

EUROPEAN UNIVERSITY FOUNDATION



REPORT

ON THE EUA 2018-2022 STRATEGIC DEVELOPMENT PLAN

Yerevan 2022

INTRODUCTION

The process of implementing the EUA 2018-2022 Strategic Development Plan was full of trials, both at the level of the university, the country, and the world. The epidemic that arose in 2019 and was developing rapidly in 2020 was a new challenge for universities, which had to put aside all development plans and directions and counter the epidemic by introducing online and classroom assessment learning systems and ensuring their effective implementation.

The Republic of Armenia and the Republic of Artsakh, which did not overcome the epidemic, had to face a new disaster, the 44-day war, as a result of which we not only suffered priceless losses, but also disrupted the psychological state of the entire society. Despite the current difficult situation related to the epidemic and the war, the European University also overcame the institutional accreditation process under those conditions, as a result of which we received a 4-year institutional accreditation from the ANQA accreditation committee.

In 2018-2022, EUA has achieved obvious successes and ensured development in all priority directions of the EUA 2018-2022 Strategic Development Plan, significantly reduced weaknesses, increased strengths, overcome threats and made the most of opportunities, which was primarily the result of effective management and dedicated team work of professional professorial and administrative staff.

The report of the EUA 2018-2022 Strategic Development Plan is presented according to the priority goals and action plan is defined in it, as well as there are defined the indicators for evaluating the results of the implementation of the EUA 2018-2022 Strategic Development Plan (see table 1.).

Table 1.

Indicators for the evaluation of the results of the implementation of the 2018-2022 Strategic Development Plan of the European University of Armenia

GOAL 1: MODERNIZATION AND IMPROVEMENT OF PEPs				
Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
1.1. Implementation of benchmarking and reflection of results in PEPs	EUA benchmarking policy	2021	Educational Methodological Committee attached to the EUA Scientific Council EUA Quality Assurance Department	The benchmarking policy and implementation procedure was developed by the EUA Study Methodology Committee and, after approval by the EUA Scientific Council, was implemented in December 2021. According to the EUA 2018-2022 Strategic Development Plan, it was planned to carry out benchmarking for the purpose of improving PEPs, but after evaluating the effectiveness of this tool, the benchmarking implementation policy determined that all EUA structural units should carry out benchmarking at least once a year.
	EUA benchmarking implementation procedure			
	Training of EUA staff on benchmarking policy, procedure and implementation	2022	EUA Quality Assurance Department	In February 2022, the EUA Quality Assurance Department conducted a training for all the EUA heads of the chairs and deans on the implementation of benchmarking, the extraction of results, and the evaluation of effectiveness. It is planned to conduct a similar training in October 2022 for all EUA departments.
	Implementation of benchmarking in the main directions of activity of EUA structural divisions according to the developed benchmarking procedure	2022	EUA Vice-Rectors, EUA Quality Assurance Department, Heads of Chairs, Deans, Heads of Departments	In March-July 2022, according to the benchmarking procedure, all EUA chairs were benchmarked in order to improve PEP and faculties in order to increase student motivation, reduce absenteeism and improve progress. The effectiveness of the implementation of the benchmarking policy and procedure will be evaluated in the spring of 2023.

	Based on benchmarking results, improved EUA structural units' operations processes	2022	EUA Vice-Rectors, EUA Quality Assurance Department, Heads of Chairs, Deans, Heads of Departments	According to the EUA benchmarking policy and procedure, all EUA structural units must annually carry out benchmarking in the main directions of their activities, in the framework of which report they will present the best practices and the changes and improvements to be planned based on it, within the framework of their activities. The results of the benchmarking carried out by the departments were reflected in the curricula of the respective specialties, particularly in terms of the number of elective courses, "open windows", and the implementation of research courses.
	Career Center report, surveys with employers, focus group discussions	2020	EUA Career Center, a Research laboratory attached to the EUA Management Chair	The EUA Career Center, together with the research laboratory attached to the EUA Chair of Management and the Innovative Education Foundation, initiated a study of the EUA professions labor market in the spring of 2020, which, however, was postponed until October 2021 due to the pandemic and later the war. Within the framework of the resumed research, many surveys and focus group discussions were conducted, the reports on the analysis of the results of which were summarized in the results of the research, which will be published in December 2022. The results of the research and trends in the development of the labor market will be presented at the conference to be organized on the subject. The results of the research will also serve as a basis for the improvement of PEPs.
Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
1.2 Development of PEPs in order to train specialist personnel with applied knowledge, skills and abilities for various social sectors	Availability of internal and external stakeholder involvement policy in EUA quality assurance processes	2018	EUA Quality Assurance Department	The policy of involvement of internal and external stakeholders in EUA quality assurance processes was approved by the EUA Scientific Council on October 24, 2019 and aims to ensure the involvement of internal and external stakeholders in the processes of quality assurance and improvement of the services provided by the university, including education.
	Evaluation of PEPs based on assessment of needs of internal and external stakeholders	2020	Heads of the Chairs	According to EUA's policy of involvement of internal and external stakeholders in quality assurance processes, the managers of the IEPs conduct an analysis of the needs of the beneficiaries, monitoring of the final results and PEP benchmarking every year. All these processes allow all stakeholders to be involved in the PEP quality improvement process.

