



**2023-2027**

**EUROPEAN UNIVERSITY OF  
ARMENIA  
STRATEGIC DEVELOPMENT PLAN**

**YEREVAN 2022**

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# INTRODUCTION

The 2023-2027 Strategic Development Plan of the European University of Armenia (hereinafter EUA) is the EUA activity planning document for the next five years, which includes the university's vision, mission, strategic goals and objectives, adopted values, actions and their key performance indicators (KPI).

In order to define priorities of the EUA, the priorities of the state, reforms in the field of higher education, the post-war situation, the coronavirus pandemic, as well as the results of analyses obtained from various surveys among the EUA key stakeholders, were taken into account. The EUA 2023-2027 development strategy is aimed at eliminating weaknesses by using the strengths of the university, mitigating threats by developing opportunities, and is aimed at ensuring the continuous development of the European University of Armenia.

At this stage of the strategic development of the University, it is planned to pay great attention to the sufficient implementation of the management system, improvement of the education quality, the development of the research abilities of faculty members and students, and the activation of internationalization processes as well as strengthening the university-labor market connection, which will improve the ranking of the EUA at the national and European levels.

I am sure that this strategic development plan will enable the EUA to realize its strategic goals with steady steps and record new achievements, becoming a leading university in the RA that trains competitive specialists in

humanitarian, social science and technological fields and spreads European educational values.

Dear internal and external stakeholders, this strategic plan is also based on the achievements of the EUA until today, competitive advantages, as well as real opportunities for further development of the university, and it sets new challenges for all of us, which can only be overcome through the desire of each of us to move forward with unbreakable will, effort, energy and diligence.

I would like to emphasize once again the idea that every success of the EUA is a lasting achievement for each of us. Therefore, I am sure that we realize the importance and value of the work that awaits us.

I express my gratitude to the working group for the development of this strategic plan, to the representatives involved and participating in it, for their efforts, professionalism and teamwork.

Rector of the European University of Armenia:

H. Bisharyan

# ABOUT US

European University of Armenia (previously called “European Educational Regional Academy”) was founded on the basis of agreement between the Republic of Armenia and “OWZ Bayern” in the Federal Republic of Germany and Bavaria, “European Academy Bolzano” in South Tyrol region of the Republic of Italy, “Career Development Association” in the Republic of Armenia, “Chamber of Commerce and Industry of Lyon” in France, French University of Armenia and other international and European organizations in 15.10.2001 on decision 978 confirmed by the Government of the Republic of Armenia.

- » **The European University carries out:**
  - 16 Bachelor’s programs;
  - 15 Master’s programs;
  - 4 Postgraduate programs.
- » **About 20% of students are foreign students.**
- » **"Collection of scientific articles of the European University" is published twice a year.**
  
- » **Since 2018, the European University has been a member of the European Association of Institutions in Higher Education (EURASHE). EURASHE was established in 1990 with a purpose to promote internationalization of higher education institutions in the European educational space**



## **VISION**

**The vision of the European University of Armenia is to become a provider of educational programs in Armenia in accordance with national and European educational standards and guidelines, to be student-centered, to train specialists according to labor market requirements, to be guided by innovations, new educational technologies and science developments, to be efficiently and flexibly managed, to be a regionally recognized, leading university.**

## **MISSION**

**The mission of the European University of Armenia is to prepare humanitarian, social science and technology-oriented professionals with professional, modern knowledge, research and innovation skills and abilities, who can communicate freely in English, and are competitive and qualified in accordance with the requirements of the Armenian and international labor markets by contributing to the formation of human capital and the socio-economic development of the state at the national and international levels.**

# VALUES



**Trust**



**Creativity and innovation**



**Accountability and  
transparency**



**Social responsibility**



**Excellence**



**Cooperation**



**Mutual respect, courtesy and  
ethics**

# PRIMARY GOALS

01

IMPROVING EDUCATION QUALITY AND ENSURING THE RELIABILITY OF AWARDED QUALIFICATIONS

02

DEVELOPMENT OF SCIENTIFIC RESEARCH CAPACITY

03

EXPANDING FOREIGN RELATIONS AND INTERNATIONAL COOPERATION

04

UPGRADING THE UNIVERSITY'S RANK

05

STRENGTHENING THE LABOR MARKET-UNIVERSITY CONNECTION

The priority goals, tasks, actions responsible/performers, deadlines and key evaluation indicators defined by the 2023-2027 strategic development plan of the European University of Armenia are presented in the action plan of this strategic plan (see Appendix).



