



AVICENNA
Batumi Medical University

*"Approved by"
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**Quality Assurance Policy of Avicenna - Batumi
Medical University**

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Chapter I - General Provisions

Article 1. General Provisions

1.1. This policy defines the quality assurance standards of the higher educational institution - "Avicenna - Batumi Medical University" LLC (hereinafter - "Avicenna" or "University"); internal and external quality assurance mechanisms, guidelines and quality assurance procedures in the direction of teaching, research and higher educational institution management; It also determines the quality assurance cycle, determines the periodicity of quality assurance procedures, the parties involved in it, quality assurance tools, and the ways and forms of responding to findings as a result of quality assurance procedures; It creates the necessary legal foundations for transparency, objectivity and stakeholder engagement of quality assurance processes and procedures.

1.2. Quality assurance is internal and external evaluation procedures, the implementation of which contributes to the improvement of the quality of education in a higher educational institution, ensuring its compliance with local and international standards, implementing a system of systematic multifaceted evaluations, and responding to evaluation results. Internal evaluation procedures are performed by the University, and external evaluation procedures are performed by external stakeholders and/or the National Center for Education Quality Enhancement.

1.3. The quality assurance policy and process are the main pillar of the internal quality assurance system, represents a cycle of continuous improvement and promotes the growth of the institution's accountability, creates conditions for development of a quality culture in which all stakeholders at all levels are involved in the quality assurance process.

1.4. The quality assurance system is based on the idea of a self-critical society, where members of University community are actively involved in quality assurance and development processes.

Article 2. Quality Assurance Policy Objectives

2.1. The objective of the University's quality assurance policy is the integration of quality assurance tools in the process of the University's teaching, research and administrative activities, which will contribute to planning and implementation of student-oriented higher education programs, the educational process and supporting administrative processes, objective evaluation and continuous development, internal and external evaluations and effective implementation of feedback response mechanisms.

2.2. Objectives of the policy are as follows:

- a) to create united guiding standards in the University in order to facilitate the processes of development, implementation, evaluation and development of student-oriented educational programs;
- b) to create an effective internal quality system of educational and administrative processes;
- c) to determine the mechanisms of using the feedback of external evaluators to improve the University performance.

2.3. The quality assurance policy promotes:

- a) creation and implementation of the quality assurance system at the University;
- b) connection of the educational process with scientific researches;
- c) determining the need for necessary resources and effective management of resources;
- d) active involvement of all members of the University community in quality assurance processes;
- e) analysis and development of the quality assurance system.

Article 3. Quality Assurance Policy Tasks

3.1. The main tasks of the quality assurance policy are:

- a) implementation of educational activities in accordance with the modern trends of development of the field;
- b) ensuring competitiveness of educational programs and processes;
- c) study and analysis of current and future requirements and expectations of stakeholders (state and society, employers and partners, students, etc.) and the degree of their satisfaction;
- d) creation of an educational environment, taking into account the requirements of stakeholders;
- e) permanent monitoring and periodic evaluation of educational and scientific research processes;
- f) ensuring sustainable development and increasing competitiveness of University;
- g) determination of modern infrastructure necessary for educational, scientific-research and innovative activities;
- h) increasing the effectiveness of University management;
- i) methodical and informative provision of the educational process;
- j) initiation of prospective educational programs and projects as part of educational and scientific-research activities;
- k) creation of a student-oriented educational environment;
- l) establishment of the system of evaluation of learning results, which takes into account the individual achievements of students in learning and research activities;
- m) providing assessment of staff professionalism;
- n) raising the potential of personnel, based on the introduction of modern methods of training and raising their qualifications;
- o) development of proposals for professional development and/or incentive measures for staff.

Article 4. Quality Assurance Principles

4.1. The guiding principles of the quality assurance system of the University are:

- a) **Customer orientation** - knowing their current and future requirements, satisfying them and meeting their expectations as much as possible;
- b) **Leadership** - involvement of University management in the decision of policy goals and quality assurance tasks;
- c) **Involvement** - motivation of all categories of employees and other members of University community to get involved in improvement of the institution's activities, using quality assurance mechanisms;
- d) **Continuous Development** - striving for continuous improvement in order to raise and improve effectiveness of University's activities and its effectiveness;
- e) **Evidence-Based Decisions** - making decisions based on the analysis of reliable and verifiable/verifiable facts, data and information using the correct method;
- f) **Cooperation** - mutually beneficial relations with University partners, taking into account the experience, interest and involvement of both parties.

Article 5. Fundamentals of Quality Assurance Policy Elaboration

5.1. The University's quality assurance policy is an integral part of the University's vision and a consistent part of development directions set by the University's strategic development plan.

