



AVICENNA
Batumi Medical University

*„Approved by“
General Meeting of Partners of
Avicenna - Batumi Medical University, LLC
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Appendix №7*

**Management Effectiveness Monitoring Rule of
Avicenna - Batumi Medical University**

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Article 1. General Provisions

1.1. The rule of management monitoring effectiveness of the high educational institution - “Avicenna - Batumi Medical University”, LLC (hereinafter referred to as “Avicenna”, or “University”) establishes the business management principles, determines the procedures of accountability and assessment, also multi-component procedures of management effectiveness assessment and a response in order to ensure effective and objective oriented management of the University as the organization.

1.2. The management effectiveness-monitoring rule is elaborated according to Georgian legislation, University statute, regulation and staff management policy.

Article 2. Management Effectiveness Monitoring Objectives

2.1. Management effectiveness is important for successful operation of the University; the part of which are the qualitative management of the administrative and academic processes as well as effective consumption of human resources, their competencies and the time.

2.2. It is essential to consider organizational structure of the University as well as accountabilities of the relevant structural units of it in order to ensure effective management.

2.3. It is the obligation of all employees of the University to deliver their activities honestly and conscientiously, taking into account the best interests of the University, with the belief that their actions are profitable for the University.

Article 3. University Management Bodies, Their Authority and Accountability

3.1. The management bodies of the University are:

- a) General Board of Partners of the University;
- b) Academic Council of the University;
- c) Rector of the University.

3.2. Each management body of the University owns individual mechanism for assessment and accountability.

3.3. General Board of Partners of the University is authorized to make a decision on the key directions of the University business, namely: University as the organization, its establishment and reorganization; Decision making on investment issues in the organization and agreement of the annual budget; Appointment and dismissal of the University rector as the person authorized for leadership and representation; Approving the reports of the authorized person and organizational financial ones; as well as decision making on other issues determined by the entrepreneurial legislation.

3.4. The authority of the general board of the partners, partnership status, the basis of its acquisition and loss, as well as accountability of the partners are determined according to the “Entrepreneurs’ law of Georgia”, University statute and under the terms of the founding agreement of the partners.

3.5. Academic Council of the University - is the implementer of management in the field of academic and scientific activities of the University, the body based on academic staff representation and collegiality authority of which includes the collegial discussion and decision making of key issues in the strategic, academic and scientific management of the University as a higher educational institution. The members of the academic council are the independent from the composition of academic personnel of the University in regard of realization of their authorities and their accountability in regard to the council and the chairman of it as a rector is the obligation to be involved in the business of the council.

3.6. The authority of the academic council and the ground for obtaining and losing the status of a member of the academic council are determined by the University statute and the academic council statute.

3.7. The efficiency of the activity of the member of the academic council in the performance of the assigned functions is ensured by the election of the member of the council, as well as by the instrument of accountability of the member of the council towards the academic council.

3.8. **Rector of the University** - represents the management of the organization and is the person authorized to resolve key issues of the University, its activities, implement the management of the organization, to conclude agreement on behalf of the organization and make other management type of decisions.

3.9. The rector of the University is authorized to solve all issues unless they are not the part of the general board of the partners' or are not under their exclusive authority.

3.10. The rector of the University is appointed as well as dismissed from the position on the base of the decision made by the general board of the council and the authority of the rector is determined according to the statute of the University and its provision.

3.11. The effectiveness of the University rector's activities in performing the assigned functions is ensured by the mechanisms of accountability to the general council of the partners, as well as by the terms of holding position by the rector and the limitation of holding the office for a period longer than the term defined by the statute of the position.

Article 4. Distribution of Responsibilities amongst the Management Bodies

4.1. The University's management bodies must perform their activities honestly and conscientiously, taking into consideration the best interests of the University, with the belief that their actions are profitable for the University.

4.2. In the event of a collision of authorities between the University's management bodies, or on such a matter, which in accordance with the University's legal acts does not belong to the authority of any of the University's management bodies, the decision is made by the University rector.

4.3. The rector of the University is authorized to include the academic council of the University in a decision-making process to solve the issues which demand the wide involvement of the University society.

4.4. The general board of the partners of the University is authorized to be involved in the business of the University hence only under the terms and conditions determined by the University statute.