# 2023-2027 STRATEGIC DEVELOPMENT PLAN OF THE EUROPEAN UNIVERSITY OF ARMENIA

## GOAL 1. IMPROVING EDUCATION QUALITY AND ENSURING THE RELIABILITY OF AWARDED QUALIFICATIONS

ISSUE 1.1 ADMISSION					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.1.1	Measures aimed at increasing the attractiveness of the proposed educational programs	Annual marketing plan in line with the requirements of the new admissions policy	Head of Marketing and Public Relations Department, Heads of the Chairs	December, 2023	Can be reviewed for each new academic year
1.1.2	Measures aimed at increasing the efficiency of the Preparatory department	A three-year strategy for the development of the Preparatory department	Head of the Educational Department Responsible for the Preparatory Unit of the Educational Department	January, 2023	
		20% annual increase in the number of applicants of the Preparatory department	Responsible for the Preparatory Unit of the Educational Department, Heads of the Chairs, Deans	Each year	
1.1.3	Increasing the number of applicants	A minimum of 15% annual increase in the number of applicants	Rector, Vice-Rectors, Heads of the Chairs, Deans, Responsible for the Preparatory Unit of the Educational Department, Head of Department of Foreign Students	Each year	
1.1.4	Events aimed at the development of university-school, university-college communication	At least 2 collaborative programs with partner schools and colleges	Vice-Rectors Responsible for the Preparatory Unit of the Educational Department, Heads of the Chairs, Deans	Each year	
ISSUE 1.2 CONTINUOUS IMPROVEMENT OF EDUCATIONAL PROGRAMS					

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.2.1	Developing academic programs in accordance with European and national / state / quality assurance standards and guidelines, EHEA QF, EQF, RA NQF, SQF	12 Bachelor's and 8 Master's degree approved academic programs in accordance with ESG, EHEA QF, EQF, RA NQF, SQF	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	August, 2023	
1.2.2	Applying educational innovative technologies and methods in teaching and learning	Benchmarking report for the purpose of implementing educational innovative technologies and methods in teaching and learning	Vice-Rector for Academic Affairs and Science, Educational and methodological commission adjuncted to the Scientific Council, Heads of the Chairs, Deans, QA Department	July-August, Each year	
1.2.3	Refining the mechanisms for improving academic programs	Guidelines for the implementation of monitoring and benchmarking of academic programs	Educational and methodological commission adjuncted to the Scientific Council	February, 2024	
1.2.4	Implementing modern methods for the student assessment	Benchmarking Report on Evaluation Methods	Vice-Rector for Academic Affairs and Science, Educational and methodological commission adjuncted to the Scientific Council, Heads of the Chairs, Deans, Head of the QA Department	July-August, Each year	
1.2.5	Developing competencies in the academic programs promoting students' creativity and innovation	New learning outcomes fostering creativity and Innovation in the academic programs	Vice-Rector for Academic Affairs and Science, Heads of the Chairs, Lecturers, QA Department	August, 2023	Can be reviewed in each new academic year
1.2.6	Implementing professional courses in English from the third year	3 professional courses conducted in English from the third year	Rector, Vice-Rector for Academic Affairs and Science, Head of the QA Department, Heads of the Chairs	August, 2025	
1.2.7	Implementing Master's degree programs exclusively in English	2 Master's degree programs conducted in English	Rector, Vice-Rector for Academic Affairs and Science, Head of the QA Department	August, 2025	
1.2.8	Implementing mechanisms ensuring academic integrity	Benchmarking Report on Academic Integrity Policy and Procedure	QA Department, Heads of the Chairs	January, 2024	

**ISSUE 1.3 DELIVERY OF EDUCATIONAL PROGRAMS IN CO-OPERATION WITH EUROPEAN RESEARCH AND EDUCATIONAL INSTITUTIONS**

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.3.1	Providing a documentation base for the implementation of European educational programs	Availability of procedures, forms, registers for the implementation of international educational programs	Vice-Rector for Academic Affairs and Science, Educational and methodological commission adjunct to the Scientific Council, Head of the Department of International Educational Programs	February, 2023	
1.3.2	Increasing two diploma academic programs with European universities	Adding at least one two diploma academic program each year	Rector, Vice-Rectors, Head of the Department of International Educational Programs	Each year	
1.3.3	Implementing professional specializations with European universities	Increasing the number of professional specializations with leading European universities by at least 3	Rector, Vice-Rectors, Head of the Department of International Educational Programs	August, 2024	
1.3.4	Involvementing the EUA alumni in the European educational programs and specializations	Number of participation of alumni in additional educational programs and specializations provided by the EUA	Vice-Rector for Academic Affairs and Science, Alumni Association, Head of the Career Center, Head of the Department of International Educational Programs, Head of the Foreign Student Department, Deans	January, 2025	

#### ISSUE 1.4 ENSURING THE PROFESSIONAL DEVELOPMENT OF THE ACADEMIC STAFF

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.4.1	Organizing and conducting trainings based on the needs of the academic staff and taking into account the priorities of the EUA	At least 3 training a year	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	Each year	
1.4.2	Involving invited specialists from European partner universities in the teaching process	At least 1 course each year taught by an invited specialist for at least 3 specializations	Vice-Rectors, Heads of the Chairs	Each year	
1.4.3	Implementing events for exchange of experience	At least one event for each specialization on new mechanisms and technologies for the exchange of experience and the integration of professional innovations	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	Each year	
1.4.4	Improving the selection mechanisms of the academic staff	Revised order for the selection of members of the academic staff	Educational and methodological commission adjunct to the Scientific Council, Head of the Legal Department	August, 2024	

