



AVICENNA
Batumi Medical University

*„Approved by”
Academic Council of
Avicenna - Batumi Medical University, LLC
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**The Strategic Development Plan (2023-2029) and the
Action Plan (2023-2025)
of Avicenna - Batumi Medical University**

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Article 1. The Preamble

The main significance of humanity is life protection, striving for health and longevity. The years and experience have illustrated that the most efficient way to achieve this complicated mission is to create a healthcare model based on science, innovation and education. Investments in education, research and innovation is a sustainable pre-condition for the public health and well-being. This very vision has become the ground to the foundation of Avicenna - Batumi Medical University, LLC.

“Medcenter”, High-tech clinic, founding partner of the University, “Innovative Medicine University Clinics”, LLC, and partner organizations (“Solomed”, LLC, “Regional Center of the Family Medicine”, LLC) prioritize to attract and employ gifted youth with high professional skills, to promote their professional development, effective provision of the medical service and to provide patient oriented service from prevention to rehabilitation. Establishment of Avicenna - Batumi Medical University (hereinafter – “University” or “Institution” or “HEI” is a logical continuation of this strategic vision and a response to the educational market current demand that is the first educational institution in the country that fully meets the main requirement of the updated Medicine Sector Benchmarks of Higher Education Subject to be provider of all types of outpatient and hospital services, own clinical base and unlimited clinical practice during all six years of training.

The elaboration of the strategic development plan of the University is the result of long consultations with the field experts, medical personnel of the region, professors and students. The key concept is based on bringing clinical and educational processes into one space and facilitating knowledge transfer, application, joint project planning and research implementation.

The University strategic planning is a long cooperative process implemented with the involvement of the University working group and stakeholders (academic staff, invited staff, clinic staff, employers, administration representatives).

Detection of the medical and social needs of the region, searching for an effective response to them, training human resources, implementation of the international medical achievements, and increasing access to health services were defined as one of the main priorities of the University activities. Above stated can be achieved by the synthesis of educational, scientific-research and clinical activities that creates a solid precondition for effectively meeting the various needs and requirements of the state, region and society.

The strategic development plan of Avicenna - Batumi Medical University is developed in line with the strategic planning methodology and from initiation to approval it is based on the University mission, vision and SWOT analysis.

Article 2. Mission of the University

The mission of the University is to create a dynamically developing, research and innovation oriented, intercultural, free educational space that will contribute to promoting public health through disseminating knowledge and the latest scientific achievements in response to global and regional challenges; to facilitate the formation of a highly competent, competitive, human health

and wellbeing-driven, caring and independent professional who will be adaptive to a changing environment.

Article 3. Vision of the University

The vision of the University is to introduce a modern model of medical education that ensures the promotion of human well-being, longevity, mental and physical health and psychosocial harmony, from disease prevention to rehabilitation. The University targets to provide future doctors and health specialists with higher medical education that responds to both global health and regional specific medical challenges through systemic understanding and complex management of public health or clinical problems. The University operation on the clinical bases of its founding medical institutions provides an actual opportunity to reinforce the various links of the above-mentioned chain of health promotion from the level of basic education, including professional skills and continuing education.

Article 4. Plans of the University

In response to modern challenges in medicine, University plans:

- 4.1.** To introduce the modern educational model that would ensure formation of a professional with high moral values who would be competitive and flexibly adaptable to changing environment that can be achieved by introducing higher educational programs in medicine, nursing, physical medicine and rehabilitation, addictology and public health, residency and continuing professional development programs;
- 4.2.** To contribute significantly to improvement of the medical education in Adjara Region through full utilization of the University “clinic principle” and integration of the teaching and clinical practice;
- 4.3.** To introduce the innovative methods of teaching and world medical education federation standards;
- 4.4.** To internationalize teaching, research and skills maximally;
- 4.5.** To develop international relations aiming at experience exchange, implementation of educational, research and joint programs;
- 4.6.** To ensure continuous training of the staff (academic, invited, administration personnel);
- 4.7.** To integration education and research;
- 4.8.** To increase the integration quality of theoretical and practical teaching;
- 4.9.** To involve the staff and students into the exchange programs;
- 4.10.** To elaborate the professional development programs;
- 4.11.** To monitor constantly the quality of implementation and sustainability of established standards;
- 4.12.** To introduce patient safety and wellbeing -focused studies and innovations;

- 4.13. To introduce corporate culture;
- 4.14. To offer a career development model within the corporation;
- 4.15. To use and develop the already introduced model promoting the career development of the young people with high academic performance by ensuring employment of graduates in the partnership network of the University;
- 4.16. To commercialize the intellectual property;
- 4.17. To position as a leader in the medical education both in region and beyond and establish as a prestigious medical University.