5.2. The quality assurance policy takes into account the vision and basic values of the University's management bodies/authorities, includes the basic principles, directions and tools of the University's quality assurance system.

5.3. The basis for the elaboration of quality assurance policy is the mission, vision and values of the University.

5.4. The quality assurance policy is based on the Law of Georgia "On Higher Education", authorization and accreditation regulations, takes into account quality assurance standards and recommendations by European Higher Education Area (ESG).

Article 6. The Quality Assurance System Implementation Stages

6.1. After the establishment of the University, the quality assurance system includes and develops in the following key directions:

a) **Determination of the main management policies** - elaboration and approval of policy documents by the management bodies/authority of the University containing the University's mission, strategic goals, vision, key values and key principles in the field of quality based on the of requirements survey and evaluation of the educational market, labor market, other users and stakeholders (including University employees);

b) **Determination of strategic development directions** - formalization of the strategic development goals and objectives of University, distribution to the responsible structural units of University and its reflection in the plans, indicating the needs of relevant resources, performance deadlines and performance evaluation indicators;

c) **formation of quality assurance structure** - determination of the role and involvement of various structural units of the University and stakeholders in quality assurance procedures;

d) **description of the key processes of the University's activity** - in the form of internal legal acts - provisions, rules, instructions and other documents; Identification of basic work processes, responsible structural units, decision-making, change, agreement and cancellation procedures;

e) **Development of quality assurance tools** - establishment of basic quality assurance processes, procedures and instructions, elaboration of measurement and monitoring system of basic work processes.

6.2. The universal standard of quality assurance requires defining and measuring the main parameters of work processes, their control, analysis of the level of achievement of goals and continuous improvement. Therefore, in the process of forming the quality assurance system, it is necessary to carry out the mentioned processes in University, which first of all implies:

a) assessment of the level of satisfaction of internal and external users (students, staff, employers, society, etc.);

b) assessment of the quality of the knowledge, developed skills and competencies acquired by the students, including the current, midterm and final control procedures, etc.;

c) systematic internal assessment (audit) and periodic complex self-assessment.

Article 7. Quality Assurance System Cycle

7.1. The quality assurance system is based on the PDCA cycle (a four-step) model used to control, change and continuously improve processes and products.

7.2. PDCA cycle steps are defined as follows:

- a) **Plan** - It involves planning the assessment and response processes before the start of the quality assurance process, which means anticipating the steps required for the assessment process and the ways of responding to the obtained results;
- b) **Do** - It includes the implementation of planned evaluation processes, which implies the discovery of existing issues of concern and areas for improvement and/or responding to the obtained results, taking steps to improve the obtained results, implementing the necessary changes;
- c) **Check** - which implies observation of the results of the implemented changes, evaluation of the changes resulting from the changes, accordingly, evaluation of the implemented processes, ways and means of response, i.e. the effectiveness and sufficiency of the mechanisms used in the process;
- d) **Act** - which includes making the necessary changes based on the evaluation results to improve the process.

7.3. As soon as one step of the PDCA cycle is completed, the transition to the next is carried out, so that the quality assurance system is in the process of continuous development.

Article 8. Internal and External Quality Assurance Mechanisms

8.1. Quality assurance in the University is implemented through internal and external mechanisms.

8.2. Internal mechanisms include quality assurance mechanisms related to the structure of the University's program, the implementation of the educational process, scientific research, personnel and process management, which are implemented by the quality assurance service of the University with the involvement of interested parties, in accordance with the regulations and procedures established by this policy.

8.3. External quality assurance mechanisms include evaluations of external evaluators - authorization and accreditation (performed by the National Center for Educational Quality Enhancement or an international organization with relevant authority), as well as evaluations of invited field experts, by relevant evaluators, in accordance with established regulations and procedures.

Chapter II - Internal Quality Assessment, Quality Assurance of Educational Programs

Article 9. General Requirements for Educational Programs

9.1. The educational programs developed and implemented by University must be in accordance with the mission and goals of the University, taking into account the expectations of interested parties (the state, the applicant, the labor market and the expected employer), the modern requirements of the educational system and the current context of scientific achievements, be provided with the necessary resources for its implementation (human, material, financial, informational) and comply with the University's strategic development goals.

Article 10. Evaluation of Educational Program Development Process

10.1. Quality assurance procedures for the elaboration of a new educational program ensure compliance of the new program, from the stage of program idea initiation to the stage of program accreditation, with the accreditation standards and University requirements and to reduce the risks associated with the implementation of the program.