1.4.5	Improving evaluation mechanisms of the academic staff	Evaluation and ranking order of the academic staff	Educational and methodological commission adjuncted to the Scientific Council	February, 2024	
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#### ISSUE 1.5 STRENGTHENING THE CULTURE OF QUALITY ASSURANCE

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.5.1	Implementing measures aimed at increasing the efficiency of structural units	Short-term strategic plans for the activities of the key directions and units of the EUA	Vice-Rectors, Heads of the Departments, Heads of the Chairs, Deans	January /Vice-Rectors, Heads of the Departments/, July /Heads of the Chairs, Deans/ each year	
1.5.2	Implementing benchmarking for the purpose of improving the internal quality assurance system	Benchmarking Report	Head of the QA Department	Each year	
1.5.3	Reviewing the quality assurance documentation package, quality assurance mechanisms and toolkit	Revised and approved documentation, mechanisms and toolkit	Head of the QA Department	June, 2023	
1.5.4	Implementing self-analysis and self-evaluation mechanism	Implementation of new template of work plans and reports of structural departments	Vice-Rectors, Heads of the Departments, Heads of the Chairs, Deans	January, 2023	
1.5.5	Improving mechanisms for providing information bases for decision-making	Number of training participants	Head of the QA Department	July, 2024	
1.5.6	Ensuring the application of the PDCA cycle	Policy for implementing the PDCA cycle	Educational and methodological commission adjuncted to the Scientific Council, Head of the QA Department	July, 2024	
1.5.7	Expanding the scope of cooperation of the QA Department	At least one annual collaborative event with similar organizations and agencies of leading universities	Head of the QA Department	Each year	

#### ISSUE 1.6 PROVIDING RECOGNITION OF REWARDED QUALIFICATIONS

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.6.1	Studying international experience of quality assurance agencies	Benchmarking report, conducting negotiations with the selected quality	Rector, Head of the QA Department	April 2023	

	implementing institutional accreditation	assurance agency for the purpose of international accreditation			
1.6.2	Preparing a document package for the purpose of international/European institutional accreditation	Planning of preparatory work	Head of the QA Department	June-August, 2023	
		Conducting negotiations with the quality assurance agency, signing the contract	Head of the QA Department, Vice-Rector for External Relations and Internalization	September, 2023	
1.6.3	Preparing international/European institutional accreditation documentation package	Submission of self-analysis and necessary documentation package for the purpose of international/European institutional accreditation to the quality assurance agency	Accreditation Working Group	January, 2024	
1.6.4	Coordinating and implementation of expert panel site visits and other operational processes within the framework of international accreditation	Site visit	Rector, Vice-Rectors, Head of QA Department	April-May, 2024	
		Mutual document circulation	Rector, Vice-Rectors, Head of QA Department	May, 2024	
		Summary of the experts of the quality assurance agency	Expert Panel, Head of the QA Department	September, 2024	
		Developing and presenting an opinion on the evaluation results to the accrediting body	Head of the QA Department	October, 2024	
		International/European institutional accreditation	QA Agency, Rector	December, 2024	
1.6.5	Preparing the program accreditation documentation base and implementation of the process	Submission of self-analysis and necessary documentation package to the accreditation agency	Accreditation Working Group	2025-2027	
		Site-visit	Rector, Vice-Rectors, Head of QA Department		
		Mutual document circulation	Rector, Vice-Rectors, Head of QA Department		
		Expert opinion of the program accreditation agency	Expert Panel, Head of the QA Department		
		Developing and presenting an opinion on the evaluation results to the QA agency	Head of the QA Department		
		10 accredited educational programs	QA Agency, Rector		
1.6.6	Improving professional knowledge and abilities of the staff of the QA Department in order to facilitate the effective implementation of the	QA department staff trainings at national and European levels	Head of the QA Department	Each year	
		Number of scientific or other research			

	quality assurance processes at the EUA				
ISSUE 1.7 INCREASING THE EFFICIENCY OF THE EUA MANAGEMENT SYSTEM					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.7.1	Monitoring of the documentation base of the university management	Monitoring report of university's management documentary package	Head of the QA Department	August, 2025	
1.7.2	Ensuring financial stability, diversification of financial flows	Financial policy	Rector, Director of Finance and Administration, Head of the Finance Department	December, 2024	
		Provision of other financial flows in the amount of at least 5% of budget receipts	Rector, Director of Finance and Administration, Vice-Rectors, Head of Mobility and Grants Department	Each year	
1.7.3	Revisions of the mechanisms of selection and allocation of the EUA staff	Reviewed staff selection and allocation mechanisms	Head of Human Resource Department, Head of Legal Department	August, 2026	
1.7.4	Improving the skills of the staff of structural units	A multi-factor system of performance evaluation and professional development of the administrative staff and mechanisms for ensuring the quality of relevant education, a report on their application	Head of QA Department, Head of Human Resource Department	December, 2024	
1.7.5	Reviewing powers and functions of all structural units	Reviewed documents	Educational and methodological commission adjuncted to the Scientific Council, Head of the Legal Department	August, 2023	
1.7.6	Investigating Annual Fundraising Contribution Mechanisms	Study Report on Annual Fundraising Contribution Mechanism	Rector, Director of Finance and Administration, Head of the Mobility and Grants Department Head of the Legal Department	January, 2026	
1.7.7	Improving the human resource management system	Human resource development policy	HR Department, Heads of Departments	December, 2023	
		Reviewed remuneration rate based on annual work planning, implementation, evaluation and improvement	Rector, Director of Finance and Administration, Vice-Rector for Academic Affairs and Science	Each year	
		Continuous annual salary increase of the academic and administrative staff	Rector, Director of Finance and Administration	Each year	
1.7.8	Implementing Accountability Policy	Appropriate annual reports as required by the	QA Department	July, 2025	