Article 5. Entities (Individuals) Performing Management Functions, Their Authority and Accountability

5.1. The entities (hereinafter referred to as individuals) performing the management functions are the following:

- a) Deputy Rector for Clinical Bases and Educational Resource Management
- b) Deputy Rector for Academic and Strategic Development
- c) Deputy Rector for Administrative and Financial Affairs;
- d) Head of Quality Assurance Service.

5.2. The individuals performing the management function in regard of the hierarchy are on the same level in organizational chart and their tasks should be performed on the base of collegiality and a high respect towards each other.

5.3. The rector is authorized to instruct the managing individual to perform the specific task not considered under the present provision or according to the structural unit hence conceptually is under the authority of it.

5.4. Deputy Rectors of the University ensure the leadership of the administrative structural units of the University in specific directions, the unity of their activities and consolidation around the activities provided for by the strategic and operational goals of the University, the reduction of management decisions to the relevant structural unit, the supervision of the activity of the relevant structural unit and representation of structural institutions with other structural units.

5.5. Deputy Rectors (hereinafter referred to as the Deputy Rectors' office) of the University are authorized to resolve issues within the competence of the structural units under their jurisdiction in the event that there is a conflict of powers of the structural units or a specific issue does not belong to the authority of any body.

5.6. Quality Assurance Service of the University is a structural unit responsible for the evaluation, assurance and development of the quality of teaching and learning, scientific and management or administrative activities of the University.

5.7. The quality assurance (head) is subordinate to the rector of the University in the part of the implementation of its activities in accordance with the University regulations, the quality assurance service regulations and quality assurance policies and procedures. -The office monitors the effectiveness of teaching-learning scientific research and University management or administrative activities, using quality assurance assessment tools implemented in the University.

5.8. Deputy Rectors and the head of the Quality Assurance Service and are appointed and dismissed by the order of the University rector and their authority is determined by the University regulations.

5.9. To monitor the effectiveness of the activities of the University's Deputy Rectors and the head of the quality assurance service, the following ways are used: their job descriptions; accountability mechanism to the rector of the University for the performance of operational tasks; A mechanism of accountability to the academic council of the part of structural units/services under their authority to fulfill the goals/tasks of the strategic development and action plans of the University.

Article 6. Independent Structural Units of the University, Their Authorities and Accountability

6.1. The independent structural units of the University ensure the implementation of specific directions of the University's activities, with the content determined by the University's regulations, the regulations of these structural units or the official instructions (job description) of the people employed in this structural unit.

6.2. The following belong to the independent structural units of the University:

- a) Continuous Professional Development Center;
- b) Psychological Support and Interpersonal Wellness.

6.3. The functions of independent structural units are determined by the statute of the University and the regulations of these structural units developed on its basis or the official instructions (job description) of the people employed in this structural unit.

6.4. The heads of independent structural units are appointed and dismissed by the order of the University rector, and their authority is determined by the University's regulations and the relevant job description.

6.5. To monitor the effectiveness of the activities of the heads of the independent structural units of the University are used the following: their official job descriptions, the action plan of the independent

structural unit and the mechanism of accountability to the rector of the University for the implementation of this plan.

Article 7. The Major Educational Unit of the University, Its Authority and Accountability

7.1. The major educational unit (hereinafter referred to as a school) of the University administrates the educational programs of the University.

7.2. The management bodies of the medical school as the major educational unit of the University are:

a) Dean of the school;

b) School Council.

7.3. The functions of the major educational unit (school) and the structural units included in it are determined by the University statute and the school statute.

7.4. The school provision determines the grounds of authority of the school council and a member of school council, as well as the basis of gaining the status of council membership and its loss.

7.5. The head of the major educational unit –the dean is appointed on the position according to the order of the University rector, by the provisions of the University and medical school on the basis of the election results of the dean. Acting Dean of the medical school is appointed by the rector of the University in the cases provided by the regulation of the medical school.

7.6. The status and authority of a member of the school council is related to holding an academic position at the University or having the status of a student at the University. The grounds for obtaining and losing the status of a member of the school council are determined by the school statute.