10.2. Evaluation of the process of elaboration a new educational program includes:

- a) evaluation of the concept of the new educational program (the appropriate form of the concept evaluation is approved by the order of the rector, upon submission of the quality assurance service);
- b) evaluation of the project of the educational program (the appropriate form of the project evaluation is approved by the order of the rector, upon submission of the quality assurance service);
- c) self-assessment and accreditation of the educational program.

Article 11. New Educational Program Concept Evaluation

11.1. During the evaluation of the concept of a new educational program, the initiator of the educational program presents to the academic council of the University information about the needs of the relevant field, the labor market and the expectations of interested parties, as well as the general concept of the program. Based on the presented information, the quality assurance service evaluates the concept's compliance with the goals and development tasks of the University, and the requirements of the labor market. Based on the presented information, it will study the possibility of the program initiator team to develop and implement the mentioned program, as well as study the existing and necessary resources and present a substantiated conclusion to the academic council of the University, before making a decision on the initiation of the program.

11.2. The head of the quality assurance service is authorized to present the following types of justified recommendations in his report:

- a) regarding the positive evaluation of the concept of the educational program and the recommendation for its elaboration;
- b) regarding the negative evaluation of the concept of the educational program and the recommendation to abstain from its elaboration;
- c) regarding the need for presentation of additional information and evidence for the evaluation of the concept of the educational program - to confirm the program's relevance, competitiveness, involvement of interested parties, which is necessary for making a decision.

11.3. The academic council is authorized to take or not to take into account the recommendation of the quality assurance service and to make one of the decisions provided for in paragraph 2 of this article in relation to the concept of the program.

11.4. The procedure established by this article also applies during the consideration of the project of substantive change of the educational program operating in the University. A substantial change is considered a change that involves a change in program qualifications and/or achievable learning outcomes.

Article 12. Educational Program Project Elaboration

12.1. Elaboration of the project of the educational program is carried out in accordance with the "Rules for planning, elaboration, approval, implementation, evaluation and development of educational programs of Avicenna" (hereinafter - the Rule for Program Elaboration).

Article 13. Educational Program Self-Evaluation

13.1. The self-evaluation of the educational program elaborated at the University and approved by the academic council involves the description of the program objectives and learning outcomes, the content of the study courses, teaching-learning and assessment methods, the services for working with the students of

the program, and quality assurance procedures in order to determine the compliance of the program with accreditation standards of the higher educational institution.

13.2. The self-evaluation/working group is established by the order of the rector of the University and may include:

- a) program head;
- b) working group members;
- c) representatives of the academic staff implementing the program;
- d) representatives of the University administration;
- e) representatives of partner employers;
- f) students, in the case of a valid program;
- g) graduates, if any.

13.3. The self-evaluation process will be conducted using the procedure and self-evaluation form established by the regulation of accreditation of higher education programs of educational institutions.

13.4. The organization and monitoring of the self-assessment process is carried out by the head of the quality assurance service of the University.

Article 14. Educational Program Implementation Process Evaluation

14.1. The task of quality assurance mechanisms and procedures of the current educational program is to evaluate achievement of the learning outcomes of the program by students during the entire period of study in the framework of the program, to respond to the evaluation results and to inform the person or persons responsible for the effective operation of the program about the desired modification.

14.2. The task of quality assessment procedures for the implementation of the educational process is to contribute to the continuous implementation of the educational process and to observe implementation process, so that any component of the educational process (lecture/seminar/practical/laboratory) is conducted in accordance with the goals of the quality assurance policy, using modern teaching-learning methods and creating a student-oriented learning environment.

14.3. The components of the evaluation of the learning process are:

- a) evaluation of the implementation of study courses by students (the appropriate form is approved by the order of the rector, upon submission by the quality assurance service);
- b) evaluation of the staff implementing the study courses by the students (the relevant form is approved by the order of the rector, upon submission by the quality assurance service);
- c) monitoring of the process of the course;
- d) monitoring of the examination process;
- e) monitoring of the organizational provision of the educational process;
- f) monitoring the progress of the clinical teaching process;
- g) collegial observation (the appropriate form is approved by the order of the rector, upon submission by the quality assurance service);
- h) evaluation of the implementation of study courses by the program head (the appropriate form is approved by the order of the rector, upon submission by the quality assurance service);

- i) evaluation of the personnel implementing the study courses by the program head (the appropriate form is approved by the order of the rector, upon submission by the quality assurance service);
- j) analysis of direct assessment of students' learning outcomes;
- k) analysis of indirect assessment of students' learning outcomes.