		accountability policy and procedure			
		Monitoring Report on Implementation of Accountability Policy and Procedure	Vice-Rectors, Heads of the Departments, Heads of the Chairs, Deans	Each year	
1.7.9	Changing university name to match the trademark	New name: "European University of Armenia"	Rector, Head of the Legal Department	February, 2023	
1.7.10	Improving educational supervision system	Clear educational supervision mechanisms	Vice-Rector for Academic Affairs and Science, Head of the Educational Supervision Department	May, 2023	
		Reviewed Policy on Student Disrespectful Absences	Vice-Rector for Academic Affairs and Science, Head of the Educational Supervision Department, Head of the Legal Department	March, 2023	
1.7.11	Monitoring of educational discipline regulation procedures	Monitoring report on educational discipline regulation procedures	Vice-Rector for Academic Affairs and Science, Head of the Educational Supervision Department	December, 2025	
1.7.12	Review of academic discipline procedures	Reviewed procedures for regulating academic discipline	Vice-Rector for Academic Affairs and Science, Head of the Educational Supervision Department	2026-2027	

#### ISSUE 1.8 REINFORCEMENT OF STUDENT-CENTERED VALUES

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
1.8.1	Improving Student Council activities	Adding events, Increase student engagement rates by at least 30%	Student Council	Each year	
1.8.2	Providing students with necessary resources and infrastructure	Facilities and infrastructure for sports, food, relax and entertainment for students	Rector, Vice-Rectors, Student Council	Each year	
1.8.3	Implementinf Digital Dean's Office and e-Learning Operating Platform	A functioning platform for Digital Dean's Office and e-Learning	Rector, Vice-Rectors, Head of the Technical Service Department	September, 2025	
1.8.4	Improving the quality of library services	Number of cooperative activities with foreign and local e-libraries	Head of the Library	August, 2023	
		Increase of library stock by 10%	Rector, Director of Finance and Administration, Heads of the Chairs, Head of the Library	Each year	
		Acting scientific electronic library	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Head of the Library	December, 2026	
1.8.5	Implementing alternative mechanisms for	Annual testing of students' knowledge of English by an external assessor	Rector, Director of Finance and Administration, Vice-	January, 2023	

	assessing students' progress		Rector for Academic Affairs and Science		
		Evaluation of students' professional progress by an external evaluator	Rector, Director of Finance and Administration, Vice-Rector for Academic Affairs and Science, Heads of the Chairs	September, 2023	
1.8.6	Providing consultations, mentoring and coaching	Template and procedure for implementation of consultations, mentoring and coaching	Educational and methodological commission adjuncted to the Scientific Council	September, 2024	
		Number of consultations	Heads of the Chairs, Deans	Each year	
		List of mentors and coaches	Heads of the Chairs, Head of the Career Center, Alumni Association	January, 2025	



## GOAL 2. DEVELOPMENT OF SCIENTIFIC RESEARCH CAPACITY

### ISSUE 2.1 PROVIDING THE RESEARCH COMPONENT IN THE EDUCATIONAL PROCESS

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
2.1.1	Ensuring a research component in Bachelor's educational programs	Evaluation of the effectiveness of the "Research Methods" course	Vice-Rector for Academic Affairs and Science, Heads of the Chairs, Head of the QA Department	May, 2024 May, 2026	
2.1.2	Ensuring a research component in Master's educational programs	Revised requirements for Master's theses	Educational and methodological commission adjuncted to the Scientific Council, Vice-Rector for Academic Affairs and Science, Head of the QA Department	July, 2025	
2.1.3	Improving anti-plagiarism mechanisms	Improved anti-plagiarism mechanisms at the EUA	Educational and methodological commission adjuncted to the Scientific Council, Vice-Rector for Academic Affairs and Science, Head of the QA Department, Head of the Legal Department	December, 2024	
2.1.4	Emphasising a research component in Master's educational programs	Mechanisms for encouraging research activities of Master students	Educational and methodological commission adjuncted to the Scientific Council, Vice-Rector for Academic Affairs and Science	Since 2026	
2.1.5	Establishing youth associations/clubs	Number of youth associations/clubs involving all specializations	Heads of the Chairs, Deans	Each year	
		Action plan of youth associations/clubs	Heads of the Chairs, Deans, President of the relevant association	January Each year	
2.1.6	Establishing a Student Scientific Society	Charter of Student Scientific Society	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Student Scientific Society	December, 2023	
		Action plan of Student Scientific Society	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Student Scientific Society	Since January, 2024 each year	

