

	research	Scientific Research	among students	forensic medicine, cell cultures and other biomedical research	school per year	foreign students and satisfaction rate	and students	Georgian clinics and abroad	research laboratory			participants	5,000	5,000	5,000	5,000	5,000	5,000	5,000
1.2.5	Development of teaching, research	Development of Scientific Research	Attracting young scientists and Georgian scientists working abroad	Announcing a research idea competition once every two years for scientists under the age of 35	2 young scientists involved in the literary part of the grant project as a result of each competition	Degree and rate of involvement of Georgian and foreign students (including residents-junior doctors)	Academic staff, researcher professors		Anatomical Theater, Clinical Skills Center, Simulation Patient "Buddy Interact"	X	15,000	3,000 GEL - Financing the winner of the competition, 1,500 GEL - Financing the second place, 500 GEL Organizing expenses		X		X	X		
													5,000		5,000		5,000		
1.2.6	Development of teaching, research	Development of Scientific Research	Development of the research skills of the academic staff	Implementing a series of professional development training series for academic staff to enhance research skills	90% of the academic staff and 15% of the invited staff are trained in research skills	The satisfaction rate of the participants with professional development seminars is high	School, Human Resources Service, trainers from university staff	Trainers	Training space	Training materials	19,000	Remuneration of trainers, training materials	X	X			X		
													7,000	7,000			5,000		
1.2.7	Development of teaching, research	Development of Scientific Research	Publishing a periodic scientific peer-reviewed, indexed journal	Organizing electronic space for the journal, forming the journal directions and editorial committee, providing web of science indexing of the journal	More than 25 articles are published annually, from those more than 10 by foreign researchers	The journal is indexable in the web of science database	Rector, School	Advisory Group. Representatives of partner Universities	Web space	X	36,000	The cost of preparing the journal web space, its indexing	X	X					
													20,000	16,000					
1.3.1	Development of teaching, research	Development of quality assurance system	Integration of quality assurance evaluations into the staff evaluation system	Creating a unified system of evaluation of academic and invited staff, taking into account quality evaluations, piloting, introducing changes	Quality evaluations are reflected for 100% staff	Recommendations, improvement and staff development schemes have been developed	Vice-Rector, Quality Assurance Service, Human Resources Management Service, School	X	X	X	X	X	X	X					
1.3.2	Development of teaching, research	Development of quality assurance system	Vice-Rector, Quality Assurance Service, Human Resources Management Service, School	Finding partner institutions, conducting external audits of quality procedures, reflecting recommendations in modified procedures	90% of the recommendations are considered	Updated quality assurance policies and procedures	Vice-Rector, Quality Assurance Service, International Relations and Marketing Service	External evaluators - from partner HEI's	X	X	20,000	The cost of implementing a partnership evaluation	X	X					
														20,000					
1.3.3	Development of teaching, research	Development of quality assurance system	Introduction of quality assurance procedure for research activities	Formation of Institutional Committee for Research Quality, Writing, Piloting, Implementation of Research Quality Assurance Procedures	Quality assurance procedures are embedded in the 100% evaluation of university research	A document on research quality evaluation policies and procedures has been developed	Rector, Quality Assurance Service, Research Quality Committee	External evaluators	Data processing software, office space	X	X	X	X	X					
1.3.4	Development of teaching, research	Development of quality assurance system	Development quality assurance target benchmarks	Piloting quality assurance, staff and student satisfaction target benchmarks, studying dynamics, modifying	75% of the quality assurance target benchmarks are achievable within the set timeframe	Quality Assurance target benchmarks are written and known to the university community	Vice-Rector, Quality Assurance Service	X	X	X	X	X	X			X			
1.3.5	Development of teaching, research	Development of quality assurance system	Formation of a program	Establishment of an Advisory Board for Medicine and Dentistry (2021)	The Advisory Board annually provides	An advisory board has been created for all	Vice-Rector, school, Quality Assurance Service	Representatives of social and	Meeting space	X	11,000	500 GEL for organizing the annual meetings of the	X		X		X		

