Ken Walker International University

Strategic Development Plan 2021-2027

Approved by the resolution #0121-01 of Academic Council, dated February 8, 2021.

2021

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1.   Brief Information about the University

Ken Walker International University LLC was founded in 2019. The idea of establishing the university was to create another new educational space for an increased contingent seeking medical education worldwide, which would be oriented on the international market.

The idea of establishing the university was reinforced by a strong component of international cooperation - active support and willingness of the American side to participate in the creation of a educational hub of international standards in Georgia, which would be closely linked to the American medical education and health system. Emory Medical School is one of the most powerful medical centers in the United States, known for introducing a number of innovative teaching methods, and at the same time, it is one of the most powerful research institutions in the world. Accordingly, our cooperation envisages working in both educational and research directions.

The idea of founding the university is also linked to the team of Ken Walker International University LLC, which has extensive experience and knowledge in the field of medical education. The University is a partner of the American non-governmental organization "Partners for International Development", which has implemented numerous projects in the field of medical education in Georgia. For years, the organization has been assisting the Georgian side in the implementation of practical courses in the field of healthcare and training of various healthcare professionals, as well as professors. Its role is important in terms of supplying medical equipment to medical clinics and educational institutions.

University plans to collaborate with American partners in the future regarding:

- ✓ Development of joint educational programmes / learning courses;
- ✓ Training of academic staff and professional training;
- ✓ External evaluation of educational programmes;
- ✓ Introduction of new / modern teaching methods / methodology;
- ✓ Huge support for integration of theoretical teaching with clinical aspects
- ✓ Expand / support access to US clinical sites for clinical clerkships;
- ✓ Organizing exchange programs not only for students but also for academic, invited and administrative staff.

We strongly believe that the involvement of students in exchange programs not only increases their motivation but also helps them to become active citizens, expands their desire to participate in public

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activities, raises their self-esteem, promotes their understanding of professionalism. It promotes both professional and career development for both academic, invited , and administrative staff.

The above-mentioned factors, in turn, will contribute to the institutional strengthening of the university, the further development and refinement of academic programs.

The main area of activity of the university was defined in the field of healthcare - in the first stage with the implementation of one-level educational programs in medicine and dentistry.

The strategic development of the University for the next seven years envisages active consolidation in the local space, entering the global educational space and offering employees for the relevant markets - competitive specialists, future successful leaders who will be ready for lifelong learning and new challenges in medicine.

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2. University Mission, Vision and Values

The challenge of the University is to become one of the leading medical education institutions at the national level, which will be able to offer students a comprehensive and innovative education in line with internationally recognized standards.

Mission:

To provide high quality education and research in the healthcare field based on international standards of higher education, to promote the development of students as competitive professionals and leaders who, by sharing the principles of continuing education and the idea of lifelong learning, will be able to contribute to the community by caring for the physical, mental and social well-being of human beings, upholding ethical and moral principles and acknowledging universal values.

VALUES:

- Personal and Intellectual Development of the Students
- Pursuit of Knowledge
- Internationalization of Academic, Professional and Research Cooperation
- Inclusivity and Equity
- Diversity and Educational Opportunities
- Academic Freedom
- Ethical Engagement
- Social Responsibility
- Responsible Stewardship

VISION:

The vision of KWIU is to be a globally recognized higher education institution with a reputation as a competitive and reliable partner in the healthcare and higher education field by 2027. KWIU will focus on the implementation of educational programmes harmonized with international requirements through continuous development and improvement; promotion of research activities; internationalization of educational, research and administrative processes and the development of a student-centered environment through scientific, cultural, creative and cognitive development.

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1. Strategic Planning Methodology

In February 2020, the Internal University Organizing Committee was set up to prepare for national authorization / accreditation and international accreditation - a working group whose main function is to develop a strategic plan for the university. The working group is headed by the Rector of the University. It is attended by representatives of all structures of the university and stakeholders. The working group is accountable to the Rector of the University.

At the initial stage of developing the strategic plan, a questionnaire was specially developed by the working group, which was sent to the persons involved in the preparation of the strategic development document.

The questionnaire sample was mainly based on SWOT analysis: on the one hand, it included the assessment of the current situation, identifying strengths and weaknesses, and since the university was newly established, the main focus was on the path of improvement and development. The questionnaire included the following questions:

1. What specific activities of your work need to be introduced and improved?
2. How do you plan to implement and improve these activities as effectively as possible?
3. What obstacles do you see in your current activities and what are their reasons?
4. How do you think to eliminate and prevent these obstacles to achieve maximum results for the development of your structural unit?
5. What material, financial and human resources do you need for this?

As a result of a regular meetings of working group with the University Rector and focus groups, a seven-year strategic plan draft and a three-year action plan were developed and sent back to university structures for consideration. Following final review and related changes, the Strategic Plan was submitted to the University Academic Council for consideration and approval in November 2020.

Strategic planning stages:

I. Assessment of external and internal factors affecting the activities of the University;
   - Survey of all structures and stakeholders on the current situation and objectives;
II. University SWOT analysis, needs assessment;
III. Based on the University mission, vision, and available financial and human resources, develop a seven-year development plan by setting priorities and defining main goals;

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IV. Evaluate the activities that will be carried out over the next three years to achieve the set goals, and the corresponding financial, human and material resources for this (Elaboration of a three-year action plan);

V. Carry out regular monitoring of the Action Plan (by submission to the Academic Council at the end of the year) by the University Monitoring Group according to the PDCA (Plan-Do-Check-Act) methodology.