### ISSUE 2.2 INCREASING SCIENTIFIC AND RESEARCH PROJECTS

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
2.2.1	Ensuring student participation in research	At least 10% student participation in research each year	Vice-Rector for Academic Affairs and Science, Science Department, Heads of the Chairs	Since 2023	
2.2.2	Developing a guide for the implementation of	Educational-methodological guide of the course "Research methods"	Vice-Rector for Academic Affairs and Science, Science Department, Heads of the Chairs	December, 2024	

	the course "Research Methods"				
2.2.3	Providing supervisors from the scientific and practical sphere for graduation papers and Master's theses	List of supervisors from the scientific and practical sphere for graduation papers and Master's theses	Vice-Rector for Academic Affairs and Science, Science Department, Heads of the Chairs	January Each year	
2.2.4	Ensuring the correlation between undergraduate internships and graduation papers	Procedure on ensuring correlation of pre-graduation internships and graduation papers	Educational and methodological commission adjuncted to the Scientific Council, Vice-Rector for Academic Affairs and Science	August, 2025	
2.2.5	Providing a practical component during final examinations of professional courses	At least one practical task in the final examination for professional courses	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	September, 2024	
2.2.6	Works aimed at the developing the EUA scientific research laboratories	Activity plan of the scientific research laboratory adjuncted to the Chair of Management	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Head of the Management Chair	January Each year	
		Establishing Inotech scientific research laboratory for the developing a technological sector at the EUA	Rector, Vice-Rectors	January, 2023	

### ISSUE 2.3 ENCOURAGEMENT OF SCIENTIFIC RESEARCH ACTIVITY OF THE EUS ACADEMIC STAFF

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
2.3.1	Implementing mechanisms for encouraging the publication of the results of scientific, educational and research activities of the academic staff	Existing mechanisms for encouraging the publication of the results of scientific, educational and research activities of the academic staff	Vice-Rector for Academic Affairs and Science, Head of the Science Department	February, 2025	
2.3.2	Promoting publications in internationally indexed journals	Additional incentive fee for having publications in international scientific platforms	Rector, Vice-Rector for Academic Affairs and Science, Director of Finance and Administration, Head of the Science Department	December, 2025	
2.3.3	Increasing the citation of scientific publications of the academic staff	Citation number of scientific publications of the academic staff	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Vice-Rector for Academic Affairs and Science, Head of the Science Department, Heads of the Chairs	Since 2023	
2.3.4	Supporting a participation in scientific events	A mechanism for encouraging participation in scientific events	Vice-Rector for Academic Affairs and Science, Head of the Science Department	December, 2023	
2.3.5	Increasing involvement in research projects	Increasing the number of professors involved in	Vice-Rector for Academic Affairs and Science, Head of	Since 2023	

		research projects by at least 7%	the Science Department, Heads of the Chairs		
2.3.6	Ensuring the development of scientific and research capacities of the academic staff	Participation of the whole academic staff in the trainings developing scientific and research capacities within 5 years	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Heads of the Chairs	Since 2023	
2.3.7	Ensuring an access to international scientific databases through the EUA electronic library	Membership of the library to international and Armenian library databases	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Head of the Library	December, 2025	

#### ISSUE 2.4 DEVELOPMENT OF POSGRADUATE EDUCATION AT THE EUA

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
2.4.1	Developing postgraduate education at the EUA	Short-term strategic plans for the development of postgraduate education at the EUA	Head of the Science Department	January, each year	
2.4.2	Increasing the number of students in postgraduate education programs at the EUA	Increase in the number of students in the postgraduate education by 10%	Vice-Rector for Academic Affairs and Science, Head of the Science Department	January, each year	
2.4.3	Implementing activities promoting the commercialization of scientific results	Number of commercialization of scientific results	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	June-July, Each year	
2.4.4	Implementing third level educational programs of higher education with European partner universities	At least 2 postgraduate education programs with European partner universities	Vice-Rector for Academic Affairs and Science, Head of the Science Department, Head of the Mobility and Grants	Since January, 2025	
2.4.5	Activating the activity of the Science Department	Short-term activity plan of the Science Department	Vice-Rector for Academic Affairs and Science, Head of the Science Department	January, each year	
2.4.6	Developing Science development policy	Science Development Policy	Vice-Rector for Academic Affairs and Science, Head of the Science Department	February, 2026	
2.4.7	Recruiting the Science Department and review of the staff list	Recruited staff at the Science Department	Vice-Rector for Academic Affairs and Science, Head of the Science Department	January, 2025	

