applications

Priority Area 8. Communication and Stakeholders' Engagement

**Goal defined by
7-year Strategic
Development Plan**

Positioning TMA as a credible educational and research institution with a sound corporate culture among public and private partners in Georgia and abroad through the design and implementation of an effective communication strategy.

**Objectives defined by
7-year Strategic
Development Plan**

- 8.1. Media coverage and social media engagement of TMA** teaching, research and CSR initiatives increased,
- 8.2.** By 2027-2028 academic year >60% of applicants have **learned about TMA** from media, social media and/or TMA's website.
- 8.3.** Number of TMA's **partner organizations** in Georgia and abroad increased by 2027-28.

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
8.1	Promote success stories of students and faculty via social media, website, video ads, media interviews.													MPRD	<ul style="list-style-type: none"> ● IAD ● DCCS ● SA 	<ul style="list-style-type: none"> ● Media agencies ● Think Tanks and M&E Agencies
8.2	Establish a special unit under MPRD for internal and external communication, with short lines to media and weekly media monitoring of news about TMA endeavors.													MPRD	<ul style="list-style-type: none"> ● Unit of internal and external communication 	<ul style="list-style-type: none"> ● Media agencies ● Think Tanks and M&E Agencies
8.3	Media monitoring of media news about TMA or related subjects.													Unit for internal and external communication	<ul style="list-style-type: none"> ● MPRD 	<ul style="list-style-type: none"> ● Media agencies ● Think Tanks and M&E Agencies
8.4	Open-door events, public lectures, conferences, summer schools, and education fairs for stronger positioning TMA as the medical schools offering modern infrastructure, study labs, exchange programmes and other innovative teaching and research methodologies.													MPRD	<ul style="list-style-type: none"> ● ADMIN ● DOSM ● DOSPH ● SRPHD ● CSL ● IAD ● SA 	<ul style="list-style-type: none"> ● Local and international partner organizations ● Association of Private Universities ● Media agencies

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
8.5	Periodic review/update of TMA's website and social media channels for more active communication with students, staff, external stakeholders and prospective partners.													ITD	<ul style="list-style-type: none"> ● ADMIN ● FD ● SA ● MPRD 	<ul style="list-style-type: none"> ● IT agencies working on website design
8.6	Create and regularly disseminate information materials (brochures, newsletters) about TMA programmes both in Georgian and English for attraction of new applicants and young researchers.													MPRD	<ul style="list-style-type: none"> ● TMA Leadership ● DOSM ● DOSPH ● SRPHD ● IAD ● SA 	<ul style="list-style-type: none"> ● Local and international partner organizations ● Association of Private Universities ● Media agencies
8.7	Create and regularly disseminate reports about activities conducted by TMA in Georgian and English.													MPRD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● All Departments 	<ul style="list-style-type: none"> ● Partner organizations ● Association of Private Universities ● Media agencies
8.8	Organize networking meetings and conferences with potential public and private partners in academic													TMA Leadership	<ul style="list-style-type: none"> ● BA ● MPRD ● IAD ● DRP 	<ul style="list-style-type: none"> ● Local and international partner organizations

N	Priority Actions	Implementation Timeline – Academic Years												Primary Responsible Department at TMA	Coordinating Department at TMA	External Partner Organizations
		2021-2022				2022-2023				2023-2024						
		S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g	S e p t - N o v	D e c - F e b	M a r - M a y	J u n e - A u g			
	and research initiatives and formalization of partnerships by MoUs.														<ul style="list-style-type: none"> ● DCCS ● CPDHRD ● SA 	<ul style="list-style-type: none"> ● Media agencies ● Public-Private Organizations
8.9	Link TMA students with potential employers from public and private sectors through job fairs and expositions.(practice/clerksh p (paid) in the clinics)													TMA Leadership	<ul style="list-style-type: none"> ● BA ● MPRD ● IAD ● DRP ● DCCS ● CPDHRD ● SA 	<ul style="list-style-type: none"> ● Local and international partner organizations ● Public-Private Organizations

Priority Area: 9. Quality Transformation

**Goal defined by
7-year Strategic
Development Plan**

Ensure implementation of prospective quality enhancement system across all sectors of TMA’s work (teaching/learning, research, and CSR) and at all levels - individual, community and society and ensure a continuous and effective improvement process.

**Objectives defined by
7-year Strategic
Development Plan**

- 9.1.** Further strengthening of internal and external QA/QI system for continuous improvement of institutional performance and staff/students’ satisfaction.
- 9.2.** Prospective quality enhancement system for individual-, community- and society-level assessment of teaching, research and CSR activities developed and fully implemented by 2023-2024 academic year.

9.8	Design prospective quality enhancement system and tools for individual, community and society-level assessment of TLAs, research, CSR endeavors													QAD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● CIME ● All Departments ● SA 	<ul style="list-style-type: none"> ● NCEQE ● Partner Universities ● Partner Clinics ● Local/Int. Experts
9.9	Implementation of prospective quality enhancement system and tools													QAD	<ul style="list-style-type: none"> ● TMA Leadership ● BA ● CIME ● All Departments ● SA 	<ul style="list-style-type: none"> ● NCEQE ● Partner Universities ● Partner Clinics ● Local/Int. Experts