Article 5. Principles of the University

The key principles of Avicenna - Batumi Medical University activities are as follows:

- Academic freedom and integrity;
- Freedom of speech and support of idea pluralism;
- Striving for quality in educational and research process;
- Involvement in promoting health and social well-being activities;
- Teamwork and involvement of staff and students in decision - making process;
- Protection of political and religion neutrality;
- Publicity and transparency of elections and contests;
- Equality, objectivity and non-discrimination.

Article 6. The Directions of the Strategic Development

The institution developed eight directions of the strategic development:

1. Dynamic institutional development tailored to the needs of the country and region

Considers creation and further development of a relevant organizational environment to implement higher educational, lifelong learning and vocational programs as well as the development of the organization from a teaching University to the only private University in the region providing all levels of medical education.

2. Implementation of the international quality research

Considers that the Health and Longevity Scientific-Research center, an already established unit at the University will provide and support the university staff to conduct research; Moreover, the center will be the Center will be a Hub for the current researches in the region for the university and its international partners.

3. Provision of employment oriented, modern standard compliant high academic quality education and acquiring knowledge

Considers development of the current programs in the field of medicine, nursing, physical health and rehabilitation, addictology and public healthcare, their continuous development targeting international recognition.

4. Internationalization

Internationalization considers forming the international partnership network to facilitate teaching, scientific research and intuitional development, as well as elaborating joint educational programs and international institutional projects; implementing clinical component of the curriculum in the foreign universities and inviting the professors and teachers from the partner universities; seeking for the partners for joint doctorate programs and ensuring staff and students mobility.

5. Expansion of the partners network

In response to the existing challenges of medical education, it considers affiliation of the largest clinical institution and implementation of the basic principle of medical education – bedside teaching in the format of University clinics;

Identifying the international partners to administer the joint scientific research; signing memorandums with the regional, national and foreign HEIs;

The University plans to cooperate with pharmaceutical companies to commercialize the science, to plan and pertain applied researches. Furthermore, in partnership with the regional Ministry of Health of Adjara to plan and implement the target programs; as well as to cooperate with crewing companies to promote the health of seafarers and to promote development of telemedicine.

6. Creating infrastructure and student spaces adapted to teaching:

Considers application of innovative, hi-tech and competitive solutions in the process of teaching, learning and scientific research as well as reinvestments in the continuous development of the University infrastructure.

University prioritizes to create the models of modern medical education and to develop relevant infrastructure in this direction; **formation and strengthening of Clinical Skills, Simulation Training and Assessment Center, creation of pathomorphological archive and digital bank – its formation as a basis for a doctoral program, replenishment of University library with modern literature;**

Introduction of an electronic system of study including distance synchronic and asynchronous models; accessibility to the library from the University clinics; formation of the recreational areas and promotion of active sports and cultural student life.

7. Result - oriented management:

Considers organizational strive to efficiency and implementation of good management principles via various mechanisms like promotion, following work hygiene, introduction of horizontal and vertical mutual evaluation systems and offering rational and efficient work schedule.

8. Active involvement in public activities:

Considers understanding the responsibility of the role of the University as a public organization and implementation of the social projects for the benefit of medical science and needs of the region.

Article 7. Factors and Resources for the Successful Implementation of the Strategic Plan

1. The first university established by the medical institution in the region;
2. Four affiliated **University clinics**;
3. Geographic location;
4. High indicators of financial sustainability and reputation of the founding organizations;
5. Well-developed and safe environment, recreational areas;
6. Variety of clinical bases that comprises all links of health services from the primary healthcare to transplantology and rehabilitation;
7. Highly qualified personnel oriented to professional development;
8. Modern infrastructure and high-tech material-technical base;
9. Clinical bases and labs meeting modern standards with high accessibility for students-the educational clinical environment adapted to students;
10. Financial sustainability and opportunity for continuous development;
11. Electronic management system;
12. Already well -functioning model of personnel development;
13. Library with modern literature (electronical, printed);
14. The possibility to interest the state and international donor organizations with scientific - clinical researches;
15. The opportunity to carry out clinical research and involve students;
16. Lifelong learning center;
17. Cooperation with international and local partners;
18. The possibility to promote active student life and their self-realization.