2. SWOT analysis

S - Strengths

- Existence of a strong international (American) organization among the founders, which has a long experience of working in the field of healthcare and medical education in Georgia
- A strong international collaborator with extensive educational and research experience as an American side (Emory University)
- Participation of foreign staff in the governing body (Academic Council) of the University
- High degree of internationalization of educational programmes in the form of international partners involved in the development and implementation of programs
- Demand for English medium programs by international students
- Constant possibility of a business trip for students and academic / administrative staff to the United States
- Highly qualified, motivated academic and administrative staff;

W - Weaknesses

- Lack of public awareness of the university
- Lack of pointed separation of functions and responsibilities among employees, a small contingent of university administrative staff
- Insufficient establishment of corporate values at this stage
- Lack of its own university clinic
- Lack of membership status in international organizations, including in the field of medical education
- Low participation of students, employers and academic staff in university management and curriculum planning
- Lack of financial income
- Low rate of scientific research at the university at this stage (including the field of joint research)
- Lack of contribution to public activities

Note: The existence of weaknesses at this stage is mainly due to the fact that the university is newly established and no program has been implemented yet.

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- Safe environment, recreation areas for staff and students;
- Developed and innovative infrastructure and material-technical base;
- Electronic learning process management system;
- Modern library and information communication technologies;
- Highly qualified administrative staff involved in the field of medical education;
- Existence of memoranda in support of clinical training and research activities locally and internationally; Collaboration with local and international partners.

O - Opportunities

- Strengthen the promotion of the university in the country and in the international space and raise the international ranking
- Organizational differentiation and further refinement and development of the governing and administrative circles of the University by sharing the best practices and experiences of international partners
- Finding additional external financial resources through collaboration with local and international partners
- Developing a corporate culture through the introduction and enhancement of corporate values
- Strengthening clinical teaching by ensuring high quality cooperation with clinics in Georgia
- Attracting international students and expanding their geography

T - Threats

- Competition: A growing number of higher medical institutions in the education market
- Overseas migration of highly qualified academic and invited staff and successful graduates
- Frequent legislative changes
- Frequent changes in public policy in the field of education
- Immigration policy changes
- High level of inflation
- Dependence on the country and global circumstances and policies
- Deficit in the number of international students
- Problems of expanding cooperation without authorization
- Long stage of the authorization-accreditation process

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- Supporting scientific research by finding international partners, enhancing the scientific potential of university staff and permanently increasing research funding
- Strengthening internationalization
- Obtaining local / international accreditation of educational programmes;
- Integration of students and staff into the American and common European space through active involvement in academic and research exchange programs (Erasmus+, Jean Monnet, Marie Curie,Mevlana, etc.)
- More intensification of relations with employers
- Attraction of young academic staff
- Further development of infrastructure
- Development of forms and conditions for distance learning
- Diversity of student support activities, student life, provide more access to education for students from vulnerable groups
- Strengthen the University contribution to society activities

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3. Strategic Development Directions

The directions of the strategic development of the university are derived from the mission and vision of the university. Considering SWOT analysis and the fact that the teaching university is entering the educational space of Georgia for the first time, the following strategic directions for the next seven years were revealed:

3.1 University Institutional Development

Institutional development is one of the most important areas of strategic development at Ken Walker International University Given the challenges in Georgia's education space, which are related to the long process of authorization and accreditation, the competitive environment, the lack of trust in the new higher education institution, institutional strengthening and capacity building will be a significant investment in the success of the University.

The University envisages itself in the future as an educational hub of modern western values and international importance, which requires effective support for the institutional development of the University, ensuring its financial sustainability, development of management processes and infrastructure.

In order to achieve this goal, the University's immediate task within the framework of institutional development is to gain authorization and accreditation for English medium programs in medicine and stomatology, which will enable it to be strengthened with staff, innovative projects and to make its activities development-oriented.

In terms of institutional development, the tasks of the University are also:

Organizational perfection: Which includes the formation and refinement of the structure (structural units) of the University, the recruitment of competent staff, as well as the professional development of the University staff.

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Infrastructure strengthening: *Which involves the development of the space owned by the University and the construction / acquisition of a building adapted and properly equipped for at least 1000 students in the future.*

International recognition and student attraction: *The university plans to admit 600 students over seven years, which means 100-110 students per year. In the first year, the university will devote itself to the process of authorization and accreditation. Ensuring the attraction of international students to the University within the framework of the University's sustainable development and the strength of international elements.*

Development of modern digital system: *The university plans to launch a modern website, which will be its business card and a means of communication with society. Within the framework of institutional development, an electronic system regulating the learning process will be introduced, which will be constantly evolving and will bring the entire learning process together in the online space. Full digitalization of governance decisions is also one of the priorities of the University.*

Strengthening clinical collaboration: *The task of the University is to provide a multidisciplinary partnership base for its students for seven years, with the multifaceted opportunities needed to complete clinical subjects, which will be ensured by the best partnerships with successful Georgian and international clinical institutions. The University provides access to clinical databases for each student in a profile direction, for which special memoranda will be signed.*

