



# Tbilisi Medical Academy

## Strategic Vision Towards 2031

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Georgia

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# Introduction

The current document presents the Strategic **Vision of Petre Shotadze Tbilisi Medical Academy (TMA) for 3 academic years** spanning from September 2028 to August 2031.

**In 2021**, despite the success in the multi-year authorization and accreditation process, **TMA decided to assess its performance and revised its 2018-2024 Strategic Development Plan** based on an advanced, results-oriented vision, which lead to elaboration of Strategic Development Plan for 2021-2028 years. The mentioned 2021-2028 Strategic Development Plan (SDP), along with the three-year Operational Plan 2021-2024, was submitted for the authorisation process in March 2024. On the request of the National Centre for Education Quality Enhancement (NCEQE), this Strategic Vision 2029-2031 is completing the SDP 2021-2028 and provides the TMA's vision for further development and enhancement of its priority areas until 2031.

TMA is planning a revision of its Strategic Development Plan 2021-2028 in mid-2024 in order to assess its achievements and accelerate the development towards its vision 2031 in the most effective manner.

## TMA's Mission Statement

The **Mission Statement of TMA serves as a core foundation to its institutional vision.**

### Mission Statement

**TMA as a student-oriented higher education institution, primarily seeks to teach and develop national and international healthcare professionals in an innovative manner by using evidence-based knowledge, whilst practically benefiting the community of Georgia through research-based outreach activities.**

## TMA's values

**The values shared by TMA are: Institutional integrity, trust and respect; Research and Academic excellence; Innovation and creativity; Ethics and academic integrity; freedom of expression, social responsibility and accountability to society; fostering diversity and inclusion.**

## TMA's Vision towards 2031.

**TMA aims to become a globally recognized medical university, embodying Georgian and International higher education principles. Its vision is to contribute to societal development through innovative research, high-quality education, impactful social initiatives and an exemplary Institutional Social Responsibility. TMA will foster interdisciplinary collaboration, academic excellence, and a student-oriented approach while addressing**

pressing health challenges through its research.

# 1. Strategic Vision 2029-2031

**1.1 TMA's vision firstly encompasses the strive to continue its development as a globally recognized medical university, embodying Georgian and International higher education principles.**

As a Medical University of Georgia, TMA intends to strengthen its core project to allow both Georgian and international students to receive the best medical education. The internationalization process of TMA is focusing on using a unique chance for the Georgian society and its youth to further integrate into the international arena and to accelerate TMA's development as an institution offering teaching and research excellence in line with the international standards, thus widening the scope of its own compatibility as well as facilitating to the improved access of its graduates to the international opportunities.

**By 2031, TMA's vision is to be fully part of the further emerging International Education Area and to participate and integrate in the International Research Area.**

**1.2 New rising challenges in the area of education and new opportunities to grab for the future societal development.**

In the era of permacrisis and growing innovations, by 2031, the arena of education will be profoundly changed by already rising factors and yet unknown challenges. In response to this, TMA aims to be one of the resilient agents of change in the academic community. In order to successfully navigate the emerging challenges TMA will focus on further development of innovative teaching and research that will also have a significant positive impact on societal health, development and well-being.

In particular, Digital solutions and integration of Artificial Intelligence (AI) into medical education and public health practice has the potential to revolutionize teaching methods, enhance clinical decision-making, and improve population health outcomes. However, it's essential to address challenges related to data privacy, algorithm bias, and ethical considerations to ensure the responsible and equitable implementation of AI in healthcare education and practice.

TMA as an advancing university intends to proactively reflect upon, find and promote solutions in dialogue with the society and together with other stakeholders with shared values, especially clinical care settings, where the graduates will be employed and working in an interdisciplinary team. Its constant commitment to harmonization of educational processes with the international standards, as well as expansion and diversification of foreign deep and comprehensive partnerships will enable TMA to take advantage of the upcoming challenges.