Article 15. Evaluation of the Implementation of a Study Course by a Student

15.1. The evaluation of the implementation of study courses by a student includes the evaluation of the content of the study course based on the student feedback through a structured questionnaire, for each study course separately.

15.2. During the analysis of the evaluations of the implementation of study courses by students, the following components are assessed:

- a) the level of difficulty of the course;
- b) adequacy of prerequisite for admission to the course;
- c) complexity of tasks and educational literature;
- d) sufficiency of lecture, seminar, practical or clinical study hours;
- e) compliance of the study course with the students' expectations;

15.3. The analysis of evaluations of the implementation of study courses by students is carried out every semester.

15.4. During the analysis of students' evaluations regarding implementation of study courses, components with a significant deviation from the general trend (25% or more) can be studied separately through supporting forms of evaluation (interview, focus group, observation, etc.).

15.5. The results of the analysis of evaluations regarding the implementation of study courses will be presented to the program head and the academic council.

Article 16. Evaluation of the Staff Implementing a Study Course by a Student

16.1. Evaluation of teaching staff includes evaluation of academic or invited teaching staff by a student through a structured questionnaire, based on student feedback, for each course separately.

16.2. During the analysis of the evaluations of the staff implementing a study course by a student the following components are assessed:

- a) general level of satisfaction with staff;
- b) adequacy of teaching methods;
- c) adequacy of assessment methods;
- d) adequacy of communication;
- e) organizational and time management skills;
- f) audience management and pedagogical skills.

16.3. The analysis of the students' evaluations of the staff implementing the study courses is carried out every semester.

16.4. During the analysis of students' evaluations regarding teaching staff, components with a significant deviation from the general trend (25% or more) can be studied separately through supporting forms of evaluation (interview, focus group, observation, etc.)

16.5. The results of the analysis of the students' evaluations regarding the teaching staff will be presented to the program manager and the academic council.

Article 17. Evaluation of Educational Processes

17.1. The purpose of monitoring educational processes (educational, laboratory or clinical studies, consultations, as well as the examination process) is to check the level of management of the mentioned process and the degree of fulfillment of the obligations by the authorized persons.

17.2. To evaluate the progress of the educational process, it is possible to use:

- a) direct observation (monitoring);
- b) student feedback;
- c) staff survey/feedback;
- d) responding to student or staff complaints.

17.3. Evaluation of educational processes is carried out periodically, in accordance with the schedule developed by the quality assurance service.

17.4. The results of the evaluation of the progress of the educational processes will be submitted to the dean of the University school and the deputy rector for clinical bases and educational resource management.

Article 18. Collegial Observation

18.1. Collegial observation refers to the formative assessment of staff delivering a similar educational component, with the aim of sharing and developing best teaching practices through peer assessment.

18.2. Within the framework of collegial observation, the following are evaluated:

- a) adequacy of teaching methods;
- b) adequacy of assessment methods;
- c) adequacy of communication;
- d) organizational and time management skills;
- e) audience management and pedagogical skills.

18.3. Collegial observation is carried out during the educational process, according to the schedule agreed with the dean of the school and the quality assurance service.

18.4. The results of the collegial observation are presented to the assessee and the University Academic Council.

Article 19. Evaluation of the Implementation of a Study Courses by a Program Head

19.1. The evaluation of the implementation of the study courses by the program manager includes the evaluation of the content of the study course through a semi-structured questionnaire for each training course separately.

19.2. During the analysis of program head's evaluations of the implementation of study courses, the following components are assessed:

- a) the level of difficulty of the course;
- b) adequacy of prerequisite for admission to the course;
- c) complexity of tasks and educational literature;
- d) sufficiency of lecture, seminar, practical or clinical study hours;
- e) relevance of teaching and assessment methods.

19.3. The evaluation analysis of the implementation of study courses by the program manager is carried out annually for each study course.

19.4. Components with a significant deviation (25% or more) from the general trend during the comparison of the analysis of the evaluations of the implementation of study courses by the program head and the students can be studied separately.

19.5. The results of the analysis of the evaluations and the development recommendations regarding the implementation of study courses will be submitted to the Academic Council of the University by the program head.

Article 20. Evaluation of the Staff Implementing a Study Course by a Program Head

20.1. The evaluation of the staff implementing the study courses by the program head includes the evaluation of the academic or invited staff implementing the study courses through a structured questionnaire for each study course separately.

20.2. During the analysis of the evaluations of the personnel implementing the study courses by the program head, the following components are assessed:

- a) adequacy of teaching methods;
- b) adequacy of assessment methods;
- c) adequacy of communication;
- d) organizational and time management skills;
- e) audience management and pedagogical skills.