Faculties and programs: *The goal of the University is to strengthen educational activities in the field of healthcare, for which it plans to develop and implement public health, nursing, physical medicine and rehabilitation programs. The development of the program spectrum within the seven-year development of the University, among other internal factors, is of course related to the area of interest and support of the partner American side. There is currently a Faculty of Medicine and Stomatology at the University for the implementation of one-step programs. The development and implementation of new programs will be related to the creation of a new educational structural unit / faculty at the University.*

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Financial sustainability: Financial sustainability is a guarantee for the future strength and sustainable development of the University. By the decision and efforts of the founders, an investment will be secured in the university, which will strengthen the infrastructure and staff of the university before admission of students, in addition, the financial contribution of the founders will be one of the guarantors after the admission of students. Launching foreign language programs and admitting students will give the university sustainable financial autonomy. In addition, the University plans to raise additional funds through donations, international projects, grants, etc., which will be facilitated by the existing international partnership in the medical field, including the existence of an American organization as a founder.

Introduction of the Quality system: The management of the university and the implementation of the educational process will be carried out with the concept of modern quality management, which implies the introduction of a quality culture based on data analysis. Assessing the learning process, governance process, business processes, identifying problems, planning development approaches is the main milestone of the university activities.

Strategic direction 1. Institutional development of the University;

	Objectives	Activities	Indicators
1.1	University Authorization	Preparation and submission of an authorization application to the National Center For Educational Quality Enhancement. Prepare for authorization visit, perfecting documents.	Authorized institution
1.2	Accreditation of the University Medical	Preparation and submission of an accreditation application to the	Accredited program

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		National Center For Educational Quality Enhancement. Prepare for an accreditation visit, perfecting documents.	
1.3	Accreditation of the University Stomatology Educational Program	Preparation and submission of an accreditation application to the National Center For Educational Quality Enhancement Prepare for an accreditation visit, perfecting documents.	Accredited program
1.4	Improvement of organizational structure	• Ensuring compliance and refinement of the University organizational structure with an accountability system in place with the University mission and strategic objectives • Orientation of structural units to the maximum fulfillment of the goals set by the action plan, annual written self-evaluation with an indication of areas for improvement. • Adding new structural units	• Updated structure • Annual self-evaluation document
1.5	Formation and strengthening the university administration. Ensuring electivity in the governing body	• Fully staff the university administration. • Employment of staff on elective positions defined by the University regulatory documents through transparent elections	• Signed contracts • Conducted Elections

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	Educational Program - Obtaining International Accreditation	National Center For Educational Quality Enhancement. Prepare for an accreditation visit, perfecting documents.	

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1.6	Introduction of an effective management system	Ensuring flexible and efficient functioning of the management system; Introduction and continuous development of a management effectiveness evaluation system.	• Evaluation reports • Satisfaction surveys • Protocols of held meetings
1.7	Improvement of university infrastructure	• Compliance of the university infrastructure with modern requirements and obligations. • Constant updating of existing infrastructure - based on educational research and other planned activities • Existence of its own building for a thousand students	• The infrastructure is in perfect condition and in order. • The new building belongs to the university.
1.8	Development of material, information and financial resources, ensuring continuity and sustainability of activities	• Ensuring continuity of university activities based on the business continuity plan • Equipping the library with resources corresponding to modern requirements, enriching resources annually, improving services, providing additional international electronic resources • Ensuring positive dynamics of statistics on the use of electronic databases • Student-oriented learning/supporting spaces and ensuring the proper arrangement • Access to information technology; Improving their administration • Additional sources of funding found, commercialization of university resources	• Annual reports • Procurement documents • Memorandums • Statistical data • Satisfaction surveys • Financial Report

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1.9	Ensuring an ethical and safe environment	• Full compliance of the university environment and management style with the values stated in the strategy • Providing primary healthcare for students and staff • Implementation of mechanisms for responding to violations of the rules of ethics, integrity and academic freedom • Introduction of anti-plagiarism procedures and mechanisms and taking action to respond to violations • Ensuring compliance with safety rules	• Survey results of students, administrative, academic and invited staff • Memorandum with the insurance company • Satisfaction surveys • Annual report of the Quality Assurance Service • Decisions of the University Disciplinary Board • Annual Report of the Medical Education and Research Development Service
1.10	Filling in the student contingent	• Agreements made with agents to attract students • Announcement of admission to the Unified National Exams • Participate in education forums.	• Contracts • Number of students enrolled in the university
1.11	Adding the programs	• Development of bachelor's / master's programs in the field of public health and adding them in accordance with the rules established by law. • Development of bachelor's / master's programs in the field of physical medicine and rehabilitation and adding them in accordance with the rules established by law. • Develop undergraduate programs in the field of nursing education and adding them in	Accredited program

		accordance with the rules established by law.	
1.12	Establishing a new faculty	• Creation of the Faculty of Medicine. • Creation of the Faculty of Public Health; • Creation of new educational departments	• Approved Faculty decrees; • Elected academic staff
1.13	Improvement of the electronic management system	• Introduction of an electronic records management system • Creation of an electronic staff management portal for the university • Introduction of electronic anti-plagiarism program • Updating the electronic learning process management system	• Satisfaction surveys • Updated electronic systems
1.14	Development of quality culture	• Assessment carried out in accordance with the quality management system • A well-functioning system in accordance with modern quality management standards taking into account the requirements of the European Foundation for Quality Management EFQM model and WFME; • Creating a manual for improving the quality culture • Institutional Self-evaluation Periodic Report • Active involvement of external stakeholders involved in the quality assurance process;	• Carried out evaluations • Annual reports • Quality manual • External evaluations • Self-evaluation • Monitoring results