Article 8. SWOT – analysis

8.1. University Strengths

1. The educational space responding to modern challenges;
2. High demand for English-language programs in the country and region;
3. Geographic location;
4. Developed and innovative infrastructure and material-technical base;

5. Possibility of guaranteed employment of students/graduates in University clinics;
6. Operation of four clinical institutions in a consortium;
7. The possibility of full utilization of the University clinics resources by the University;
8. Academic and invited staff employed mainly in the University clinics;
9. International partners and foreign staff;
10. Memos promoting clinical teaching and research activities;
11. Highly qualified motivated academic and administrative staff;
12. Highly qualified administrative staff involved in higher medical education;
13. Qualification enhancement trainings, including abroad;
14. History of international research in the founding medical institutions;
15. Independent financial platform;
16. Developed and innovative infrastructure and material-technical base;
17. Safe environment and recreational area for students and staff;
18. Electronic management system of the educational process;
19. Modern library and information/communication technologies.

8.2. Areas for Improvement (University Weaknesses)

1. Status of a newly established University;
2. The University is less known to the public;
3. No history of long cooperation;
4. No membership in the international medical education organization;
5. Scarcity of the current scientific research;
6. No international research projects.

8.3. Development Opportunities

1. Elaboration of wide range of medical education programs;
2. Application of international partnership to develop joint program, international researches and staff professionalism;
3. Implementation of scientific or social projects relevant to regional specification;
4. Staff professional development to keep them to ensure their retention and sustainability in the organization;
5. Obtaining international recognition of the educational programs.

8.4. Threats

1. Unsustainable social-economic environment;
2. Principle reliance of investor clinics as well as other medical institutions operating in the country on the state funding;
3. Increase of number of educational programs at the competing educational institutions;
4. Barriers related to the logistics of foreign students (visa procedures, visa obtaining, delays in flights and/or prolonged procedures related to obtaining the right to enroll in a university).

Article 9. Target Benchmarks of the University Development

9.1. The target benchmarks of the development describe the quantitative characteristics of the University that are provided by the realization of the tasks set in the given strategic development plan.

9.2. The target benchmarks are defined with consideration of University development priorities and challenges, as well as best international or local good practice and risk stratification possibilities;

9.3. Based on the reality of the labour market in the HE in Georgia, the staff dropout rate sums up at 20% maximum and in the event of this, this specified target benchmark will be maintained.

Table 1 – Target benchmarks of Avicenna - Batumi Medical University

	Current indicator	Target Indicator	Estimate date to achieve the target indicators
The ratio of the number of academic and scientific staff to the total number of administrative and support staff	54/28	100/47	2027
The ratio of the number of academic and scientific staff to the total number of the staff of the institution	54/177	100/297	2027
The ratio of the number of academic and scientific staff to the number of invited personnel	54/95	100/150	2027
The ratio of the number of academic, scientific and invited staff to the number of higher educational programs	149/1	250/1	2028

The ratio of the administrative staff to the number of students	28/0	47/1080	2028
The ratio of the affiliated academic staff to the total number of academic and invited staff	31/156	50/250	2027
The ratio of the affiliated academic staff to the number of the students	31/0	50/1080	2028
Retention rate for academic staff	85%	95%	2028
Retention rate for invited staff	85%	95%	2028
Retention rate for administration and support staff	85%	95%	2028
The ratio of administrative expenses to the total budget	39,9%	19,2%	2028
Ratio of the budget allocated for research/art, developmental, creative activities to the total HEI budget	3,6%	6,2%	2028
<i>Annual academic staff increase - not less than 10%</i>			

Article 10. Strategic Development Plan of the University

10.1. University strategic development plan defines the directions of the University development for the long - term period (7 years) describing its key directions, the goals based on the directions, the human, financial and material resources to implement objectives as well as quantitative and qualitative indicators to assess implementation of the objectives.

10.2. The strategic development plan describes:

- The objectives/sub-objectives of the University strategic development;
- Human resources necessary to implement the objective;
- Material resources necessary to implement the objective;
- Financial resources necessary to implement the objective;
- Timetable/period of the objective implementation in the calendar year;
- Procedures and period to monitor, review and amend the strategic plan;
- Persons/structural units involved in the process of development, discussion/agreement and approval of the strategic development plan.

10.3. Strategic development plans is based on strategic initiatives of all management units (Partners' meeting, rector, academic council) and main educational units of the University that are discussed and evaluated in line with the strategic planning methodology and confirmed by the University partners' meeting and approved by the academic council.

10.4. Strategic Development Plan of Avicenna - Batumi Medical University is presented in the **Annex 1**.

Article 11. Action Plan of the University

11.1. In line with the strategic development plan, the University action plan includes the objectives to be implemented in medium term (3 years) period, the entities responsible for implementation or the structural units of the University, the sub-tasks to achieve specific strategic objectives and human, financial and material resources necessary as well as qualitative and quantitative indicators to assess the objective/sub-task achievement.

11.2. The Action Plan of Avicenna - Batumi Medical University is presented in the **Annex 2**.