20.3. Evaluations of the staff implementing a study course by a program head is carried out every semester.

20.4. Components with a significant deviation (25% or more) from the general trend during the comparison of the analysis of the evaluations of the staff implementing a study course by a program head and the students can be studied separately.

20.5. The results of the analysis of evaluations and the development recommendations regarding the implementation of study courses will be submitted to the assesse and Academic Council of the University by the program head.

Article 21. Analysis of Students' Academic Performance

21.1. The analysis of the student's academic performance provides for the periodic evaluation of the student's academic performance and elaboration of recommendations for responding to deviations found in the evaluation process, which ensures better achievement of learning outcomes.

21.2. Based on the analysis of students' academic performance, the following components are assessed:

- a) degree of complexity of the educational program and individual study courses;
- b) adequacy of used assessment methods;
- c) the level of preparation of the student contingent;
- d) degree of complexity of assessments.

21.3. Academic performance analysis is conducted annually.

21.4. The results of the analysis are expected to conform to a normal distribution (Gaussian distribution) with the following coefficient:

- a) highest and lowest grade - 10-10% of the student contingent;
- b) high and low grades - 25-25% of the student contingent;
- c) average grade - 30% of the student quota.

21.5. The components of the educational program that have a significant (20% or more) deviation from the general distribution trend are determined in parallel with the overall assessment.

21.6. In order to identify deviations depending on the characteristics of a specific educational component, it is possible to analyze the academic performance of different groups of students or different components of the educational course (current, midterm or final assessment).

Article 22. Analysis of the Survey (evaluations) of the Graduates of the Educational Program

22.1. The survey of the graduates of the educational program, the assessment of professional achievements and employment indicators aim to indirectly check the achievement of the learning outcomes of the graduates, to receive information that will contribute to the development of the program, more orientation to the needs of the field and the labor market.

22.2. The survey/evaluation of the graduates of the educational program is carried out:

- a) with the results of the survey of graduates (the appropriate form is approved by the order of the rector, upon submission by the quality assurance service);
- b) with indicators of employment of graduates;
- c) with indicators of employment of graduates by specialty;
- d) with national and international certification exams results of graduates.

Article 23. Analysis of Program Evaluations by Educational Program Employers

23.1. The analysis of evaluations of the program by the employers of the educational program aims to collect and process feedback on the educational program by the partner of the university, interested employers working in the field of program implementation, for the purpose of initial and future evaluation of the program, development of the program and its orientation to the current needs of the labor market.

23.2. Program evaluations are used by educational program employers for the following:

- a) survey of employers (the appropriate form is approved by the order of the rector, upon submission of the quality assurance service);
- b) labor market research;

c) direct involvement of employers' representatives in the working group.

Article 24. Analysis of Compliance of Material Resources

24.1. Material resources: study space, recreational and additional spaces/auxiliary area, study equipment, laboratory equipment, computer equipment, study simulators and others compliance with the requirements of the educational program, the needs and expectations of students and staff, and the availability of resources are determined by:

- a) by surveying interested parties;
- b) with the results of the material resource audit;
- c) in case of existence - by evaluating compliance with the target set by the university or the best practice;
- d) in case of existence - by assessing the compliance of material resources with external recommendations.

Article 25. Analysis of Relevance of Informational and Library Resources

25.1. Determining the relevance of the compulsory literature specified in the syllabi of the study courses to the library books of the university, as well as the availability and sufficiency of other informational resources is carried out:

- a) by surveying interested parties;
- b) with the results of the audit of library funds and information resources;
- c) in case of existence - by evaluating compliance with the target set by the university or the best practice;
- d) in case of existence - by assessing the compliance of information and library resources with external recommendations.

Article 26. Analysis of Relevance of Website and Other Informational Resources

26.1. The compliance of the University's informational resources: the University website, as well as the study process electronic system management of the educational process, with the needs and expectations of students and staff, as well as their availability to users is carried out:

- a) by surveying interested parties;
- b) by studying the statistics of the use of informational resources;
- c) by evaluating the compliance of informational resources with authorization and accreditation standards;
- d) in case of existence - by assessing the compliance of informational resources with external recommendations.

Article 27. Development of the Methodology for Planning the Student Contingent and Assessment of the Student Threshold

27.1. Development of student contingent planning procedures, based on the assessment of University resources and determination of target indicators, ensures the monitoring of the sufficiency of human, material and other educational resources necessary for implementation of the educational program.