		• External evaluation of educational programs, training courses and educational process with the participation of international partners; • Monitoring university activities to determine compliance with modern quality management standards;	
1.15	Strengthening clinical collaboration	• Searching additional clinical bases locally and abroad, signing memorandums with them that include detailed information on the number of students, mentors' clinical teaching commitments. • Active involvement of students in clinical activities from the early stages of teaching both within and outside the curriculum. • Clinical activity of students in regional clinics (summer internship or otherwise) • Student clinical exchange programs - clinical internships for successful students at us and European university clinics • Exchange Programs for Clinical Academic Staff at US and European University Clinics • Participation of the clinical staff in various local and international conferences / congresses / others with the support of the University (including financial).	• Signed memorandums • Statistics of exchange programs' participants • Satisfaction surveys • Funded projects • Allocation of students in clinics • Statistics of participation in conferences and other scientific activities

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5.2   University Internationalization

The internationalization of the University declared by the University Mission of Ken Walker International University is a priority strategic goal for the development of the University.

Raising awareness at international level: *The goal of the university is to place the university in the World Directory of Medical Schools, in addition, the university plans to become a member of international organizations and associations, such as AMEE - Association for Medical Education in Europe, AMSE - Association of Medical Schools in Europe, European University Association - EUA, European Medical Students Association - EMSA, The International Federation of Medical Students Associations - IFMSA and others.*

Attracting international students and staff and promoting mobility: *The University plans to attract international students, academic and administrative contingents along with local students. An important task is the integration of international students into the learning process.*

The University will promote staff and student mobility, which will increase the opportunity to share international experiences.

The University will facilitate the involvement of international professors in the educational process, which is a solid opportunity to share international best practices and modern knowledge.

Sharing international experience: *The University plans to engage in various international projects that will enhance both research and teaching potential. The field of healthcare and medical education is characterized by a high degree of internationalization.*

Involvement in EU and US funded projects at the University will significantly strengthen this direction.

The World Pandemic has shown how important it is to share the international experiences. Constant communication with both Georgian and international doctors is important for students of Georgian higher education institutions. The University will facilitate the invitation

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of international doctors and the systematic organization of masterclasses for the University students.

Given the strength and experience of the University staff, the University can accumulate medical education knowledge and share it with its professional circles by organizing international forums and conferences and actively participating in their work.

Close collaboration with the International Association of Georgian Physicians. As the association unites not only doctors working in Georgia, but also doctors and academics working in various leading countries around the world, sharing their international experience in both the clinical field and medical education will be of great benefit to the University. In addition, the Association is ready to carry out external evaluations of the programs or their components.

Collaboration with Emory University: It is important to strengthen the international partnership within the institutional strengthening of the University, the most important of them will be an institutional collaboration with the American higher education institution, the Emory Institute, which includes joint educational programs, collaborative research, and staff and student exchanges.

Strategic Direction 2 - Internationalization of the University

	OBJECTIVES	ACTIVITIES	INDICATORS
2.1	Strengthening international partnerships;	▪ Seeking additional international partners and signing memorandums of understanding with them ▪ Organizing meetings with partners, involving academic and invited staff.	• Memorandums with international partners • Proof of meetings (Protocols, photos and videos, etc.)

2.2	Raising University Awareness:	• Placement of a university in the World Medical Schools Directory • Membership in various international organizations and associations and active involvement in events organized by these organizations (ex. AMEE - Association for Medical Education in Europe, AMSE - Association of Medical Schools in Europe, European University Association - EUA, European Medical Students' Association - EMSA, International Federation of Medical Students Associations - IFMSA, etc.) •	• Proof of in various organization membership • Decision on placement in the directory • Proof of participation in forums and exhibitions (written, photo,video)
2.3	Attraction and integration of international students, academic, invited and administrative contingents	• Sustainable cooperation with international attracting companies • Organizing introductory activities for applicants (eg open days) • The University is focused on each student - introducing services for individual applicants • Functioning of an effective mechanism for the involvement of international students in student support programs • Signing memorandums of understanding with various universities for educational / scientific / clinical cooperation • Promoting the international mobility of academic, invited and administrative staff • Attract and support young staff (including young researchers)	• Signed memorandums /agreements • Conducted meetings • Annual reports • Mobility indicators • Conducted trainings • Satisfaction surveys

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		• Facilitate the participation of international academic staff in the teaching and research activities of the University • Conducting trainings in the field of education and science by the academic and invited staff of the University or invited experts • Planning and conducting joint conferences / trainings with international partners and representatives of different universities	
2.4	International mobility of students, academic, invited and administrative contingents	• Ensuring maximum involvement in international exchange programs in the country (E.g. Erasmus +, Marie Curie, Jean Monnet, Horizon 2020, etc.). • Cooperation with various universities around the world on educational / scientific / clinical cooperation and exchange programs; • Constant information of staff and students about international exchange programs • Attracting academic and administrative staff with international experience • Provide access to English language courses for the academic and administrative	• Statistics of exchange programs' participants • Memorandums • Joint projects with International partners • Conducted Meetings • Number of International staff • Number of attendants on English courses • Attracted new staff