#### ISSUE 2.5 REFINEMENT OF "EUROPEAN UNIVERSITY" COLLECTION OF SCIENTIFIC ARTICLES

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
2.5.1	Including Collection in DOI and other scientific periodicals platform	A collection included in internationally prestigious databases	Rector, Vice-Rector for Academic Affairs and Science, Head of the Science Department	December, 2023	
2.5.2	Improving the quality assessment mechanisms of the	Improved mechanisms for checking originality and blind peer review of articles	Vice-Rector for Academic Affairs and Science, Head of the Science Department	February, 2024	

	articles published in the Collection				
2.5.3	Including famous scientists from the Armenian scientific community in the Editorial Council	Presence of at least two Armenian Doctors of Sciences in all directions in the Editorial Council of the Collection	Rector, Vice-Rector for Academic Affairs and Science, Head of the Science Department, Heads of the relevant Chairs	January, 2023	
2.5.4	Including foreign scientists in the Editorial Council	Presence of at least one foreign scientist in the Editorial Council of the Collection in all directions	Rector, Vice-Rector for Academic Affairs and Science, Head of the Science Department, Heads of the relevant Chairs	January, 2023	
2.5.5	Increasing the number of articles in English in the Collection	Increasing the number of articles in English in the Collection by at least 5% per year	Rector, Vice-Rector for Academic Affairs and Science, Head of the Science Department, Heads of the relevant Chairs	Each year	

## GOAL 3: EXPANDING FOREIGN RELATIONS AND INTERNATIONAL COOPERATION

ISSUE 3.1 INTEGRATION INTO THE EUROPEAN HIGHER EDUCATION AREA					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
3.1.1	Developing the EU-EURASHE membership and cooperation framework	Long-term and short-term activity plan of EUA activities within frameworks of EURASHE	Vice-Rector for External Relations and Internationalism	January, 2023	
3.1.2	EUA membership in the European University Association.	EUA application to the European University Association	Rector, Vice-Rectors	January, 2026	
3.1.3	Establishing European Educational Alliance with the involvement of European partner universities	Acting European Alliance Cooperative Association	Rector, Vice-Rector for External Relations and Internationalism, Head of the Legal Department	December, 2023	
3.1.4	Increasing the number of European partner universities and cooperation programs	At least 2 European scientific and educational partners in each specialty	Vice-Rector for External Relations and Internationalism, Heads of the Chairs	January, 2025	
		Planned and confirmed directions of cooperation with partner educational institutions	Vice-Rectors, Heads of the Chairs, Head of the International Educational Programs Department	January, 2025	
3.1.5	Developing the concept of internationalization and integration of the EUA into the European Higher Education Area (EHEA)	Acting concept of internationalization and integration of the EUA into the European Higher Education Area (EHEA)	Rector, Vice-Rectors, Head of the QA Department	December, 2025	
ISSUE 3.2 INCREASING EDUCATIONAL AND RESEARCH SCHOLARSHIP PROGRAMS					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
3.2.1	Developing and expanding cooperation with international donors and companies implementing grant programs	At least 3 projects per year submitted to international donor and grant-making companies	Rector, Head of Mobility and Grants Department	January Each year	
3.2.2	Ensuring the participation of the academic staff in research grant programs	Capacity building training ensuring participation of the academic staff in research grant programs	Rector, Head of Mobility and Grants Department, Heads of the Chairs	January, Each year	
		At least 5% annual participation of the academic staff in research grant programs	Rector, Head of Mobility and Grants Department, Heads of the Chairs	January, Each year	
3.2.3	Ensuring student participation in research grant programs	Capacity building training ensuring participation of the students in research grant programs	Rector, Head of Mobility and Grants Department, Heads of the Chairs, Deans	January, Each year	

		At least 3% annual participation of the students in research grant programs	Rector, Head of Mobility and Grants Department, Heads of the Chairs, Deans	January, Each year	
3.2.4	Expanding inter-academic cooperation relations for the purpose of applying for grants	At least 2 annual grant programs announced in cooperation with 2 or more Chairs	Rector, Head of Mobility and Grants Department, Heads of the Chairs	January, Each year	

### ISSUE 3.3 INCREASING THE NUMBER OF MOBILITY PROGRAMS

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
3.3.1	Ensuring participation of the academic staff in mobility programs	An increase in number of lecturers participating in mobility programs by at least 10% each year	Head of Mobility and Grants Department, Heads of the Chairs	Each year	
3.3.2	Ensuring participation of the students in mobility programs	An increase in number of participants in mobility programs by at least 10% each year	Vice-Rector for Academic Affairs and Science, Head of Mobility and Grants Department, Heads of the Chairs, Deans	Each year	
3.3.3	Review of learning outcomes and credit recognition procedure for students participating in mobility programs	Reviewed procedure for recognition of learning outcomes and credits of students participating in mobility programs	Educational and methodological commission adjuncted to the Scientific Council, Head of Mobility and Grants Department, Head of the Legal Department	May, 2023	
3.3.4	Ensuring participation of the administrative staff in mobility programs	Mobility of at least 2 administrative staff each year	Head of Mobility and Grants Department	Each year	
3.3.5	Implementing virtual mobility	Number of students and employees participating in virtual mobility	Head of Mobility and Grants Department, Heads of the Chairs, Deans	Each year	

### ISSUE 3.4 INCREASING THE NUMBER OF FOREIGN STUDENTS

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
3.4.1	Improving the mechanisms of engaging foreign students	Benchmarking report on foreign student engagement mechanisms	Head of the Foreign Student Department	December, 2023	
		Improved mechanisms	Head of the Foreign Student Department	May, 2023	
3.4.2	Increase in the number of foreign students at the EUA	An increase in the number of foreign students admitted to EUA by at least 10% each year	Head of the Foreign Student Department	Each year	
3.4.3	Creating and regular updating of a page for foreign applicants on the official website of the EUA	Information page for foreign applicants on the official website of the EUA	Vice-Rector for External Relations and Internationalism, Head of the Foreign Student Department, Head of the Technical Service Department	May, 2023	