27.2. The purpose of the student contingent planning methodology is to facilitate the high-quality, smooth implementation of the University's educational program, teaching and clinical teaching processes, to provide the University with a transparent and effective tool for assessing the sufficiency of its own material, human and clinical resources and determining the need for further development, which is based on the existing regulations in the direction of ensuring the quality of higher education in Georgia, the requirements of the sectoral characteristics of medicine, and provides the initial and current assessment of the development dynamics set by the University and the achievement of the established target marks.

27.3. The planning of the student contingent and the assessment of the sufficiency of human, material and other educational resources necessary for the implementation of the educational program are carried out in accordance with the methodology document for determining the maximum number of students established by the academic council of the University.

Article 28. Academic Staff Evaluation

28.1. Academic staff evaluation aims to determine the appropriateness of professional skills of the relevant staff to the position held, to assess the level of satisfaction with the relevant academic staff by colleagues, students and structural units responsible for the implementation of the University's educational process, to determine the areas to be developed in the activities of specific staff and to provide substantiated feedback for professional development, which ensures the management of processes by highly qualified staff, identification of needs for professional development and increase of staff motivation.

28.2. The following components are used to evaluate academic staff:

- a) initial assessment of experience and professional skills within the academic competition;
- b) the results of 360-degree evaluation carried out by the University;
- c) results of evaluation of educational activities; the results of the survey of students, colleagues and administration employees;
- d) results of evaluation of scientific-research activities;
- e) staff reports on the fulfillment of obligations established by the labor contract, workload and other legal acts of the University.

28.3. The University provides support for the professional development of human resources (training, certification, promotion of participation in conferences and seminars).

Article 29. Invited Staff Evaluation

29.1. The evaluation of the invited staff aims to determine the relevance of the professional skills of the relevant staff to the position held, to assess the level of satisfaction with the relevant staff by colleagues, students and structural units responsible for the implementation of the University educational process, to determine the areas for development in the activities of specific staff and to provide substantiated feedback for professional development, which ensures leading processes with highly qualified staff, identifying professional development needs and increasing staff motivation.

29.2. The following are used to evaluate invited staff:

- a) initial assessment of experience and professional skills within the academic competition;
- b) the results of 360-degree evaluation carried out by the University;
- c) results of evaluation of educational activities; the results of the survey of students, colleagues and employees of administrative units;

- d) results of evaluation of scientific research activities;
- e) staff reports on the fulfillment of obligations established by the labor contract, workload and other legal acts of the University.

29.3. The University provides support for the professional development of human resources (training, certification, promotion of participation in conferences and seminars).

Article 30. Administrative and Support Staff Evaluation

30.1. The evaluation of administrative and support staff aims to determine the relevance of the professional skills of the relevant staff to the position held, to assess the level of satisfaction with the relevant staff by colleagues, students and structural units responsible for the implementation of the University educational process, to determine the areas for development in the activities of specific staff and to provide substantiated feedback for professional development, which ensures leading processes with highly qualified staff, identifying professional development needs and increasing staff motivation.

30.2. The following components are used to evaluate administrative and support staff:

- a) initial assessment of experience and professional skills within the academic competition;
- b) the results of 360-degree evaluation carried out by the University;
- c) the results of the survey of students, colleagues and teaching staff;
- d) staff reports on the fulfillment of obligations established by the labor contract, workload and other legal acts of the University.

30.3. The University provides support for the professional development of human resources (training, certification, promotion of participation in conferences and seminars).

Article 31. Objectives for Quality Assurance of Research Activities

31.1. The task of quality assurance mechanisms of scientific research is to ensure the assessment of research activities performed by academic staff, to determine the quality of scientific research productivity and to support the implementation of more research adjusted to the needs of society. In addition to ensuring the research productivity of the academic staff, the abovementioned quality assurance procedures provide the involvement of students in the research processes carried out by the academic staff and the promotion of their individual research interests, ensuring equal access to research, objective and impartial evaluation of research proposals, and publicity of the results.

Article 32. Evaluation of Scientific Productivity of Academic Staff

32.1. The evaluation of the academic staff's scientific-research activity (scientific productivity) aims to determine the rate of scientific-research work performed within the academic staff's workload, to promote the scientific activity of the staff and to encourage research activities that bring high scientific results.