		• contingent of the University, if required • Facilitate the involvement of university students, academic, visiting and administrative contingents in international exchange programs	
2.5	Promoting the integration of international students	• Cooperation with international governmental, non-governmental and professional institutions and implementation of joint projects • Support for international student mobility	• Satisfaction survey • Online application • Memorandums • Joint projects • Mobility indicators

2.6	Strengthening collaboration with Emory University	• Facilitate staff exchange
		• Facilitate student exchange
		• Establishment of a joint project implementation group
		• Conducted joint events (eg student conference)
			• Staff exchange indicator
			  • Student exchange indicator
			  • Joint projects
			  • Reports

2.7	Conducting masterclasses for students	• Organizing master classes for students with the involvement of doctors with both local and international experience, including international doctors	• Number of attendees for master classes • Satisfaction survey
2.8	Involvement in international projects	• Active involvement in grant projects of the United States, the European Union and international organizations	• Number of funded projects
2.9	Organization of international	• Organizing university workshops in medical	• Conducted workshops

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conferences and workshops in the field of medical education	education methodology for university academic and invited staff; • Organizing an annual international conference in the field of medical education.	• The number of participants in the conference • Reports • Conference materials

5.3 Staff Empowerment

Staff development is based on an engagement-oriented management approach and involves the active participation of employees in the decision-making process. The University emphasizes the need for mechanisms to ensure recruitment, selection, assessment, development, internationalization of the staff, incentives, disciplinary responsibility, communication with staff and participation in decision-making.

The University constantly tries to attract qualified staff. In this process, special attention is paid to the international experience of academic, invited and administrative staff, the rate of their educational and clinical experience. The University will respond to the increase in the number of students with a corresponding increase in the number of staff, through the active use of local and international contacts and modern means of communication.

Strategic communication with staff: *Increasing the involvement of staff in the activities of the university requires active communication with them. To this end, the University creates corporate emails for all employees to ensure a constant supply of university news, competitions, projects and other important information. The University considers the organization of corporate activities as one of the activities to establish a corporate culture, which will increase team self-awareness and increase the motivation of staff to participate in University life. The University will also facilitate the organization of staff meetings according to specific needs.*

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Staff sustainability: *Given the specifics of educational activities, it is important to ensure staff sustainability, which is a prerequisite for achieving the goals set out in the University Strategic Development Plan in the future. Given the competition in the educational market, the need for long-term planning is difficult, but staff sustainability is essential. To this end, the University policy is based on a clear university salary policy; Flexible labor contracts; Development-oriented university environment; Facilitate international staff mobility with the help of international partners through international cooperation; Introduce the affiliation rules at the university and affiliate the academic staff of the university.*

Staff evaluation: *The University plans to introduce a staff assessment system, the main purpose of which is to support the staff and take care of its development to achieve university success. Relevant activities will be planned according to the needs identified as a result of the analysis of the results of the periodic staff assessment.*

The University plans to differentiate, on the one hand, between the assessment of academic and invited staff and, on the other hand, the assessment of administrative and support staff: The assessment of academic and invited staff will be based on the evaluation of teaching and research activities.

Staff development: *By analyzing the data obtained during the staff evaluation / self-evaluation, the University plans various activities taking into account the individual capabilities, thus providing motivation for the staff in terms of development.*

The University strives to create the best working environment for staff, one of the important elements of which is salary policy. The University will introduce a salary policy, which includes the introduction of appropriate qualification remuneration and bonus system, which is related to the development of the financial condition of the University. With regard to the academic staff, the University will introduce a four-tier salary policy: The first stage - the remuneration of the academic staff is determined in accordance with the university hours; The second stage - offering a permanent, 12-month salary for affiliated staff; Third stage - the introduction of an individual contract system, taking into account the workload; The fourth stage - offering a permanent 12-month salary for all academic staff;

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The University has developed an affiliation rule, introduces an affiliation policy and gradually ensures full affiliation of academic staff.

The University encourages international staff mobility, activities tailored to staff needs, introduces development-oriented trainings, masterclasses, workshops.

The University provides ongoing training of academic and invited staff in medical education methodology.

Involve staff in the decision-making process: *The active involvement of the academic staff of the University in the decision-making process requires their representation at the faculty and university level. Representation of academic staff through elections is ensured on the Faculty Council and Academic Council.*

To motivate staff involvement in the decision-making process, the University will introduce mechanisms to encourage academic staff and disciplinary responsibility.