3.4.4	Improving the planning and implementation of the work of the Foreign Students Department	Short-term activity plans of the Foreign Students Department	Vice-Rector for External Relations and Internationalism, Head of the Foreign Student Department	January, Each year	
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### ISSUE 3.5 ENSURING THE EUA PARTICIPATION IN INTERNATIONAL EDUCATIONAL EVENTS

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
3.5.1	The EUA participation in workshops on international/European scientific and educational activities	Number of participants in the international/European scientific and educational workshops by the EUA	Vice-Rectors, Head of the Science Department, Head of the Mobility and Grants Department	January, Each year	
3.5.2	Participating in international/European conferences and other scientific events	Number of the EUA representatives at international/European conferences and other scientific events	Vice-Rectors, Head of the Science Department, Heads of the Chairs	January, Each year	
3.5.3	At least once a year, organizing an international conference, scientific conference, or other scientific event at the EUA	At least one international scientific conference, scientific conference or another scientific event	Vice-Rectors, Head of the Science Department, Heads of the Chairs	January, Each year	
3.5.4	Ensuring the participation of representatives of the academic and administrative staffs in international/European professional, methodological and/or administrative trainings	Number of participants from the EUA academic and administrative staffs participated in international/European professional, methodological and/or administrative trainings	Vice-Rectors, Heads of the Departments, Heads of the Chairs, Deans	Each year	

## GOAL 4. INCREASING THE RANKING OF THE UNIVERSITY

ISSUE 4.1 REFINEMENT OF TRANSPERANCY AND FEEDBACK MECHANISMS					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
4.1.1	Improving the feedback mechanisms with the EUA stakeholders	Benchmarking report on new feedback mechanisms, improved mechanisms	Head of the QA Department	September, 2025	
4.1.2	Increasing the involvement of internal and external stakeholders in the university processes	Policy and procedure for internal and external stakeholders' engagement in university processes	Educational and methodological commission adjuncted to the Scientific Council, Head of the QA Department	January, 2027	
4.1.3	Modernization of the EUA internal document circulation system	Introduction of a new electronic system of the EUA internal document circulation	Rector, Vice-Rectors	December, 2024	
ISSUE 4.2 ENHANCEMENT OF PUBLIC AND SOCIAL RESPONSIBILITY					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
4.2.1	Developing a corporate social responsibility policy	EUA corporate social responsibility policy	Educational and methodological commission adjuncted to the Scientific Council	December, 2023	
4.2.2	Implementing public awareness activities	Number of events	Head of Marketing and PR Department	January, Each year	
4.2.3	Developing and implementing mechanisms for ensuring the welfare of administrative and academic staffs	Health insurance implementation proposal	Rector, Director of Finance and Administration, Head of the Legal Department	December, 2024	
		Implemented mechanisms for employee recreation and well-being	Rector, Director of Finance and Administration	January, 2025	
		Repair and operation of Arzakan holiday home	Rector, Director of Finance and Administration	January, 2027	
4.2.4	Providing comfortable and safe working conditions	Renovated offices	Rector, Director of Finance and Administration	August, 2023	
		Improved property and equipment	Rector, Director of Finance and Administration, Head of the Technical Service Department	August, 2023	
		Security cameras and staff	Rector, Director of Finance and Administration, Head of the Technical Service Department	August, 2023	
4.2.5	Ensuring preparedness of internal stakeholders in emergency situations	Annual trainings and exercises on the rules of conduct in environmental disasters, earthquakes, war and other emergency situations	Director of Finance and Administration, Doctor, Head of the Staff of Civil Defense and Emergency Situations	Each year	



4.2.6	Increasing public activism and social responsibility among internal stakeholders	Number of measures aimed at increasing social activism and social responsibility among internal stakeholders	Head of Marketing and PR Department, Heads of the Chairs, Deans	January, Each year	
		Implemented mechanisms to promote, encourage and measure social activism and social responsibility of internal stakeholders	Educational and methodological commission adjuncted to the Scientific Council	January, 2024	
4.2.7	Improving social support mechanisms for students	Benchmarking report on social support mechanisms for students, improved mechanisms	Head of the QA Department, Student Council	December, 2023	
		Students of youth associations/clubs in involved social support programs	Rector, Director of Finance and Administration, Heads of the Chairs	Since 2024 Each year	
4.2.8	Implementating activities for the development of students' creative and innovative abilities	Number of activities developing creative and innovative abilities of students	Deans, Student Council	Each year	
4.2.9	Implementing mechanisms to promote student volunteering	Number of students who participated in volunteer work	Deans, Student Council	Each year	