	research	assurance system	advisory board	Physical Medicine (2023) Medical Tourism (2025) Programs	program development recommendations	been developed or programs	Quality Assurance Service	professional partner institutions	meeting space	A	25,000	Program Advisory Board								
													1,000	1,000	1,500	1,500	2,000	2,000	2,000	
1.4.1	Development of teaching, research	Facilitation of the process of internationalization	Promoting staff involvement in international mobility programs.	Finding partners, finding mobility projects, administering mobility competitions	Annually 1 academic staff participates in the international mobility program	Partners are found for international mobility	Dean of the School, International Relations, Marketing and Student Services Office	Exchange Program Coordinators	X	X	28,000	1000 euro equivalent mobility budget for staff	X	X	X	X	X	X	X	X
													4,000	4,000	4,000	4,000	4,000	4,000	4,000	
1.4.2	Development of teaching, research	Facilitation of the process of internationalization	Promoting staff involvement in international mobility programs.	Finding partners, finding mobility projects, administering mobility competitions	Annually 1 student goes and 1 student arrives with international mobility programs	Partners are found for international mobility	Dean of the School, International Relations, Marketing and Student Services Office	Exchange Program Coordinators	X	X	28,000	500 euro equivalent mobility budget for outgoing student, 500 euro budget for incoming student	X	X	X	X	X	X	X	X
													4,000	4,000	4,000	4,000	4,000	4,000	4,000	
1.4.3.	Development of teaching, research	Facilitation of the process of internationalization	Establishment of international educational and scientific research consortiums	Connection with universities and scientific foundations at international level	Informing about 1 research project per academic year	Partners are found for international research activities	School, Rector, International Relations and Marketing Service	Research Coordinators	X	X	X	X	X	X	X	X	X	X	X	X
1.4.4	Development of teaching, research	Facilitation of the process of internationalization	Development of Erasmus + projects	Drawing up the agreements with the partner, project development, submission	Erasmus + project is submitted once in 2 years	Developed Erasmus + project	Dean, International Relations and Marketing Service, Student Services and Career Support Service	Project Coordinators	X	X	X	X	X	X	X	X	X	X	X	X
1.4.5	Development of teaching, research	Facilitation of the process of internationalization	Attracting international staff in the process of teaching and professional development	Communication with partner HEIs, Involvement in the learning / development process as a guest professor or trainer	3 international staff are involved in the teaching / professional development process per year	Positive feedback from the teaching / training process	School, International Relations and Marketing Service, Human Resources Service	Deans of partner HEIs, resource services	X	X	60,000	Equivalent of 1000 Euros for conducting a teaching block / training			X	X	X	X	X	X
															12,000	12,000	12,000	12,000	12,000	
1.5.1	Development of teaching, research	Transfer of university knowledge to the community	Implementation of the staff plan of public educational activities	Development of a plan of educational activities for the academic staff, selection of the target audience, implementation	Each academic staff member is involved in 2 educational activities during the year, 25% of administrative staff in 1 activity	Listener / Beneficiary Feedback. Materials of public lectures, trainings	School, Academic Staff, International Relations and Marketing Service	General educational institutions, resource centers, vocational	Lecture materials, auditoriums	Lecture auditoriums	24,900	proportion to the share of activity preparation from the remuneration of the academic staff 10 hours * 50 * 0.3	X	X	X	X	X	X	X	X
													3,300	3,300	3,300	3,750	3,750	3,750	3,750	
1.5.2	Development of teaching, research	Transfer of university knowledge to the community	Creating field direction union with educational institutions	Formation of field union for sharing experiences in the fields of medicine (2022), dentistry (2024), physical medicine (2027)(2027)	The field union includes at least 5 HEIs and the union meeting is held at least 3 times a year	Field unions have been established with the participation of BAU	Vice-Rector, School, Heads of the program	Partner Georgian He's	Meeting auditoriums	X	66,000	Meeting organizing expenses (4,000) Business trip expenses 1,000)		X		X				X