**By 2031, innovative teaching and thoughtful integration of new technologies will be at heart of TMA's approach towards achieving academic excellence in order to realize high quality service for society through healthcare and research.**

### **1.3 Academic excellence rooted in a student-oriented environment**

Academic excellence at TMA is driven consistently through an integrated approach.

Firstly, learning in modus of stimulating higher levels of intellectual functioning is a constant and structured process at TMA driven by the CIMED (Curriculum Innovations in Medical Education Department). In this way, TMA is developing and expanding its educational programme in consistent modus.

Secondly, TMA steadily and completely incorporates the bio-psycho-social approach into medical curricula. By embracing this holistic framework, future healthcare professionals are better equipped to address the complex needs of patients and contribute to improving health outcomes and healthcare delivery systems.

Thirdly, TMA is supporting awareness-raising, capacity building and counseling initiatives that promote student's self-care and well-being, and competencies for self-awareness, self-reflection, and self-regulation, and career development support. Students' feedback is considered at each step of student life organization and environment, the learning processes, and TMA's infrastructure's development.

The development of the TMA's Outpatient Clinic will bring more possibilities for teaching and assessment methodologies in clinical settings, and foster a stronger interaction of international students with peers, practitioners, and patients.

TMA has taken a path to offer interprofessional and lifelong learning opportunities as a crucial step to support the ongoing professional development and career advancement of healthcare professionals.

**By 2031, TMA intends to empower healthcare professionals to stay abreast of the latest developments in medicine, enhance their clinical skills and knowledge, as well as self-awareness and self-care competencies and contribute to continuous improvement in patient care and healthcare delivery.**

### **1.4 Innovative and impactful research center.**

TMA sees the development of its research capacity and scientific productivity as a key part of the international research agenda, while at the same time responding to some of the main health challenges facing Georgian society.

Therefore, TMA sees its future development in a constant process of further amelioration and internationalization of the research activities. The ultimate goal is to be on the map of the international research collectivity, and fully connected in its network. In particular, TMA's quality

of PHD programme should allow graduates to integrate leading international research teams.

**By 2031, TMA will be producing landmark research and scientific results in its priority research areas.**

### **1.5 Developing as an exemplary Institutional Social Responsibility (ISR/CSR), driving impactful social initiatives.**

Social responsibility approaches are growing in TMA, where Students are taught in a transformational way to identify and respond to the challenges in the community in interdisciplinary teams embracing the research and social service approaches.

The Georgian society evolution will come with more social and health issues that an institution such as TMA intends to positively impact. To this extent, TMA intends to make a difference in Community engagement and Health awareness raising and advocacy.

The sustainability problems in general and climate crisis more specifically, will remain as the main challenge for societal development. At TMA, Institutional Social Responsibility is understood as primarily having the duty to further act and develop as an exemplary institution, especially in contributing to mitigate, adjust and act towards a sustainable collective behavior through working on the SDG levels. At the heart of such responsibility lies the request to concretely measure impact of each action and of the Institutional Social Responsibility (ISR/CSR) strategy, and in the meantime to develop a consistent range of actions through the time.