32.2. For evaluation of scientific productivity of academic staff, the following are used:

- a) scientific-research work experience of the staff within the framework of the academic staff selection competition, in particular:
 - a.a) scientific publications published in journals with an impact factor during the last 5 years;
 - a.b) published monographs;

- a.c) obtained scientific grants;
- a.d) patents, inventions.
- b) the results of scientific research activities during the tenure of the academic position at the University, which includes:
 - b.a) scientific publications published in a journal with an impact factor;
 - b.b) scientific publications published in refereed journals;
 - b.c) reports at local conferences;
 - b.d) reports at international conferences;
 - b.e) obtained scientific grants;
 - b.f) involvement in scientific grant projects;
 - b.g) obtained University grants;
 - b.h) involvement in University grant projects;
 - b.i) monographs and textbooks published on behalf of the University;
 - b.j) supervision of the research work of University students;
 - b.k) supervision of the conference papers of University students.

32.3. The evaluation of scientific productivity of academic staff is carried out in accordance with the regulations of assessment of scientific and research activities of academic staff determined by the policy of University staff management.

Article 33. Ensuring Quality in Management Activities

33.1. The task of ensuring the quality of the University's management activities and management processes is to promote the University's institutional development, in accordance with the official reporting, target benchmarks and strategic development tasks.

33.2. In ensuring the quality of management activities, the following are used for evaluations:

- a) survey of interested parties;
- b) monitoring the achievement of the University's target benchmarks;
- c) reporting on the achievement of the tasks defined by the strategic development plan of the University;
- d) the results of the assessment of the entities performing the administrative function.

33.3. In addition to this policy, the quality assurance issues of the University's administrative activities are additionally determined by:

- a) the strategic planning methodology document of the University;
- b) the document of mechanisms for monitoring the effectiveness of University management;
- c) the University staff management policy document.

Article 34. Ensuring the Quality of Financial and Budgetary Processes

34.1. The quality assurance process of the financial-budgetary policy involves elaboration, implementation and continuous improvement of the University's financial management and budgeting

implementation procedures, the purpose of which is to ensure the successful operation and development of the University, to promote the effective use of the University's financial resources in accordance with the current needs and development goals of the University.

34.2. Issues related to the implementation of the financial and budgetary policy are determined by the financial and budgetary policy document of the University.

Article 35. Analysis of Student Support Services

35.1. Evaluation of student support services and resources involves human support for student needs, access to information for all interested parties, in parallel with the learning process.

35.2. The assessment of accessibility of University's support services - information provision, efficiency and timeliness of administrative processes, openness of information, friendly attitude, etc. in order to determine relevance to the needs and expectations of students, graduates, and staff are identified by:

- a) surveying interested parties;
- b) assessing the compliance of services with external recommendations, if any.

Chapter III - External Quality Assessment

Article 36. Purpose and Objectives of External Evaluation

36.1. The use of external assessment for quality assurance, both at the local level (authorization and accreditation) and at the international level (international accreditation, invitation of a foreign expert, etc.), is an important tool for evaluating the effectiveness of quality assurance, as well as for the continuity of the quality assurance system development process.

Article 37. Authorization

37.1. Authorization refers to granting the University the status of a higher educational institution and the right to operate in accordance with the rules established by law, based on the determination of the University's compliance with the standards of authorization of a higher educational institution.

37.2. The authorization is preceded by a self-assessment of the higher educational institution, for which the rector of the University forms a self-evaluation team on the recommendation of the quality assurance service.

37.3. The authorization self-evaluation team may include:

- a) founders of the University or their representatives;
- b) rector of the University;
- c) heads of structural units implementing the administrative function of the University;
- d) heads of basic educational units;
- e) program head;
- f) representatives of the academic staff of the University;
- g) representatives of partner employers;
- h) students, if any;

- i) graduates, if any;
- j) other persons nominated by quality assurance service.

37.4. The quality assurance service of the University is responsible for the management assurance of the authorization process within the University and the self-evaluation team.

37.5. In case the institution is granted the authorization, the quality assurance service, with the participation of the self-evaluation team, will review the recommendations of the authorization experts and the authorization council and develop a proposal for the full or partial implementation of the recommendations.

37.6. The recommendations, implementation of which will be decided, shall be reflected in the strategic development plan of the University, and the recommendations, non-implementation of which will be decided due to inappropriateness/impossibility, must be justified.

37.7. The recommendations elaborated on the basis of the conclusion of the quality assurance service are approved by the academic council in agreement with the general meeting of partners.

37.8. In case the institution is not granted the authorization, the quality assurance service with the participation of the self-evaluation team shall consider the recommendations and assessments of the authorization experts and the authorization council, and shall present one of the following substantiated positions to the academic council of the University and the general meeting of partners:

- a) on filing an appeal on the decision of the authorization council;
- b) regarding the re-submission of the authorization application;

37.9. In the case of making a decision in conformity with subparagraph "a" of the 8th paragraph of this article, the quality assurance service ensures preparation of the appeal application and coordinates the process of appealing the decision of the council.