														6,000	6,000	12,000	12,000	12,000	18,000	
1.5.3	Development of teaching, research	Transfer of university knowledge to the community	Determining the direction of commercial research	Market research, in accordance with the research infrastructure, determination of the required commercial research area (PCR, stem cells,)	3 research implementation plans have been developed, a contract has been signed for the services with 2 professional institutions	A business model for commercial research has been developed	Rector, Vice Rector, School, Heads of the program	Partner medical service providers	Laboratory equipment	Additional laboratory equipment and consumables	135,000	15,000 market research, 120,000 laboratory equipment	X		X			X		
													35,000		50,000			50,000		

2.3.2	Organizational Development	Development of employee-centered corporate culture	Introduction of system of incentives and encouragement based on staff achievement	Piloting an incentive system based on an updated evaluation system	15% of the staff participates in the scheme	Increased staff motivation and increased quality of performance	Rector, Human Resources Management Service; Head of Administration.	X	Meeting room	X	94,000	25% of salaries of academic and administrative staff	X	X	X	X	X	X	X
													10,000	11,000	12,000	13,000	15,000	16,000	17,000
2.3.3	Organizational Development	Development of employee-centered corporate culture	Development of corporate culture guideline	Identification of the main features of corporate culture, preparing, piloting, implementing the guideline	Corporate culture is shared by 100% of the employee population	A corporate culture guideline has been developed	Vice-Rector, Human Resources Management Service	X	X	X	X	X			X	X			
2.4.1	Organizational Development	Recruitment, retaining and developing the staff	Developing the staff recruitment mechanisms	Creating a portal for vacancies on the University website, participating in HR activities in Georgia and abroad	Increase of candidate interest by 30%	High productivity rates of recruited staff	Human Resources Management Service, School	X	X	X	5000	3,000 Costs of organizing image activities, 500 ads, 1,000 ads abroad, 500 website modifications		X	X				
														2,500	2,500				
2.4.2	Organizational Development	Recruitment, retaining and developing the staff	Improving the staff performance evaluation system	Piloting, change analysis and implementation of teaching staff evaluation system	Pilot feedback received> 25% from three evaluators and all evaluation levels	Increased quality of staff performance	Vice Rector; Human Resources Management Service; Dean; Head of Administration, Quality Assurance Service,	X	Meeting room	X	X	X	X						
2.4.3	Organizational Development	Recruitment, retaining and developing the staff	Ensuring professional development of staff	Ensuring professional development of staff	Total number (100%) of academic and administrative staff and involvement in trainings organized by the University	Increased quality of staff performance, increased rate of satisfaction with academic staff	Human Resources Management Service; Dean; Heads of the program	Invited trainer	Meeting room	X	210,000	Remuneration of trainers, costs of organizing training	X	X	X	X	X	X	X
													27,000	27,000	30,000	30,000	30,000	33,000	33,000
2.4.4	Organizational Development	Recruitment, retaining and developing the staff	Activation of the professional development scheme for the invited staff	Develop a career scheme for invited staff, pilot, reflect pilot results, implement changes	5% of invited staff participate in professional development	5% of invited staff participate in professional development; increased quality of performance of invited staff.	Human Resources Management Service	Invited trainer	X	X	20000	Remuneration of training trainers		X	X	X	X	X	X
															4,000	4,000	4,000	4,000	4,000
2.5.1	Organizational Development	University's Institutional Development	Piloting Institutional Effectiveness Indicators	Initial piloting of institutional effectiveness indicators (2021, 2022) Updated, monitored every 3 years	90% of institutional indicators are realistic	Institutional effectiveness indicators cover all key areas	Vice-Rector, Dean, Administration, Quality Assurance Service, Human Resources Management Service	X	X	X	X	X	X			X			X