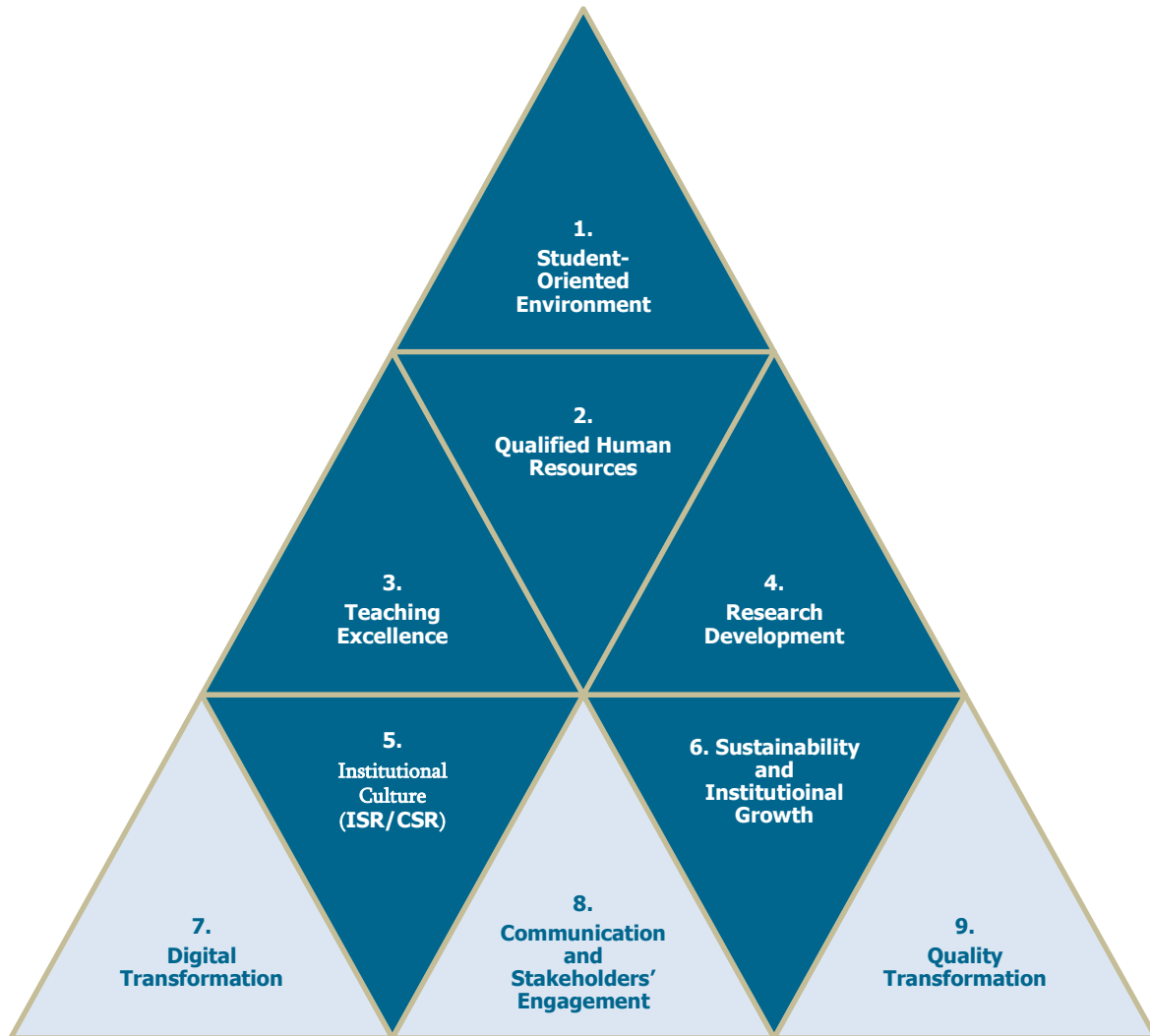
**By 2031, TMA wants to see itself as an example with evaluated concrete impacts on key prioritized challenges by its community.**

### **1.6 Foster inter/transdisciplinary learning and collaboration**

Inter- and transdisciplinary approach is an integral part of TMA activities. The research, academic and teaching excellence, medical and healthcare practice are multidimensional and envisage inter-/multidisciplinarity performance. Through realization of the learning pathway with participation of various professionals, as well as performance of inter-/transdisciplinary research, TMA intends to lead a profound and thoughtful programmes' development.

## 2. A vision enforced in priority Areas

Consistently with the 2021-2028 Strategic Development Plan of TMA, the Strategic Vision is structured around **6 Core Priority Areas** and **3 Cross-cutting Priority Areas**, as presented in the **Pyramid** below.