7.7. To monitor the effectiveness of the activity of the head of the major educational unit of the University-the dean, the mechanism of his election to the position is used; Based on the presentation of the development vision (action plan) of the major educational unit by the candidate for the position of dean, the model of his election (voting), mechanisms for monitoring the strategic plan of the school and involvement in the performance of the tasks provided in the strategic development plan of the University, as well as the mechanism of accountability to the rector of the University for the implementation of the strategic plan of the school.

7.8. The efficiency of the school board member's activities in performing the assigned functions is ensured by the election of the board member, as well as by the accountability tools of the school board member towards the school board and its chairman - the dean.

Article 8. Administrative Units of the University, Their Authority and Accountability

8.1. The administrative units of the University include all units (departments) determined by the organizational structure of the University, except of the management bodies and structural units provided in Articles 3 and 5-7 of this rule.

8.2. Heads of structural units of the University's administration, officials performing management/administrative functions of the University (rector, deputy rectors, head of the quality assurance service); The dean, deputy dean and head of the program of the School of Medicine represent the administrative officials of the University.

8.3. The support staff of the University consists of the staff of structural units of the University, except of the administrative staff specified in clause 8.2 of this article.

8.4. The structural unit of the administration is subordinated to the governing body/official provided by the statutes and organizational structure of the University - the deputy rector/dean of the school/the head of the independent structural unit and is accountable to them.

8.5. The specific issue of subordination to the structural unit of the administration can be determined by the statute of the University or the statute of the corresponding structural unit.

8.6. The independent competence of administrative units is described and regulated by the statute of the University and can be specified by the statute of the corresponding structural units adopted on its basis. The head of a specific structural unit is authorized to independently make operational content decisions within the scope of his competence and within the scope of the authority of the corresponding structural unit.

8.7. For the efficiency of the activity of the administrative unit, the mechanism of accountability to the immediate head is used - in the part of the execution of current/operational tasks, and in the part of the execution of the long-term strategic development plan of the University - accountability to the head (to the management body/managing entity), in the part of the execution of the agreed strategic task/sub-task.

Article 9. Assessment and Monitoring of the Management Effectiveness

9.1. The following mechanisms of the assessment and monitoring are used to analyze the management effectiveness of the structural unit:

- a) Accountability towards the direct supervisor;
- b) Performance indicator of the tasks of the Strategic Development;
- c) The index of reaching University target benchmarks;
- d) The results of 360 degree evaluation of staff.

9.2. The evaluation of management effectiveness should not be carried out in isolation, with any of the single indicators provided in the first paragraph of this article, but the unity of the indicators of different components should be taken into account.

Article 10. Reporting to the Head of Department or Direct Supervisor

10.1. The mechanism for monitoring the management effectiveness of the structural unit-the accountability and reporting to the head of department or direct supervisor is used in following cases:

- a) To monitor the realization of ongoing (operational) objectives (so called: planned reporting);
- b) To monitor effectiveness of the work fulfilled by the employee under his/her job description and job duties/responsibilities (non-planned reporting);
- c) To determine the need for reorganization of a structural unit or a quantitative change (increase/decrease) in its composition (non-planned reporting).

10.2. The head of each structural unit, in agreement with the deputy rector in the administrative and financial direction, determines the periodicity and terms of the planned reporting, so that the reporting is not fragmented and, at the same time, the preparation of the reporting does not interfere with the timely and efficient performance of the tasks facing the structural unit.

10.3. Before conducting the unplanned reporting, the head of each structural unit informs the Deputy Rector for Administrative and Financial Affairs of the reasons for the reporting and the structural unit subordinated to him.

10.4. The results of the reports are saved with the relevant structural head.

Article 11. Performance Indicator of the Tasks of the Strategic Development Plan

11.1. The mechanism for monitoring the effectiveness of the management of the structural unit - monitoring the performance of the tasks of the strategic development plan - refers to the reporting and control of the performance of the strategic tasks outlined in the action plan by the structural units of the University, in order to ensure the achievement of the strategic development goals of the University.

11.2. The department of international relations and strategic planning is realizing the monitoring of the fulfilment of the objectives under strategic planning.