Strategic Direction 3 - Staff Empowerment

	Objectives	Activities	Indicators
3.1	Attracting new staff	- Strengthening the University's human resources with qualified administrative staff - Strengthening the University with highly qualified invited staff - Attracting International staff	- Conducted competitions - Signed contracts - Staff number indicator - International staff number - Satisfaction survey
3.2	Strategic communication with staff	- Introduce communication through corporate emails - Conducting team buildings and workshops at least once a year	- Conducted meetings - Academic and Faculty Council decrees - Reports

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		- Ensure staff involvement in academic and faculty council meetings - Establish a unified electronic network for academic staff - Ensuring staff involvement in university activities - Constant feedback of staff through surveys to improve the work of the university leadership and the educational process management.	- An electronic platform for academic staff - Satisfaction surveys
3.3	Staff empowerment	- Establishment of a continuous professional development center - Planning trainings / short-term training courses / workshops - Achieving high involvement of the university community in the carried out activities - Training of invited and academic staff in medical education methodology - Organizing development-oriented seminars, trainings - Providing exchange programs	- Decree of continuous professional development center - Conducted meetings, trainings, workshops, seminars - Index of those involved in the events - Quantitative indicator of those trained in medical education methodology - Satisfaction surveys
3.4	Staff assessment	- Introduction of staff assessment rule - Conduct staff assessment - Analyze assessment results and implement relevant activities	- Assessment forms and criteria - Statistically processed assessments - Reports - Implemented activities

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3.5	Introduction of wage policy	▪ Introduction of salary and bonus system ▪ Implement a four-level phase in the salaries of academic staff	▪ Signed labor contracts ▪ Satisfaction surveys ▪ Financial reports
3.6	Introduce an affiliation policy	▪ Increase in the number of affiliated staff ▪ Promoting the productivity of affiliated staff research activities	▪ Number of affiliated staff ▪ Reports ▪ Productivity evaluation of scientific research activities ▪ Publications, articles, participation in conferences - quantitative indicators
3.7	Staff involvement in the decision-making process.	▪ Staff participation in academic and faculty council meetings ▪ Ensuring staff involvement in the process of creating and developing programs	• Protocols of the meeting of the Academic and Faculty Council • Reports
3.8	Staff encouragement and disciplinary responsibility	▪ Staff encouragement and introduction of the university rule of disciplinary responsibility	• Satisfaction surveys • Quantitative indicators
3.9	Solicitude for Personal development and social responsibility	▪ Offer insurance package for staff ▪ Caring for mental health and psycho-social well-being	• Satisfaction surveys • Memorandum with insurance companies • Memorandum on the provision of relevant services.

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5.4 Strengthening the University Research Activities

For Ken Walker International University research activities and their strengthening is a crucial task. The aim of the research strategy is to define the approaches of the research-related activities of the University, to create public, transparent and fair internal procedures for research financing, to create the necessary environment for the promotion of the scientific-research activities of the academic staff. The University plans to promote the development of students' scientific-research skills and their interest to participate in research projects. Strengthening collaboration with local and international partners to share best research practices is an important factor.

Carrying out university support activities for research activities: *Although Ken Walker University has the status of a teaching university, strengthening its research direction is a priority for it. For this purpose, the University has a research-supporting organizational structure - the Medical Education and Science Development Service, in coordination with this service, the Academic Council of the University determines the priorities of the research activities of the University. Existing research potential will be taken into account in determining the scientific-research priority directions. The University has signed agreements with medical research sites, organizations, Georgian and foreign universities to conduct research - and plans to expand this area in the future. The internationalization of research is also an important objective for the University.*

To support the strengthening of the Medical Education and Science Development Service, the University plans to establish an Advisory Board comprising several experienced researchers with international experience.

In addition, it is planned to establish a research center, which will carry out scientific research activities. The establishment of a research center and the main directions of its activities will be related to the research priorities of the University.

Introduction of research information support: *To this end, the University plans intensive activities for academic staff to get acquainted with the specifics of the work of international and national scientific foundations and the conditions of the competition. The University*

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provides permanent information to the staff. As well as organizing trainings in various fields, supporting staff in filling in grant applications, counseling meetings.

Research funding: *The University will introduce public, transparent and equitable research funding procedures to support the research activities of academic staff. The University budget allocates increasing financial resources for research activities, to finance the publication of scientific papers, in sources belonging to international scientific databases in accordance with their scientific significance. (For example, publishing a paper in international impact factor, peer-reviewed journals in Georgia, submitting a grant project to international donor organizations, etc.); Funds for intra-university grants are allocated in the university budget;*

Development of master's programs and preparing for accreditation: *The University will facilitate the development of master's programs to attract young staff to research activities, which will involve the involvement of master's students in the University research activities and the effective support of their initiatives. The objective of the university will be to obtain accreditation for master's programs.*

Develop and introduce an anti-plagiarism policy: *Ken Walker International University ensures the objective implementation of scientific research activities at the University within the framework of academic freedom. The University plans to introduce the principles of plagiarism detection, prevention, plagiarism response procedures and academic integrity. Introducing high academic standards and establishing a culture of responsibility and accountability is a priority for the University.*

Strategic Direction 4 - Strengthening the research activities of the University;

	Objectives	Activities	Indicators
4.1	Defining research priorities	▪ Assessing the research potential of the University ▪ Setting new research priorities	▪ Reports ▪ Agreements ▪ Academic Council decisions