### 6 Core Priority Areas

1. Student-Oriented Environment
2. Qualification of Human Resources
3. Teaching Excellence
4. Research Development
5. Institutional Culture and CSR Strategy
6. Sustainability and Institutional Growth

### 3 Cross-Cutting Priority Areas

1. Digital transformation
2. Communication and Stakeholders' Engagement
3. Quality Transformation

## Core Priority Area 1: Student-Oriented Environment

### Statement of the Goal

To foster a student-oriented environment at TMA that cultivates student's ideas, autonomy, self-care and well-being, promotes student's proactive qualities, culture of learning, favors an international environment, further creates opportunities for career development and employment on the international level, and ensures a vivid Student Life.

### Strategic actions area.

#### **1. Quality of teaching and of student life.**

- Constantly improve quality of education programmes, qualification of academic staff, library and lab capacities, clinical teaching;
- Strengthen integration of students in Governance and Institutional orientations;
- Favor peer-to-peer education and support opportunities;
- Engage Alumni in Student Life;
- Further develop the Campus life and facilities;
- Inclusive environment for students with disabilities.

#### **2. Internationalization at home.**

- Support integration of international students into the local community;
- Strengthening of partnerships with local and international institutions for students' exchange programmes;
- Supporting engagement of students in research activities;
- Engagement of Georgian and international students in extracurricular activities;
- Foster intercultural exchange among students of diverse cultural backgrounds

#### **3. Student Support Mechanism**

- Support healthy lifestyle: healthy food, physical activity, balance between learning and leisure;
- Sustain well-being and mental health support;
- Empowering students' inclusion in ISR/CSR and community-based initiatives;
- Support the student's initiatives development;
- Enhance employment/ career support;
- Incorporation of mature innovative technologies (e.g. chatbot)

## Core Priority Area 2: Qualified Human Resources

### Statement of the Goal

Constant development of a Faculty Oriented environment which allows the formation of a highly qualified and skilled team. Such a faculty-oriented environment must rely on supporting the professional growth, job satisfaction, and overall well-being of faculty members, academic freedom and involvement in research activities, fostering collaborative environments and a shared value-based governance, enabling TMA to keep pace with rapid advancements of AI and other



technologies.

### **Strategic Action Area**

- 1. A High Academic requirement.**
  - Attraction of academic staff with international background;
  - Improving attraction and retention of qualified teachers, especially the inhouse graduates;
  - Maintain Faculty-to-Student ratio;
  - Full scale implementation of MPH and PHD Studies;
  - Initiation of joint inter/trans disciplinary programmes;
  - Maintain the high quality of teaching
  
- 2. Academic and Administrative staff working environment.**
  - Sustain well-being and mental health support;
  - Expanding International exchange opportunities;
  - Diversification of professional development;
  - Provision of career development assistance mechanism;
  - Research projects development
  
- 3. Innovative technologies incorporation and infrastructure development.**
  - Utilization of mature innovative technologies (Virtual teaching Assistants);
  - Staff trainings oriented around the technological developments and innovations;
  - Ethical AI and innovations trainings,

## **Core Priority Area 3: Teaching Excellence**

### **Statement of the Goal**

Enhancement and expansion of current education programmes by continuous introduction of innovative teaching and mature technologies' capacities, assessment methodologies, multi/interdisciplinary approach and research-oriented and research-based teaching in line with stakeholders' needs and emerging global knowledge in medical and public health education.

### **Strategic Action Area**

- 1. Innovative Teaching Excellence**
  - Build on CIMED strategies to ensure a continuous enhancement of teaching and assessment methodologies;
  - Access to latest teaching and research resources;
  - Ensure a Graduation Success Rate at TMA in line with the International Standards;
  - Maintain the low first year dropout rate;
  - Contribute to improving the employment rate of students in the health industry, research or with continuing advanced degrees' studies.

## **2. Clinical Teaching Excellence.**

- TMA's Outpatient Clinic development;
- Full scale implementation of the Clinical Line Concept in medical education curricula;
- Expanding the "Real Patients" pool, as TMA's Best Practice for students' skills-building in patients' communication and examination;
- Further development and quality evaluation of the Hub of Local Primary Health Care providers;
- Residency capacity development.