				In addition, focus group discussions are always held with internal and external stakeholders.
	Procedure for developing a subject program in a new format	2018	Heads of the Chairs, lecturers	According to the EUA 2018-2022 Strategic Development Plan, the educational programs of all EUA specialties were reviewed, as a result of which the subject programs of the courses should be reviewed as well. In order to organize the latter more efficiently, to clearly present the requirements of the university, the regulations for the development and approval of the course curriculum were developed and approved by the EUA Scientific Council on June 6, 2019, on the basis of which the course curricula of the new format were approved in August 2019.
	Subject programs in a new format	2019	Heads of the Chairs, lecturers	At the end of each academic year, subject programs are evaluated, based on which subject programs are revised as needed.
	Outcomes-based and student-oriented PEPs	2019	Heads of the Chairs	In accordance with the EUA 2018-2022 Strategic Development Plan, in August 2019, the heads of EUA departments presented educational programs of new specialties for the approval of the EUA academic council, which were based on the end-result-oriented and student-centered principles defined by the strategies of EUA and the departments. Elective courses were significantly increased in PEPs, both theoretical and practical classes were equally important within the courses, which were aimed at forming practical skills and abilities in the student, and in order to evaluate the achievement of the final results, tasks ensuring the acquisition of skills and abilities were included in the subject courses of the courses.
	Mechanisms for evaluating the effectiveness of the implementation of PEPs, reports on the application of these mechanisms	2019	Quality Assurance Department, Educational and methodological department	As a result of the joint work of the EUA Quality Assurance Department and the Educational Methodological Committee attached to the Scientific Council, a number of regulations were developed and approved by the EUA Scientific Council, which provide guidelines and regulations for the use of PEPs and tools for the evaluation and improvement of university processes, including a benchmarking policy and procedure (2021), the procedure for conducting surveys (2019), regulations for conducting focus group discussions (2020). As a result of the application of the latter, it became possible to carry out the evaluation and improvement of the processes in a more systematic, regulated, unified format and questionnaires.

	Increased English language lessons in the curricula (160 classroom hours instead of the previous 96)	2019	Heads of the Chairs	EUA has defined the development of foreign relations and internationalization as one of the priority directions of the 2018-2022 Strategic Development Plan, which implies many international educational services for students. The most important prerequisite for participating in international educational programs and mobility programs is to master English. Highly appreciating the importance of knowing English, the university has increased English language classes in the curricula of all majors since 2019, setting 6 academic hours per week or 96 classroom hours. As a result of evaluating the implemented change in practice, it became clear that 6 academic hours per week is not enough to meet the mark of professional English knowledge in the 3rd year, therefore, as a result of making a corresponding change in the curriculum from September 2022, English hours were set at 10 academic hours per week or 160 classroom hours per semester.
	Revised PEPs and curricula	2022	Heads of the Chairs	In order to improve the PEPs, as a result of the benchmarking, monitoring, study of the needs of the beneficiaries and labor market requirements carried out by the chairs before each academic year, changes are made in the curricula and PEPs based on the results presented in the relevant reports.
	Organization and implementation of additional courses	2020	EUA Career Center	Focusing on the development of additional education in EUA as a means of attracting alternative financial resources, in 2020 he established the Department of Additional Education, based on its successful operation, together with EKLYA Business School of the Chamber of Commerce and Industry of Lyon, which are the founders of EUA, and Eurac Scientific Research Center of Bolzano, they established the International Business School, which is an international implements additional and continuous educational programs in RA, awarding students not only Armenian, but also international certificates.
	Presentation of new specializations	2020	Heads of the Chairs	In 2020, the heads of EUA chairs presented new specializations in the direction of existing educational programs based on the study of the labor market and employers' needs. As a result of the study, a decision was made not to increase specializations, but to acquire licenses for new professions, which are more in demand in the labor market and for which EUA makes effective admissions, and to return the corresponding licenses for those professions in which the admission level is not sufficient.
	Licenses for new professions	2021	Heads of the Chairs	

				As a result, EUA returned the licenses for Construction, Architecture and applied for licenses for "Service", "Marketing", "Pedagogy" professions. The university received the licenses for the above professions in 2021. The effectiveness of obtaining licenses for new professions will be evaluated in the coming years based on the results of admission.
Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
1.3. Improvement of the logistical base needed for effective implementation of PEPs	Raised needs of professors and teaching staff, continuously expanding library fund	2018-2022	Heads of the Chairs, Head of the library, Administrative and financial director	In order to effectively implement PEPs and replenish the library fund of each level based on the needs of professors, the following mechanism is in place at EUA: at the end of the academic year, the head of each department identifies the needs of the books and technical resources necessary for the implementation of the educational activities of the given year through focus discussions of the professors. The head of the library prepares a list, specifying the quantities and prices of the relevant books, in accordance with the financial resources for the acquisition of literature for the given year, who, after the approval of the EUA administrative-financial director, establishes contact with the bookstore and acquires the necessary literature.
	There should be 2 classrooms with internet connection, computer and projector, material and technical base of computer classrooms.	2018	Technical Service Department, Administrative and financial director	According to the EUA 2018-2022 Strategic Development Plan, at least 2 classrooms with internet connection, computer, proctor and other material and technical means have been furnished every year as determined by the budget, as a result of which each faculty has at least 4 similar classrooms, the exception is the Faculty of Information Technology, where classrooms classes were held in 8 computer classrooms, which as a result of the implementation of the strategy will be 10 by 2022. It should also be noted that the computers, projectors and all other material and technical accessories of 6 laboratories have been updated with modern equipment. Based on the needs of the internal and external beneficiaries, in order to ensure the achievement of PEPs, the faculties were provided with computer laboratories, in particular, the Faculty of Economics and Management - "Management" and "Finance" specialties, and the "Graphic Design" specialty
	There should be 2 classrooms with internet connection, computer and projector, material and technical base of computerized classrooms.	2019		
	There should be 2 classrooms with internet connection, computer and projector,	2020		