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4.2	Strengthening the partnership	▪ Signing memorandums with International universities ▪ Memorandums with various organizations planning and implementing the research ▪ Involvement in international research projects	▪ Memorandums ▪ Reports ▪ Number of research projects
4.3	Introducing public, transparent and fair internal funding procedures for research	▪ Informing staff about research funding procedures ▪ Periodic announcement of internal university grants ▪ Organizing trainings for drawing up research projects	▪ Funded scientific projects ▪ Conducted meetings ▪ Reports
4.4	Empower staff to engage in research projects	▪ Organizing trainings and meetings for academic staff to increase the research potential ▪ Facilitate staff to participate in international exchange programs ▪ Support participation in scientific forums, conferences, etc. ▪ Financial support for scientific activities (eg printing publications in high-rated journals)	▪ Conducted Trainings ▪ Reports ▪ Satisfaction survey ▪ Quantitative indicators (articles, conferences, funded projects, etc.)
4.5	Develop master's programs and prepare for accreditation	▪ Development of master's programs in public health, physical medicine and rehabilitation ▪ Work on a joint master's program	▪ Accredited programs ▪ Decrees of the Academic Council meetings

		▪ Development and implementation of a system for evaluating scientific-research papers in master's programs	
4.6	Development and implementation of anti-plagiarism policies	▪ Introducing the anti-plagiarism policy document to the university community and implementing it in the university activities ▪ Promoting academic integrity culture among academic staff and students ▪ Acquisition and implementation of an anti-plagiarism program ▪ Develop response mechanisms to plagiarism	▪ Conducted meetings ▪ Conducted training ▪ Number of papers evaluated for plagiarism ▪ Plagiarism response rate ▪ Satisfaction surveys ▪ Agreement
4.7	Establishment of a research center	▪ Approval of the Statute of the Research Center ▪ Develop an action plan for the research center ▪ Planning and implementation of research center projects	▪ Statute of the Research Center ▪ Research Center Action Plan ▪ Reports ▪ Published monographs / translations / papers / articles / textbooks
4.8	Establish an advisory board	▪ Formation of Advisory Board ▪ Promoting the activities of the Advisory Board ▪ Consider the recommendations of the Advisory Board and implement them in research activities	▪ Protocols of the Advisory Board Meetings ▪ Reports

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5.5   Strengthening the quality of the teaching and learning process

The University plans to constantly strive to improve the quality of the teaching-learning process. In order to strengthen the educational process within the educational activities, the University promotes the quality enhancement of program integration, strengthens clinical teaching, the use of modern teaching -learning and assessment methods, the introduction of modern teaching technologies and innovative products in the educational process, constant updating of modern literature.

The university has developed a system for evaluating the learning outcomes, it is planned to further improve it based on the feedback and analysis received during the implementation process. A change in the teaching-learning process for improvement is based on analysis of recommendations made as a result of monitoring, internal and external evaluation conducted by the University Quality Assurance Service with the participation of stakeholders.

The Quality Assurance Service also conducts surveys of stakeholders in the learning process (employers, clinics, staff, students, alumni, partners), analyzes their needs and takes into account the results obtained for the development of programs

In order to improve the quality of the educational process, the University ensures to attract qualified staff and their professional development; Promotes the introduction of modern teaching and assessment methods; Raising awareness of academic integrity and plagiarism in the university space, implementing effective remedial and prevention measures to bring teaching quality standards inline;

The University shares international best practices in the development of educational programs (including in collaboration with Emory University and gaining clinical teaching experience from a variety of clinics).

The University promotes permanent training of academic and invited staff in medical education methodology.

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Strategic Direction 5 - Strengthening the quality of the teaching and learning process;

	Objectives	Activities	Indicators
5.1	Introduction of modern teaching technologies and innovative products in the learning process	▪ Purchase of modern electronic programs, inventory, library resources ▪ Electronic learning process management program periodic updates	▪ Purchase documents ▪ Updated inventory ▪ Satisfaction surveys ▪ Updated program
5.2	Updated educational programs	▪ Constant update of the curriculum and syllabi in accordance with existing data analysis and modern educational and labor market requirements, including regulatory documents (sectoral benchmarks, World Federation for Medical Education (WFME) standards). ▪ Introduction of modern teaching, learning and assessment methods in the syllabi, including adapted to distance learning mode	▪ Updated programs and syllabi
5.3	Students' needs survey	▪ Preparation of questionnaires ▪ Conduct periodic (quarterly) assessments ▪ Analysis of conducted assessments (satisfaction survey)	▪ Questionnaires ▪ Conducted assessments ▪ Reports

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		▪ Carrying out activities according to the identified needs	
5.4	Employer' needs survey	▪ Preparation of questionnaires ▪ Conducting periodic (quarterly) assessments ▪ Analysis of Assessments (Satisfaction Survey) ▪ Carrying out activities according to the identified needs	▪ Questionnaires ▪ Conducted surveys ▪ Reports
5.5	Staff's needs survey	▪ Conducting periodic (quarterly) assessments ▪ Analysis of Assessments (Satisfaction Survey) ▪ Carrying out activities according to the identified needs	▪ Questionnaires ▪ Conducted surveys ▪ Reports
5.6	Introduce a system for evaluating learning outcomes	▪ Develop a document to evaluate learning outcomes ▪ Recommendations obtained as a result of the evaluation analysis, planning of activities for their consideration and implementation; ▪ Implement changes as a result of the recommendations received	▪ Learning Outcome Evaluation Document ▪ Reports
5.7	Training of academic staff in teaching and assessment methods	▪ Facilitate participation in conferences and workshops organized by International Association for Medical Education	▪ Rate of participation in activities (trainings, meetings) ▪ Satisfaction surveys