## **3. Multi/interdisciplinary approach and Programmes' development**

- Full scale implementation of MPH and PHD Studies;
- Internationalization programmes and integrated partnerships;
- Curriculum with integrated interdisciplinary modules;
- Nursing School;
- Lifelong Learning Programs
- Strengthening Alumni network integration into TMA activities of multi/interdisciplinary character

## **4. Technology integration in teaching and learning**

- Ethical AI Education integration in the Curriculum;
- AI-Powered Virtual Labs;
- Creation of E-Health

# **Core Priority Area 4: Research Development**

## **Statement of the Goal**

As a research University, TMA meets an active engagement of academic staff and students in its research activities. TMA fosters an active development of resources and increased linkages of education programmes to the latest scientific data and research evidence and ensures a constant further amelioration and internationalization of the research activities. The ultimate goal is to be on the map of the international research society and fully connected in its network, enabling TMA to produce landmark research & scientific results by 2031.

## **Strategic Action Area**

### **1. Personnel career development**

- Improved engagement of academic staff in research activities;
- Increase the number of the research projects granted;
- Involve inhouse graduates (PHD) in landmark research;
- Interdisciplinary research projects

### **2. Internationalization of research capabilities.**

- Joint Master and PhD programmes;
- Cluster accreditation of innovative Master and PHD programmes;
- Partnership development in external funding for research activities;

- International mobility and exchanges

### **3. Infrastructure and resources development**

- Constant evaluation of the structural administrative support to researchers;
- Engagement of students in research activities and scientific conferences;
- Diversification of TMA funding schemes;
- Maintain and further develop research infrastructure.

## **Core Priority Area 5: Institutional Culture and ISR/CSR**

### **Statement of the Goal**

The Institutional Culture and ISR/CSR develops TMA, within and outside of the university, as an exemplary institution, especially in contributing to mitigate, adjust and act towards a sustainable collective behavior. The Institutional Culture's strategy encompasses strengthening of the student-oriented environment, teaching and research excellence, academic freedom, institutional social responsibility (ISR/CSR) and community engagement endeavors. TMA intends to make a difference in Community engagement and Health awareness raising and advocacy, sees itself as an example with evaluated concrete impacts on key prioritized challenges by its community by 2031.

### **Strategic Actions Area**

#### **1. Further Development of impactful ISR/ CSR activities**

- Increase number of impactful ISR/ CSR activities;
- Ensure a collective engagement and awareness;
- Impact evaluation;
- Targeted Community involvement;
- Employment opportunities development for students & graduates;
- Further Alumni network's involvement in ISR/CSR activities,

#### **2. Development of institutional sustainability exemplary functionment**

- Enhancing green transformation and adopting more sustainable practices within the institutional realm;
- Measure and expand the impact in activities of Alumni, external stakeholders, partnered civil society entities, public health networks

#### **3. Future leader / Institutional Culture / Lifelong learning**

- Offer lifelong Learning vision and activities;
- Cultivate and enhance leadership skills among students;
- Promote ethical and self-reflective abilities in students

## **Core Priority Area 6: Sustainability and Institutional Growth**

### **Statement of the Goal**

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.

## **Strategic Action Area**

### **1. Strengthen Attraction**

- Expand the number of students and strengthen attraction of local students;
- Further develop employment opportunities for future graduates (public-private partnerships, etc);
- Ensure equal rights and opportunities for all gender in line with Georgian legislation;
- Continuously update and enhance library capacities;
- Integrate AI mature tools in learning resources;
- Develop the Campus facilities

### **2. Internationalization of students at TMA**

- Expand geographic coverage of foreign students;
- Ensure that a growing number of foreign countries are recognizing TMA's degrees;
- Targeted strategy of foreign student enrolment & international promotion strategy;
- Programs for improvement of language competences

### **3. Internationalization of Academic**

- Increase number of foreign academics and invited lecturers;
- Increase the number of academic staff and invited lecturers in exchange programmes;
- Constantly develop the scope of universities engaged in deep and comprehensive partnership programmes with TMA

### **4. Improve clinical teaching**

- Full scale operational TMA's Outpatient Clinic;
- Develop the interaction between students and patients;
- Educating General Practitioner doctors in a way that they can connect teaching and research to support students better for their future tasks in the community.