	material and technical base of computerized classrooms.			of the Tourism and Graphic Design Faculty.
	There should be 2 classrooms with internet connection, computer and projector, material and technical base of computerized classrooms.	2021		
	There should be 2 classrooms with internet connection, computer and projector, material and technical base of computerized classrooms.	2022		
	Courtroom, establishing a research laboratory attached to the EUA Chair of Management	2020	Technical Service Department, Administrative and financial director, Head of the Law Department, Head of the Management Department	<p>In order to carry out the practical classes of the "Jurisprudence" educational program more effectively, an action was defined: to create a court session hall in the Faculty of Law and International Relations attached to the Chair of Law, which was implemented in 2020 and has been effectively used by the professors and students of the relevant chair for two years, as a practical , as well as in order to conduct demonstration lessons with role-playing games.</p> <p>In 2020, the Scientific Research Laboratory attached to the EUA management chair also started active activities, the work of which is coordinated by the head of the relevant chair. During the two years of its activity, one thematic program funded by the science committee is implemented in the laboratory, applications for international programs were developed within the framework of the Erasmus + program, in which professors of the chair and students of the faculty were involved, as well as a number of workshops and discussions were organized.</p> <p>In 2022, the research laboratory attached to the EUA Chair of Management founded the Young Managers Club, which is active among students as an alternative student structure.</p>
Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
1.4. Provision of high-quality and professional teaching staff for effective	Development of requirements for the lecturer	2018	EUA Quality Assurance Department,	In order to clarify the EUA policy regarding the professional and work requirements of the lecturer, the EUA Educational Methodology Department jointly developed with the Quality Assurance Department and presented to

implementation of PEPs			Educational and methodological department	the EUA Scientific Council for approval the passport (job description) of the EUA lecturer position, where the minimum requirements, functions, powers and responsibilities are clearly defined. The evaluation of the effectiveness of the position passport (job description) showed that it greatly contributes to the increase of the efficiency of human resources management and the work of chairs.
	Development of certification procedure	2018	EUA Quality Assurance Department, Educational and methodological department	In 2018, the procedure for the selection and evaluation of professorial and teaching staff was developed and presented to the EUA Scientific Council for approval, which defined the procedure for annual certification, as well as other mechanisms for evaluating the lecturer. The effectiveness of the attestation procedure is evaluated after each attestation process, at the last session of the attestation commission.
	Evaluation and improvement of professorial and teaching staff Annually evaluated professorial and teaching staff	2019-2022	Rector, Vice-Rectors, Heads of Chairs, EUA Quality Assurance Department, HR department	From 2019, before each academic year in EUA, the certification of teaching staff is carried out in accordance with the procedure for the selection and evaluation of teaching staff in EUA. During the certification, an attempt is made to identify the lecturer's strengths and weaknesses, as well as the needs to organize the educational process more efficiently. As a result of certification over the past three years, cooperation with 7 teachers has been suspended. The results of attestation are recorded and stored by the Vice-Rector for Academic Affairs of the EUA.
	Development of mechanisms for encouraging the professorial and teaching staff	2018	Educational and methodological department, HR department	As a separate document, there is no separate document for the promotion of teaching staff in EUA, but certain incentive mechanisms have been established and operate effectively by various normative acts, including: 1. EUA professors can publish educational manuals developed within the framework of the subjects they teach with the financial support of the university, if they are guaranteed to be published by the EUA Scientific Council, 2. EUA employees may publish their scientific work free of charge in the EUA Scientific Articles Collection, which is included in the list of collections accepted by Bock. 3. The university regularly organizes trainings and courses for EUA faculty, which are presented below.
	Application of motivational mechanisms of scientific activity of EUA professorial and teaching staff	2018-2022	Administrative and financial director, Vice-Rector on Academic affairs	During the reporting period, EUA lecturers published 142 articles free of charge in the university's collection, EUA supported 11 lecturers in the publication of educational manuals.

	presence of at least 50 percent of key workers in the EUA professorial and teaching staff	2018	Administrative and financial director, Vice-Rector on Academic Affairs, HR department	<p>Since 2018, the EUA management has been increasing the number of key employees in the teaching staff, which is a licensing requirement. Considering the fact that the EUA is in the development stage, the demands on the teaching staff are also increasing, which often leads to a change in the teaching staff, also taking into account the pandemic, military, political challenges that exist during the implementation of the strategy, the university does not was able to provide 70 percent of the teaching staff with key employees.</p> <p>As of September 1, 2022, only 57 percent of EUA faculty are full-time employees.</p>
	presence of at least 55 percent of key workers in the EUA professorial and teaching staff	2019		
	presence of at least 60 percent of key workers in the EUA professorial and teaching staff	2020		
	presence of at least 65 percent of key workers in the EUA professorial and teaching staff	2021		
	presence of at least 70 percent of key workers in the EUA professorial and teaching staff	2022		
	Work program of scientific activities of the 2018-2019 academic year	2018	Vice-Rector on Academic Affairs, Heads of the Chairs	<p>Research activities in EUA are carried out in accordance with the approved scientific activity work plan.</p> <p>Since 2018, activation of scientific research activity has been recorded in EUA, in particular, 7 inter-university conferences, more than three dozen intra-university conferences and scientific seminars have been held.</p>
	Work program of scientific activities of the 2018-2019 academic year	2019		
	Work program of scientific activities of the 2018-2019 academic year	2020		
	Work program of scientific activities of the 2018-2019 academic year	2021		
	Work program of scientific activities of the 2018-2019 academic year	2022		