37.10. In the case of making a decision in conformity with subparagraph "b" of the 8th paragraph of this article, the rector of the University, in agreement with the general meeting of partners, establishes a preparation plan for the resubmission of the authorization application.

Article 38. Accreditation

38.1. Accreditation refers to the conformity of the quality of higher education programs of the University with the higher education program accreditation standards established by law.

38.2. Accreditation of all programs approved by the University's Academic Council is mandatory.

38.3. Accreditation of the program at the national level is carried out according to the rules and procedures established by the regulation of accreditation of educational programs of higher educational institutions.

38.4. The accreditation of the program is preceded by the self-evaluation of the higher education program, according to the procedure established by the accreditation regulation and Article 13 of this policy.

38.5. In case the program is granted accreditation, the initial evaluation phase of the program is considered completed.

38.6. In case the program is granted accreditation, the quality assurance service with the participation of the self-evaluation group will consider the recommendations of the accreditation experts and the accreditation council about the program and elaborate a proposal for the full or partial implementation of the recommendations.

38.7. The recommendations, implementation of which will be decided, shall be reflected in the program modification plan, and the recommendations, non-implementation of which will be decided due to inappropriateness/impossibility, must be justified.

38.8. The program modification plan developed on the basis of the conclusion of the quality assurance service, aimed at fulfilling the recommendations of external evaluators, is approved by the Academic Council.

38.9. In case the program is not granted accreditation, the quality assurance service with the participation of the self-evaluation team will consider the recommendations and evaluations of the accreditation experts and the accreditation council about the program, and submit one of the justified positions listed below to the academic council of the University:

- a) on filing an appeal on the decision of the Accreditation Council;
- b) on reworking the program and resubmitting it for accreditation;
- c) on refusal to implement the program.

38.10. In the case of making a decision provided for in subparagraph "a" of paragraph 9 of this article, the quality assurance service ensures the preparation of the appeal application and coordinates the process of appealing the decision of the Council.

38.11. In the case of making a decision provided for in subparagraph "b" of paragraph 9 of this article, the updated version of the program is elaborated according to the procedure provided for in this policy and the regulations of University program elaboration.

Chapter IV - Quality Assurance Procedural Issues

Article 39. Entities Responsible for Quality Assurance

39.1. Quality management is a daily part of the University's activities, and therefore, the involvement of each member of the University community is expected in the quality assurance process.

39.2. The quality assurance service of the University is responsible for planning and coordinating quality assurance processes.

39.3. The quality assurance service ensures elaboration of tools for evaluating the quality of the University's educational, scientific-research, governance and administrative activities, the implementation of evaluations with the involvement of internal and external stakeholders, the elaboration of development recommendations and the monitoring of their implementation, in accordance with University quality assurance policies, local standards and international best practices.

39.4. Together with the quality assurance service, the circle of entities, evaluators or interested parties involved in a specific quality assurance process shall be determined by this policy and/or other legal acts of the University adopted on its basis.

39.5. The circle of external evaluators and interested parties shall be determined by the relevant external evaluation procedure and/or the existing legislative requirements for the evaluation.

Article 40. Quality Assurance Documentation

40.1. University quality assurance system documents include:

- a) quality assurance policy of the University;
- b) quality assurance procedures described in the policy or in a separate document;

- c) assessment and survey forms used in quality assurance procedures developed by the quality assurance service and approved by the rector's order;
- d) reports of the quality assurance service or other authorized structural unit on the evaluation results and recommendations for development.

Article 41. Dissemination of Quality Assurance Results (Introduction)

41.1. Quality assurance is an open, collaborative and information-oriented process for the University community. Therefore, the results or parts of the evaluations determined by the University quality assurance policy shall be reported to the representatives of the University community.

41.2. The rector of the University, the academic council and the head of the quality assurance service are authorized to get acquainted with the results of all evaluations carried out in the University.

41.3. University staff and students have the right to be informed of the results of assessment conducted for them or by them.

41.4. The quality assurance service ensures proactive publication of key evaluation results through the University website, as well as dissemination of evaluation results to stakeholders.

Article 42. Final Provisions

42.1. In accordance with the University's statute, the first edition of the policy has been adopted and approved by the general meeting of the partners of University.

42.2. Based on the submission by the head of the quality assurance service the academic council of the University approves the modified edition of the policy including changes and additions to it.

42.3. During the entry into force of the policy, the primary quality assurance procedures may be performed in a time frame different from the specified one in this policy, which is established by the academic council of the University upon the submission by the head of the quality assurance service.