### **5. Expand education programmes**

- Making consortia and agreements with partners (industrial partners in society) to define challenges and to learn to solve them in an interdisciplinary setting;
- Further develop MPH and PhD programmes;
- Joint programmes with international universities;
- Nursing School;
- Internationalization of programmes;
- Building innovative competencies among students and staff: System thinking competencies; Interpersonal competencies; Anticipatory competencies; Normative competencies; Strategic competencies; Leadership competencies

## **Cross-cutting Priority Area 1: Digital transformation**

### **Statement of the Goal**

Further secure and protect TMA's assets, online tools, and communication efforts, support teaching and research excellence efforts to incorporate mature technologies and support incorporation and training efforts for academic excellence.

### **Strategic Action Area**

#### **1. Teaching and learning digitalization and incorporation of technology Innovation**

- TMA's stand-alone MD and MPH programme for hybrid face-to-face and on-line teaching and blended training courses;
- Develop Virtual advising and counseling services, career advising, peer to peer tutoring through online platforms;
- Continuous Learning and Adaptation: adaptation of AI systems to ensure constant accuracy of the informations;
- Chatbots for Student Support for routine inquiries;
- eHealth Integration;
- Further develop Virtual learning resources

#### **2. Cyber security and communication strategy support**

- Full scale implementation of cybersecurity measures to protect sensitive data and prevent cyber threats;
- Provide and maintain cybersecurity awareness training for faculty, staff and students;
- Provide support, security and up-to-date technology frame for the internal and external communication strategy

#### **3. Further digitalization of the structure and organization**

- Improve digitalization of administrative and information exchange processes;
- Research Collaboration Platforms to facilitate interdisciplinary collaboration and data sharing;
- Further develop access to digital libraries, research databases, and data analytics tools for faculty and researchers.

## **Cross-cutting Priority Area 2: Communication and Stakeholders' Engagement**

### **Statement of the Goal**

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

### **Strategic Action Area**

#### **1. Promote TMA's journey**

- Develop and implement an integrated communication strategy for TMA from media, social media and/or TMA's website;

- Position TMA as one of the leading medical schools in Georgia;
  - Develop and implement a Public Relation strategy towards potential public and private partners in academic and research initiatives and formalization of partnerships;
  - Develop and implement an internal communication strategy and related tools;
  - Increase TMA's partner organizations in Georgia and abroad
2. **Foster the enrolment capacity of TMA**
    - Strengthen awareness on TMA among local and international stakeholders;
    - Design targeted communication and marketing strategy abroad;
    - Implement innovative tactics to support student enrolment
  3. **Trans Department communication support**
    - Support the various departments communication strategy development ;
    - Implement in an integrated manner the various departments communication strategy;
    - Design target communication strategy towards employers in Georgia and abroad;
    - Raising awareness campaign in support of the ISR strategy

## Cross-cutting Priority Area 3: Quality Transformation

### Statement of the Goal

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

### Strategic Action Area

1. **Continuous Improvement of the internal QA system**
  - Assessing the quality of the quality assurance system and tools;
  - Enhancing automatization of the QA processes;
  - Enhancing quality culture between the stakeholders;
  - Enhancing PDCA cycle at all levels of institutional functioning;
  - Foster periodic peer-to-peer evaluation audits
2. **Prospective quality enhancement system**
  - for individual-, community- and society-level assessment of teaching, research and ISR/CSR activities;
  - Assessing the impact of conducted activities;
  - Prospective quality enhancement systems and tools.
3. **Quality assessment of incorporated Technologies**
  - Dedicated quality assessment processes.