	Evaluation of the training needs of the professorial and teaching staff and development of the annual plan	2019-2022	Heads of the Chairs, EUA Quality Assurance Department, Vice-Rector on Academic Affairs, Administrative and financial director, Vice-Rector on External Relations and Internationalization	The evaluation of the relations of the professors is the basis for the implementation of the trainings of the teaching staff at EUA, on the basis of which an annual plan is drawn up. 90% of EUA teaching staff participated in the "Research Methods" and "Industrial Learning" training courses organized by EUA.
	continuously increasing salaries of professorial and teaching staff	2019-2022	Rector, Administrative and financial director, Scientific council	In the framework of the EUA 2018-2022 Strategic Development Plan, it was planned to implement effective learning and integrate this principle into PEPs, within which the proportion of theoretical and practical classes was almost equalized in the curriculum. In the framework of this policy, the principles of remuneration in EUA were also changed and the remuneration of theoretical and practical classes was equalized. As a result, in 2019, the price of remuneration for lecture classes was increased by 13 percent, and for practical classes - by 52 percent. After 2019, there was no increase in the salary of professors until 2022. As of September 1, 2022, the rates of the main professors of the teaching staff have been increased by 10%. Thus, the rate of a doctor of sciences professor has increased from 275,000 AMD to 302,917, a candidate of sciences, a docent has increased from 210,000 AMD to 242,000 AMD, a candidate of science has increased from 180,000 AMD to 213,000 AMD, a person without a degree or title has increased from 160,000 AMD 195,000 drams. The salary of hourly professors was also increased by 10%. The salary of the administrative staff has been revised every year, as the workload of the administrative staff has increased significantly as a result of the increase in the number of students. As a result, the salary of administrative employees was increased by 10 percent every year.
	Foreign language training program	2019-2022	Vice-Rector on Academic Affairs, Administrative and financial director,	In 2021, 20% of EUA professors and teaching staff who teach in English participated in the foreign language training courses of the "Pearson" Center of Foreign Languages operating in EUA, as a result of which, after passing the final exam, they received the relevant international certificate of

			HR department	<p>permission to teach in a foreign language.</p> <p>During the 2020-2021 academic year, three-month English language training was organized for EUA administrative employees. In order to evaluate the results of the training, in December 2021, on the initiative of EUA, the Institute of International Languages conducted an assessment of the foreign language knowledge of the EUA administrative staff, as a result of which it became clear that 65 percent of the EUA administrative staff have at least a B1 level command of a foreign language.</p>
Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
1.5. Application of innovative teaching methods in the field of professional education	Assessment of online learning investment opportunities and financial investments	2020	Rector, Administrative and financial director, Vice-Rector on Academic Affairs, Technical service department, EUA Quality Assurance department, Heads of the Chairs, Deans, Lecturers	<p>As a result of the epidemic that appeared in 2019, universities were forced to make a fundamental transition to distance learning. EUA's choice was the MOODLE system, which is considered a world-renowned e-learning platform.</p> <p>EUA, despite the fact that the time period was short, was able to ensure, through intensive trainings, the use of the MOODLE platform in the implementation of lessons, assignment and assessment, organization of exams and provision of feedback. The effectiveness of the MOODLE platform was intensively evaluated on a monthly basis by the EUA quality assurance department in order to identify and solve existing problems as quickly as possible. As a result of monitoring, the tools used on the MOODLE platform were added.</p>
	Availability of the MOODLE platform	2021		
	monitoring and needs identification of EUA online education system	2022		
	Availability of information base with all information about students	2021	Technical service department, Deans, Vice-Rector on Academic Affairs	<p>As of September 1, 2022, there is no complete information base in EUA. As a result of not solving these and other problems in a timely and effective manner, the staff of the 2022 EUA Technical Department was changed.</p> <p>The implementation of the information base and document circulation systems will be planned within the EUA 2023-2027 Strategic Development Plan.</p>
Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
1.6. Expanding research	A curated list of priority	2019	Heads of the Chairs,	In this direction, EUA chairs and Career Center work closely with employers

capacity	research topics		Career Center	<p>according to the following principle: graduation thesis topics are formulated based on employers' needs, and pre-graduation internships are organized within the framework of graduation internship topics, so that the results of both the internship and graduation thesis are reasonable, and the conclusions and the suggestions are practical and applied.</p> <p>When choosing topics for master's theses and dissertations, the priority is often given to the directions considered by the state to be priority areas, or the topics nominated by the latter.</p> <p>In order to develop the research abilities of professors at EUA, in August-September 2020, on the initiative of the EUA Quality Assurance Department, training on "Research Methods" was organized for all EUA professors, and in order to develop the research abilities of students, a course of the same name was included in the curricula from the very first year for all majors.</p>
	Conducting research commissioned by employers, government agencies	2020	Heads of the Chairs, Career Center	
	Conducting research commissioned by employers, government agencies	2021	Heads of the Chairs, Career Center	

Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
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1.7. Implementation of principles of social responsibility	Students studying with tuition discounts, support and mediation for students participating in tuition reimbursement programs	2018-2022	Deans, Department of Administration Vice-Rector on Academic Affairs	<p>According to the "tuition reimbursement" procedure, EUA provides partial or full reimbursement of tuition fees to students of certain social groups at its own expense, as well as provides support and mediation for participating in programs offered by state support and/or other funds for partial and full reimbursement of tuition fees.</p> <p>Information on partial and full reimbursement of tuition fees with EUA support, in the form of state and EUA benefits, is presented every year within the framework of the EUA Rector's Annual Report. About 20% of students receive a tuition discount each year.</p>
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GOAL 2: INCREASING THE EFFICIENCY OF MANAGEMENT AND ADMINISTRATION

Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
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2.1. Implementation of ethical principles in the university	Availability of Code of Ethics	2018	Educational-methodical department	In 2018, the EUA study methodology department developed and submitted the EUA ethics regulation to the scientific council for approval, which was revised in 2020 in order to eliminate the deficiencies identified as a result of the evaluation of its effectiveness. In particular, the procedure of the ethics commission's activity was specified, in connection with which certain problems had arisen during the application of the regulation.
	Formation of the Ethics Committee attached to the Scientific Council	2018	Scientific council	The approval of the EUA ethics regulation also implied the creation of the Ethics Commission attached to the EUA Scientific Council. In 2018, in parallel with the approval of the EUA ethics regulation, the composition of the ethics committee attached to the EUA scientific council was also approved.



Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
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2.2. Improvement of organizational structure	Review and revision of EUA organizational structure, job descriptions	2018	Educational and Methodological Department, Quality Assurance Department, HR department, Administrative and financial director	According to the structure approved by the board of trustees within the EUA 2018-2022 development strategic plan, as a result of the joint activity of the EUA educational methodical, Quality assurance and HR departments, the passports of the positions (job description) were developed for all positions on the job list and submitted to the approval of the EUA Scientific Council. The passports of the approved positions (job description) have been issued by the HR department to the respective employees.
	Implementation of the new EUA organizational structure Approval of the staff list according to the new structure	2019	EUA Board of Trustees, Scientific Board	



Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
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2.3. Providing access to information	Availability of the position of Public Relations Officer	2018	HR responsible person, Administrative and financial director	<p>In 2018, according to the new framework approved in EUA, the quality assurance and communications department was formed, which, apart from quality assurance, carried out the preparation of information materials on the activities of the university, providing information to the beneficiaries of the university, publishing, providing feedback, managing the accounts of the EUA website and social platforms.</p> <p>During the first year of activity, it became clear that the workload in the direction of quality assurance did not allow to fully perform the activities planned by communications, therefore, as a result of the structural change in 2021, a Marketing and Public Relations Department was formed, which will only deal with the development of the university's marketing activities and public relations.</p> <p>From September 1, 2021, the position of public relations officer was added to the job list, and a relevant specialist was hired in accordance with the position passport (job description).</p>
	Development of a list of university information on the website	2019	Responsible for public relations	<p>In 2019, the EUA Quality Assurance and Communications Department discussed with all EUA administrative officials the new content of the website, which was launched in 2020 and was also one of the components of the university's rebranding.</p> <p>The website contains information about the university, normative documents, forms, feedback mechanisms, as well as news and events of the university are posted on a daily basis.</p>
	Availability of internal electronic document circulation system	2019	Technical service department	<p>As of the end of 2022, there is no electronic document circulation system in EUA. As a result of not solving these and other problems in a timely and effective manner, the staff of the 2022 EUA Technical Department was changed.</p> <p>Implementation of document circulation systems will be planned within the EUA 2023-2027 Strategic Development Plan.</p>
	Development, approval and implementation of an approved foreign language training program	2019	HR department, Administrative and financial director	<p>During the 2020-2021 academic year, three-month English language training was organized for EUA administrative employees. In order to evaluate the results of the training, in December 2021, on the initiative of EUA, the Institute of International Languages conducted an assessment of the foreign</p>

	Compilation and implementation of a foreign language training program	2020		language knowledge of the EUA administrative staff, as a result of which it became clear that 65 percent of the EUA administrative staff have at least a B1 level command of a foreign language.
	Compilation and implementation of a foreign language training program	2021		
	Compilation and implementation of a foreign language training program	2022		



Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
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2.4. Implementation of effective financial resources management mechanisms	Development of working regulations of the Finance Department	2019	HR department	In order to regulate the work of the EUA financial department in 2019, as a result of the joint work of the EUA HR and quality assurance departments, the working regulations of the EUA financial department were developed, as well as job passports for all positions (job description).
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2.4. Implementation of effective financial resources management mechanisms	Development of financial resource management regulations	2020	Administrative and financial director, Financial department	2020-2021 was full of trials, including the pandemic, the military and political situation of the country, which had a direct impact on the activities of universities. A number of planned processes could not be implemented, including the development of the Approved Financial Resources Management and Planning Regulation and the Financial Resources Management Regulation.
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2.4. Implementation of effective financial resources management mechanisms	Financial resources management regulatory results assessment report	2021	Financial department	The development of the above regulations, their implementation and evaluation will be planned by the EUA 2023-2027 Strategic Development Plan.
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2.4. Implementation of effective financial resources management mechanisms	Evaluation of possibilities for implementation of additional education system	2020	Vice-Rector on Academic Affairs, Career Center, Heads of the Chairs	Focusing on the development of additional education in EUA as a means of attracting other financial instruments, the Department of Additional Education was founded in 2020, based on its successful operation, together with EKLYA Business School of the Chamber of Commerce and Industry of Lyon, which are EUA founders, and the European Research Center of Bolzano, they established the International Business School, which is an international implements additional and continuous educational programs in RA, awarding students not only Armenian, but also international certificates.
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	Organization and implementation of trainings	2021	Vice-Rector on Academic Affairs, Career Center, Heads of the Chairs	According to the accountability procedure approved in 2021, the heads of EUA chairs, when planning their academic staffing, should also present the planning trainings, including both professional and methodical ones, based on the assessment of lecturers' needs. And during the academic year, they should ensure its implementation.
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GOAL 3: EXPANDING FOREIGN CONNECTIONS AND INTERNATIONALIZATION

Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
3.1. Expansion of foreign relations and international programs	Submission of an application to become a member of the European Association of Higher Education Institutions (EURASHE) and membership	2018	Vice-Rector on External Relations and Internationalization	Since 2018, EUA is a full member of the European Association of Higher Education Institutions (EURASHE), which makes it possible to expand EUA's international cooperation in the European Higher Education Area.
	Establishment of business relations with partner universities within the framework of EURASHE	2019	Vice-Rector on External Relations and Internationalization , Department of International Cooperation	Being a full member of the European Association of Higher Education Institutions (EURASHE), EUA participates in annual conferences, workshops, makes reports, which contributes to the development of university processes. Since 2018, the European University has been constantly involved in various working groups of EURASHE (QA, Future students, Future Universities, Research and innovation), where they developed new educational methods, new learning technologies. Constant attempts have been made to localize and implement European educational models in the EUA. The EUA Student Council has contacted the Head of Student Council Presidents, which is part of EURASHE. In addition, as a result of participating in EURASHE processes, EUA has established ties with Fulda University of Applied Sciences and Hellenic Open University.
	Development of regulations of the Alumni Association	2019	Career Center	In 2019, in order to create and carry out activities of the EUA Alumni Association, the Career Center developed and submitted to the Academic Council for approval the regulations of the EUA Alumni Association, which defined the procedure, functions, structure and other approaches of its formation.

	Forming and replenishment of the electronic database of graduates' data	2019	Career Center	From 2021, the Career Center has started creating an electronic database of graduates. At the end of 2022, there is already a base of graduates from 2018, whose complete recruitment will be completed in December 2023. The process of forming the electronic database of graduates was delayed due to the related pandemic and the military and political situation prevailing in the country.
	Forming the base of employers	2019	Career Center, Heads of the Chairs	In order to develop relations with the business environment, in 2019, the EUA Career Center, together with the heads of the departments, initiated the formation of the employer base, which was intended to contribute to the effective organization of internships, the selection of practical topics for final theses and master's theses, and the career advancement of EUA graduates, but the process is conditioned by the pandemic and the military situation in the country. and due to political conditions, it was postponed and restarted at the end of 2021. The formed base is in the process of continuous replenishment and updating.
	Development of cooperation mechanisms with employers	2020	Career Center	Due to the pandemic and military and political instability in the country in 2020, it was difficult to ensure the implementation of workshops and events aimed at career development, but since 2020, 12 events, including 6 seminars and 6 workshops, have been organized at the initiative of the EUA Career Center.
	Labor market research and analysis	2021	Career Center, Heads of the Chairs	The EUA Career Center, together with the research laboratory attached to the EUA management chair and the Innovative Education Foundation, initiated a study of the EUA professions labor market in the spring of 2020, which, however, was delayed until October 2021 due to the pandemic and later the war. Within the framework of the resumed research, many surveys, focus group discussions were conducted, the reports on the analysis of the results of which were summarized in the results of the research, which will be published in December 2022. The results of the research will also serve as a basis for the improvement of PEPs.
	Conclusion of contracts for the implementation of internships in all EUA specialties	2020	Career Center, Heads of the Chairs	As a result of the close cooperation of the EUA Career Center and the heads of departments, all EUA specializations are secured by internship contracts with employers in the professional field. Since 2020, 24 contracts have been signed in the following specialties: "Management", "Finance", "Marketing",

				"Service", "Jurisprudence", "Graphic Design", "International Relations", "Information Technologies".
	Establishment of relations with local and international educational institutions, concluded cooperation agreements	2018-2022	Vice-Rector on External Relations and Internationalization, Department of International Cooperation	In 2018-2022, EUA signed cooperation agreements with 26 foreign scientific and educational organizations, based on the signed agreements, 15 students participated in mobility programs, of which 7 students participated online, 34 students participated in trainings by foreign specialists. Also, EUA in cooperation with EKLYA Business School is implementing two diploma educational programs in "Business Development" specialty from 2022. EUA implements one-year specialization programs with educational institutions of five countries.
	Participation in Erasmus + grant programs, submission of applications	2020	Vice-Rector on External Relations and Internationalization, Department of International Cooperation	<i>Applications for the following international programs were submitted within the framework of the Erasmus+ program:</i> 1/ <i>"Competences for International Innovation Projects (CompIIT)" – Coordinator: EUA, partner universities: Fachhochschule Dortmund University, Germany, KU Leuven, Belgium, Goris State University, Yerevan Research Institute of Communications. The goal of the project is to establish a virtual campus with a digital infrastructure using IT tools for project management, collaboration, including e-learning courses (with case studies).</i> b/ <i>"Towards Internationalization of Newcomers in Armenia" (TINA)" Coordinator: Italy (Universita Degli Studi di Teramo), partners: Spain (Universidad de Murcia), EUA, state, interstate and some private universities. The goal of the project is to improve the quality of higher education in Armenia, mainly through various training programs, reforming teaching evaluation and quality assurance mechanisms, promoting cooperation among Armenian universities, developing and developing international strategies and programs.</i> c/ <i>"Students' employability enhancement through Open Employability Network of Russia and Armenia (SENRA)" Coordinator: Slovakia (Slovenska Technicka Univerzita v Bratislave), partners: EUA, state, interstate and European universities from Armenia, Czech Republic and Russia. The goal of the project is to improve students' employability and transnational labor</i>