11.3. Within 1 month after the end of each academic semester, the heads of all structural units of the University submit the following information to the International Relations and Strategic Planning department:

- a) information about the strategic tasks defined for their structural unit, separately for completed and ongoing strategic tasks
- b) information about unfulfilled tasks, indicating the reason for impossibility of fulfillment;
- c) information about the involvement of other structural units in the performance of tasks, the quality and efficiency of their cooperation;
- d) information about the need for adjustments in the tasks assigned to (to be performed) for the structural unit in the next academic semester, with appropriate justification;
- e) evidence, in accordance with the quantitative and qualitative indicators provided for the relevant task.

11.4. For unfulfilled strategic objective/sub objective foreseen for reporting period the structural unit should present one of the following justifications:

- a) about the loss of relevance of the task and its removal from strategic development and action plans;
- b) about changing the priority of task execution and changing the period of its execution in strategic development and action plans;
- c) About the reason for the impossibility of completing the task due to internal (structural units of the University) or external (unrelated to the University) factors.
- d) About the insufficiency or unavailability of the resources provided for the performance of the task.

11.5. In case of non-presence or non-share of justification foreseen under the present article, clause 11.4 non-fulfilment of strategic objective will be considered as the fault of the unit responsible on its realization.

11.6. In the direction of academic and strategic development, the deputy rector will submit a report on the current monitoring plans to the University rector and the academic council based on the conclusion developed as a result of the evaluation of the reports of all structural units by the international relations and strategic planning service, and to the heads of structural units - information about the organizational measures to be carried out in its structure (if necessary).

11.7. The mechanisms for monitoring the achievement of the objectives of the strategic plan are described in the strategic planning methodology of the University.

Article 12. Monitoring the Achievement of the Target Benchmarks of University

12.1. The indicator of the achievement of the University's target benchmarks is used to evaluate the activity of those structural units whose activities are directly related to the achievement of the target marks established by the University.

12.2. The achievement of the target benchmarks is monitored by the International Relations and Strategic Planning Department.

12.3. During the annual monitoring, the International Relations and Strategic Planning Department evaluates the impact of the fulfillment or non-fulfillment of strategic tasks on the University's target indicators.

12.4. Information, with reference to the target indicators that were not achieved during the reporting period, will be submitted to the Deputy Rector for Academic and Strategic Development, the relevant structural unit and its head.

12.5. The mechanisms for monitoring the achievement of the target marks are described according to the strategic planning methodology of the University.

Article 13. Monitoring of 360 Degree Evaluation of the Personnel

13.1. The University uses the so-called staff evaluation system. 360-degree feedback system (hereinafter - "360 evaluation"), which provides an evaluation of the employee's performance with objective, versatile and unbiased tools, along with the ability to perform the task by evaluating the ability to effectively integrate it into the educational community and demonstrate transferable skills.

13.2. The 360-degree assessment provides a comprehensive assessment of all the key skills and qualities demonstrated by the University employee, from his supervisors, colleagues, and those benefiting from the results of his work - University staff and students (hereinafter - evaluators).

13.3. With the 360-degree evaluation system, the representative of the University's academic, invited, administrative and support staff (hereinafter - the employee) is evaluated annually, no later than 1 month after the end of the calendar year. The 360-degree employee evaluation form is sent to the employee (self-evaluation - to fill in the self-assessment field) and to the people responsible for the employee's evaluation (evaluators), in order to fill in the relevant fields of the evaluation form.

13.4. Based on the information reflected in the employee's evaluation form, the Quality Assurance Service, with the involvement of the Human Resource Management Service and Chancellery, the Deputy Rector for Administrative and Financial Affairs, will develop proposals for staff professional development and/or incentive measures.

13.5. The University rector reviews the staff activity report and proposals for staff professional development and/or incentive measures presented by the University's quality assurance service and issues relevant legal acts, taking into account the University's budget.

13.6. The rules and procedures for the 360° assessment of the employee, the evaluation of the academic and visiting staff's educational activities and the evaluation of the scientific and research activities of the academic staff are determined by the personnel management policy of the University.

Article 14. Final Provisions

14.1. The management effectiveness rule is approved by the General Board of Partners of the University, according to the statute of the University.

14.2. The approval of the modified edition of the present rule, changes and additions to it are provided by the Rector of the University.