2.5.2	Organizational Development	University's Institutional Development	Audit and certification of university management processes	Audit of university management processes in accordance with ISO 9001 standard	90% of the recommendations are fulfilled	Received ISO certificate	Vice-Rector, Dean, Administration, Quality Assurance Service, Human Resources Management Service	ISO certification company	X	X	12,000	Certification fee	X						
													12,000						
2.5.3	Organizational Development	University's Institutional Development	Implementation of external institutional evaluation of the University	Implementation of institutional evaluation of the University by international external evaluators	75% of external evaluation recommendations are implemented	An external evaluation report and development recommendations have been adopted	Vice-Rector, Dean, Administration, Quality Assurance Service, Human Resources Management Service	A group of external evaluators from partner HEIs	X	X	66,000	External evaluation fee				X	X		
																33,000	33,000		

N	Strategic Direction	Strategic Goal	Strategic Task	Indicators		Resources				In total	Breakdown	Performance Period							
						Human		Material				Budget							
				Sub-tasks	Quantitative	Qualitative	Internal	External	Internal	External	2021	2022	2023	2024	2025	2026	2027		
3.1.1	Infrastructure Development	Development of educational-research infrastructure	Equipping teaching, practice and laboratories for new programs	Equipping dental phantom classes (2021) Nursing training infrastructure (2022) Enriching anatomical theater (2023) Physical medicine and rehabilitation program equipment (2023)	Teaching laboratories meet the requirements of all standards	Laboratories are equipped	Material Technical Service, Heads of the program	Company conducting repair works	Purchased simulators, and other teaching equipment	Repair materials	113,000	Laboratory modification and equipment costs	X	X	X				
													63,000	35,000	15,000				
3.1.2	Infrastructure Development	Development of educational-research infrastructure	Providing with new teaching technologies	Purchase of anatomage anatomical simulator, Microsoft HoloLab Virtual Laboratory	All staff implementing the academic course are trained	All staff implementing the academic course are trained	School, academic staff	X	X	Simulation teaching equipment	506,000	72,000 EUR Equivalent in GEL, Customs clearance (anatomage) 7 HoloLens Virtual Simulator 24,500 USD Equivalent, Subscription Services 7 * 12 * 125 USD per year				X	X	X	X
																320,000	116,000	35,000	35,000
3.1.3	Infrastructure Development	Development of educational-research infrastructure	Equipping a Real Time PCR laboratory	Purchase of GoPro Real Time PCR machine, laboratory equipment, equipping the laboratory	The lab provides 200 tests per month	The laboratory is certified in accordance with the requirements of the Ministry of Health	School, Laboratory Manager	Laboratory staff	Space for the laboratory	GoPro Real Time PCR Machine, Laboratory Equipment	187,000	The cost of laboratory hardware	X						
													187,000						
3.1.4	Infrastructure Development	Development of educational-research infrastructure	Developing the library resources	Planned renewal of library resources, purchase of information resources for new programs	All mandatory teaching resources have been purchased	The library resource has been updated according to plan	Library, school		Library Catalog	Library resource	104,000	Fee for renewal of library funds and acquisition of new funds	X	X	X	X	X	X	X
													10,000	12,000	20,000	12,000	20,000	15,000	15,000
3.1.5	Infrastructure Development	Development of educational-research infrastructure	Putting into operation of a dental clinic	Space selection, purchase of dental clinic equipment	Clinical resources are sufficient to service 70% of the student contingent	Obtaining a license to operate the clinic	School, Academic Staff, Material Resources Service	Clinic administration		Dental equipment, clinic space	186,000	106,000 dental clinic equipment, 60,000 lease, 20,000 miscellaneous expenses		X	X	X	X	X	X
														106,000	16,000	16,000	16,000	16,000	16,000
3.2.1	Infrastructure Development	University Campus Development	Construction of a student dormitory	Project development, approval, finding a contractor company, construction	The dormitory is arranged for 100 students	Dormitory project is accepted		Construction company			500,000	Construction expenses		X	X				
														250,000	250,000				
3.2.2	Infrastructure Development	University Campus Development	Arranging recreational spaces on campus	Project development, approval, finding a contractor company, construction		The project is adopted		Construction company			100,000	Construction expenses	X	X					
													50,000	50,000					