				<p><i>market mobility through new digital models of university-enterprise cooperation.</i></p> <p><i>d/ "Redeveloping International academic Activities and boosting student employability in regional tourism in crisis-affected Neighborhood East Countries" Coordinator: EKLYA Business School (France), partners: EUA, Gavar State University and several universities from Ukraine. The goal of the project is the restoration of international exchanges and the joint creation of a program of innovative courses in the field of tourism in Ukraine and Armenia.</i></p> <p><i>e/ "Corporate Governance and Business Law in Armenia and EU". Coordinator: EUA. The program gives EUA students the opportunity to familiarize themselves with the mechanisms and methods of business establishment and management in Armenia as well as in the EU.</i></p>
	Development and application of grant programs	2021	Vice-Rector on External Relations and Internationalization , Department of International Cooperation	Participation in the competition of research works related to the field of American studies announced within the framework of the "American Research" grant program funded by the US Embassy in Armenia, Yerevan State University, together with the EUA Management Chair, and providing support in the process of compiling the package of the EUA initiative group in the field of political science.
	Development and application of grant programs with international funding	2022	Vice-Rector on External Relations and Internationalization , Department of International Cooperation	A software package under the title Smart Solutions Fablaboratory was prepared and presented to the office of the EU delegation in Armenia
Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes

3.2. Expanding the composition of the professional and teaching staff and the mobility of students	Resumption of business relations with founding universities Conducting negotiations with foreign universities on awarding two diplomas, signed contracts	2018	Vice-Rector on External Relations and Internationalization , Department of International Cooperation	<p>Development of cooperation programs with the founding and other foreign universities, including the awarding of two diplomas, realization of specializations.</p> <p>Negotiations were conducted and confirmed with EKLYA business school, OXFORD online school, Poliarte art academy, EURAC research center, Alpha Aktive language academy in order to give students two diplomas.</p> <p>Negotiations are still ongoing with Catholic University of Lille, Vilniaus Kolegija, University of Oradea, Hellenic Open University, Fulda University of Applied Sciences.</p> <p>On the basis of signed cooperation agreements, starting from 2022-2023, EUA has launched 4 specialization programs for graduate students, including: "Business Management", "Hotel Management and Tourism", "Financial Management", "Language and Communication".</p>
	Conducting negotiations on implementing mobility programs with foreign universities, signed contracts	2019	Vice-Rector on External Relations and Internationalization , Department of International Cooperation	<p>Agreements were signed with Turiba University in Latvia, Vilnius Business College in Lithuania, FH Kufstein Tirol University in Austria, EURAC Research Center, EKLYA Business School, HYBRIA Institute of Business and Technology, Collegium Civitas in Poland, Luis University in Italy, Moscow Polytechnic University, Kaluga State University, Payame Noor University of Science and Arts of Iran, Kaunas University of Technology (KTU) of Lithuania, Caucasus University of Georgia, Chandigarh University of India, Junia of France, EC Council of Great Britain, Finis Terrae of Chile, INSA LYON of France, OXFORD with online student, Chelsea business student.</p> <p>In 2022, EUA submitted an application for the mobility program of lecturers and students within the framework of the Erasmus+ program, which won the competition and will implement a mobility program with Vilnius State University for 3 years.</p>
	Conclusion of the contract for awarding two diplomas	2019-2022	Heads of the Chairs, Vice-Rector on External Relations and Internationalization , Department of International Cooperation, Vice-Rector on Academic	<p>As a result of EUA's negotiations on awarding students with two diplomas, cooperation agreements were signed with foreign universities, in particular, an agreement was signed with EKLYA Business School for two diplomas in the "Business Development" specialty, after which the study plans were discussed and approved and the program started from the 2022-2023 academic year.</p>

			Affairs	
	Implementation of mobility programs	2020	Vice-Rector on External Relations and Internationalization , Vice-Rector on Academic Affairs, Heads of the Chairs, Deans, Student Council	The Department of International Cooperation, together with chairs and faculties, organized and implemented the organization and implementation of the competition within the framework of the Mobility Program. Based on the signed contracts, 15 students participated in mobility programs, 7 of them online, 34 students participated in trainings by foreign specialists. Five professors/lecturers participated in online mobility programs.
	Evaluation of the results of implemented exchange programs	2021	Department of International Cooperation, Heads of the Chairs	Evaluation of the results of the implemented exchange programs The report of the evaluation of the results of the exchange programs will be presented in summary next year, because the evaluation due to the Covid has not been carried out yet.

GOAL 4: IMPROVEMENT OF THE QUALITY ASSURANCE SYSTEM

Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
4.1. Improvement of quality assurance processes	Formation of the Quality Assurance Working Group	2019	EUA Quality Assurance Department	Since the 2018 EUA received conditional accreditation for a period of 2 years, the university had to improve a number of processes and procedures in a short period of time. For this purpose, in 2019, by order of the EUA rector, a quality assurance working group was formed, which was to deal with the improvement of the quality assurance process and the regulation and organization of the new accreditation process. The effectiveness of the quality assurance working group's activity is also evidenced by the 4-year institutional accreditation received by EUA in 2020."
	Availability of internal and external stakeholder involvement policy in EUA quality assurance processes	2019	EUA Quality Assurance Department	The policy of involvement of internal and external stakeholders in EUA quality assurance processes was approved by the EUA Scientific Council on October 24, 2019 and aims to ensure the involvement of internal and external stakeholders in the processes of quality assurance and improvement of the services provided by the university, including education.