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		▪ Training of academic and invited staff	
5.8	Introduction and implementation of quality mechanisms	▪ Introduction of quality assurance mechanisms ▪ Preparation of annual reports of the Quality Assurance Service; ▪ Responding to recommendations received through internal and external evaluations, Authorization and Accreditation, reflecting them in the activities of the Quality Assurance Service	▪ Conducted evaliations ▪ Reports
5.9	Analysis of the teaching process	▪ Monitoring of the learning process ▪ Processing the data obtained from the satisfaction surveys and developing recommendations based on it and introducing further activities.	▪ Reports ▪ Protocols

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5.6 Participation in society activities and strengthening social responsibility

Ken Walker International University, realizing the role of the Higher Education University in terms of social responsibility, reflects it in the strategic development plan.

The academic activities of the University are based on the values and principles of social responsibility.

To ensure this, the University:

Ensures the academic freedom of staff and students within the framework of social responsibility. Expands and diversifies access to education in line with lifelong learning commitments. The University manages the admission of students in a transparent and fair manner, using clear criteria. This implies the transparency of the selection criteria, as well as some kind of feedback for unsuccessful candidates;

The University will promote ethical standards in the teaching process, transparency and accountability in the process of activities to the society.

The principles of social responsibility are adhered to at the level of institutional policies, strategies, governance procedures and processes. It is an integral part of management accountability and stakeholder engagement. In this regard, the University promotes a culture of social responsibility by creating and implementing high ethical and professional standards and clear protocols to avoid conflicts of interest. Facilitates the formation of staff and student associations and their participation in decision-making in governing bodies. Actively participates in various campaigns and activities for the implementation of relevant social responsibilities, including health care activities.

The University ensures the protection of the environment and biodiversity in all aspects of its activities, including the use of materials, services and other work.

The University provides an academic environment for staff, students and others that adhere to the principles of equality and equity. University policies and procedures are aimed at preventing discrimination and unjustified treatment of persons.

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Participation in social, cultural and environmental protection projects is a priority for the University. In addition, within the framework of social responsibility policy, due to the administrative and academic potential of the University, it will be important to implement health promotion measures, engage in public health issues, work effectively in the health care system. The University plans to take an active part in health promotion activities to raise and develop public awareness, both within its own initiatives and in activities organized by health and social service providers operating in the country.

For the upbringing of a socially responsible generation, the University promotes charitable and volunteer activities for staff and especially students. Implementing professional consultations, educational meetings and other activities available to the wide society by university staff and with the active participation of students.

∂Significant attention will be paid to active cooperation with international and local non-governmental organizations and associations, implementation of joint projects with them.

In fulfilling its commitments in the field of social responsibility, in order to achieve a beneficial result for the society, the University plans to act in accordance with ethical principles, transparently and sustainably. Achieving this involves the involvement of students, staff, partners, employers and society in the day-to-day development and implementation of specific activities.

Strategic direction 6 – Participation in social activities and strengthening social responsibility

	Objectives	Activities	Indicators
6.1	Education availability, ethical and fair environment at the university	- Admission of students according to transparent criteria - Implementation of student support activities - Develop regulations aimed at protecting justice and equality	- Satisfaction surveys - Staff sustainability - A growing rate of students - Regulations

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		• Ensure student involvement in university life	
6.2	Environmental protection measures	• Involvement of academic staff, students and university administration in environmental protection activities • Collaboration with environmental protection organizations	• Held events
6.3	Health protection measures	• Support the participation of academic staff and students in population-level health promotion activities • Participation in events promoting medical activities tailored to the interests of the multicultural community.	• Held events
6.4	Social and charitable activities	• Funding of social projects • Facilitate the involvement of staff and students in charity events	• Held events • Funded projects

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4.   Monitoring and Assessment of Strategic Development

The progress of the Strategic Development Plan and the Strategic Development Action Plan is subject to constant monitoring and assessment.

By the order of the University Rector, a working group will be composed of the top management   representatives of the University. The Strategic Development Monitoring Working Group, in coordination with the International Relations, Strategic Development and Human Resources Service, will continuously monitor the progress of the strategic document, develop a specific action plan and will request reports from the heads of structural units.

The monitoring process will include surveys of students; academic, invited and administrative staff, employers and partner organizations, and other stakeholders to evaluate strategy-related activities. The survey will be conducted by the International Relations, Strategic Development and Human Resources Service

The University Strategic Development Working Group will annually evaluate the implementation process of the action plan, and once every three years will evaluate the content of the strategic document, will develop proposals for improvements and prepare a report on the progress of the strategic development and action plans.

The report should include the following information:

A) Evaluation period;

B) Individuals participating in the evaluation;

C) Studied documentation;

D) Activities planned in the strategic development and action plan;

E) Actions taken by the University are in connection with the implementation of the strategic development and action plan;

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F) Evaluation of the working group;

G) Development opportunities.

This document will be submitted to the Academic Council and the Rector of the University.

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5.   Strategic Development Action Plan 2021-2023

See. Strategic Development Action Plan **Annex 1**