	Developing a feedback policy	2019	EUA Quality Assurance Department	In 2019, the EUA Quality Assurance Department developed and submitted to the EUA Scientific Council for approval the EU feedback policy, which included feedback goals, main processes, structures, and principles, in order to provide information that forms the basis for internal and external quality assurance assessments. The EUA feedback policy toolkit is used both by the EUA Quality Assurance Department and by all University departments.
	Evaluation of the effectiveness of the information provision mechanisms forming the basis for internal and external assessments of quality assurance	2020	EUA Quality Assurance Department	
	Identifying the needs of EUA internal and external stakeholders	2019-2022	EUA Quality Assurance Department	In order to highlight the needs of EUA internal and external beneficiaries, the EUA Quality Assurance Department conducts surveys, focus group discussions, lectures, and monitoring on a planned and unplanned basis, the analysis report on the results of which is presented at the meetings of the EUA Rectorate.
	Collection and analysis of information necessary for internal and external quality assurance assessments	2020-2022	EUA Quality Assurance Department, Heads of the Chairs, Vice-Rector on Academic Affairs	
	Development and implementation of annual evaluation mechanisms of the professional and teaching staff	2019-2022	EUA Quality Assurance Department	In 2018, for the purpose of evaluating the composition of EUA the procedure for the selection and evaluation of professorial teaching staff was developed and submitted to the approval of the EUA scientific council, which defined the annual certification procedure, as well as other mechanisms for evaluating the lecturer. In accordance with the above procedure and EUA quality assurance procedures, student satisfaction surveys and focus group discussions, as well as lectures, are carried out every year from the teaching staff of Professora. According to the accountability procedure adopted in 2021, a tool was developed to evaluate the professional development of the lecturer.
	EUA Internal Quality Assurance Manual	2020	Quality Assurance Expert Group	The EUA Quality Assurance Manual was published in 2019. It includes the existing quality assurance procedures, mechanisms, concepts and policies in EUA. The EUA quality assurance manual will be revised in 2023 in order to adapt to the EUA 2023-2027 Strategic Development Plan and follow the new university policy.

	Implementation of quality assurance cycles in the activities of all EUA units	2021-2022	EUA Quality Assurance Department, EUA Subdivisions	The EUA quality assurance department conducts trainings among the administrative and professorial staff of the university on new mechanisms, procedures, tools, methods, as well as the principles of quality assurance, as well as on the basis of the accountability procedure, the internal quality assurance officers of the university present a detailed report on their activities. where they present the implemented process in which part of the quality assurance cycle it is.
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GOAL 5: DEVELOPMENT OF BRANCHES

Sub-goal	Key Performance Indicators (KPI)	Year	Responsible	Notes
5.1. Improvement and development of branches	Adoption of the decision on the establishment of the Kapan branch	2018	Rector, Administrative and financial director	In 2018 EUA reopened the Kapan branch by acquiring a distance learning license as planned by EUA 2018-2022 Strategic Development Plan.
	Presence of a branch in Kapan with the presence of a normative document base	2019	Rector, Administrative and financial director	In order to ensure the operation of the branch in Kapan in 2019, a capital repair was carried out: the necessary property and furniture were acquired, a computer classroom was designed.
	Organization of admission of students of the EUA Kapan branch	2020	Rector, Administrative and financial director, Director of Kapan branch	In 2020, the EUA Kapan branch underwent renovations, improvement of the logistical and educational base, operation of the electronic library, and re-equipment of computer classrooms.
	Monitoring the needs of the Vanadzor branch, capital repair, improvement of the material and technical base	2019	Rector, Administrative and financial director, Director of Vanadzor branch	In the 2022-2023 academic year, 66 applicants were admitted to the Kapan branch, 266 students actually study in the branch. The branch is provided with necessary material and technical, normative and teaching resources.
				In 2020, renovations were also carried out in the Vanadzor branch: tiling, repair of doors and windows, partial replacement, acquisition of property, material and technical base and computers, works related to the implementation of the electronic library were started.
				In the 2022-2023 academic year, the Vanadzor branch accepted 39 applicants, 129 students actually study in the branch. The branch is provided with necessary material and technical, normative and teaching resources.

	Monitoring the needs of the Gyumri branch, capital repair, improvement of the material and technical base	2020	Rector, Administrative and financial director, Director of Gyumri branch	In 2019-2020, the Gyumri branch carried out renovation, acquisition of property, material and technical base and computers, electrical installation works, installation of the electronic library and necessary local and software support. In the 2022-2023 academic year, the Gyumri branch accepted 53 applicants, 194 students actually study in the branch. The branch is provided with necessary material and technical, normative and teaching resources.
	Monitoring the needs of the Ijevan branch, capital repair, improvement of the material and technical base	2021	Rector, Administrative and financial director, Director of Ijevan branch	In 2020, capital renovation, renovation of bathrooms, acquisition of property, material and technical base and computers, electrical installation works were carried out in the Ijevan branch. In the 2022-2023 academic year, the Ijevan branch accepted 65 applicants, 190 students actually study in the branch. The branch is provided with necessary material and technical, normative and teaching resources.