#### ISSUE 4.3 STRENGTHENING RELATIONSHIPS WITH DIFFERENT STAKEHOLDERS IN EDUCATION

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
4.3.1	Identifying students' interests and organization of events funded by the university	Number of events implemented	Student Council	January, Each year	
4.3.2	Financial support for the implementation of the annual plan of the SC	Amount of financial support	Rector, Director of Finance and Administration, Student Council	January, Each year	
4.3.3	Organizing educational events	Number of events implemented	Deans, Student Council	January, Each year	
4.3.4	Expanding the range of professional interests of lecturers	Number of professional events and master classes	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	January, Each year	
4.3.5	Implementing cooperation mechanisms with internal and external stakeholders	Benchmarking report on cooperation mechanisms with internal and external stakeholders	Vice-Rector for Academic Affairs and Science, Head of the QA Department	January, 2026	
4.3.6	Organizing university events	Number of events implemented	Rector, Vice-Rectors	January, Each year	
		Number of events involving external stakeholders	Rector, Vice-Rectors	January, Each year	

## ISSUE 4.4 IMPROVEMENT OF RA POSITION IN INTERNATIONAL RATING SYSTEMS

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
4.4.1	Positioning of the university in the top 10 among RA universities	Ensuring the positioning of the EUA in the top ten of Armenian universities in international rating systems	Rector, Vice-Rectors	January, 2024	
4.4.2	Positioning of the university among the first 500 universities in the region	Ensuring positioning in the first 500 in the list of regional universities in international rating systems	Rector, Vice-Rector for External Relations and Internationalization	January, 2025	
4.4.3	Ensuring the university's representation on international rating platforms	Formed working group, defined functions	Rector, Educational Methodological Committee adjuncted to the Scientific Council	May, 2023	
		Access to the relevant rating systems for complete information on the EUA	The working group for ensuring the university's representation on international ranking platforms	Each year	
4.4.4	Improving the official website of the EUA	Smooth operation of the official website	Director of Finance and Administration, Head of the Technical Service Department	September, 2023	
		Effective dissemination of multilingual information about university activities	Rector, Vice-Rectors, Heads of the Departments, Heads of the Chairs, Deans, Head of the Marketing and PR Department	September, 2023	
4.4.5	Ensuring exchange of information between students and academic and administrative staffs through the Moodle system	Smooth operation of the Moodle platform	Director of Finance and Administration, Vice-Rector for Academic Affairs and Science, Head of the Technical Service Department, Heads of the Chairs, Deans	September, 2024	
4.4.6	Improving the content of the EUA accounts on social networks	Improved account content	Head of the QA Department, Head of the Marketing and PR Department	Each year	
4.4.7	Developing Strategy of the EUA Marketing and Public Relations Development	Short-term plan for the development of the EUA Marketing and Public Relations	Head of the Marketing and PR Department	January, Each year	

## GOAL 5. STRENGTHENING THE LABOR MARKET-UNIVERSITY CONNECTION

ISSUE 5.1 EXPANDING COOPERATION WITH REPRESENTATIVES OF THE PRACTICAL SPHERE					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
5.1.1	Ensuring the involvement of employers in the processes of development and improvement of the EUA academic programs	Involvement of at least 3 major partners in each specialty in the process of development and improvement of the academic programs	Heads of the Chairs	February-July, 2023	
5.1.2	Establishing a list of stable partners for the purpose of organizing internships	A list of at least 20 stable partner organizations in each specialty for the purpose of conducting internships	Vice-Rector for External Relations and Internationalization, Head of the Career Center, Heads of the Chairs	January, 2024	
5.1.3	Introducing cooperation enforcement mechanisms with partner organizations	Conducting workshops in all specialties at least once a year	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	Since 2023 Each year	
5.1.4	Periodic study of labor market needs	Study report of surveys, focus group discussions, observations from the internship place	Head of the QA Department, Heads of the Chairs	Each year	
5.1.5	Involving specialists of partner organizations from practical sphere in the educational process	Involvement of at least 25% representatives of the business sector in the academic staff	Vice-Rector for Academic Affairs and Science, Heads of the Chairs	September, 2023	
5.1.6	Implementing joint projects	Number of students involved in employers' projects	Heads of the Chairs, Head of the Career Center	January, Each year	
5.1.7	Developing cooperation programs with partners-organizations, ensuring the involvement of the EUA students in them	Number of cooperation programs with partner organizations and students participating in them	Heads of the Chairs, Head of the Career Center, Deans	January, Each year	
5.1.8	Strengthening the cooperation with the international business school	Number of cooperation programs with international Business School	Vice-Rectors	January, Each year	
ISSUE 5.2 ENSURING CONTINUOUS COMMUNICATION WITH THE EUA ALUMNI					
N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
5.2.1	Establishing Alumni Association	Acting Alumni Association	Head of the Career Center, Alumni Association	December, 2023	
5.2.2	Annual monitoring of alumni employment	EUA Alumni Employment Annual Monitoring Report	Head of the Career Center	August, Each year	
5.2.3	Implementing alumni employment mechanisms	Number of job offers sent to alumni, employment mechanisms	Head of the Career Center	January, Each year	

5.2.4	Completing alumni electronic database	A complete electronic database of the EUA alumni	Head of the Career Center, Alumni Association	September, 2024	
5.2.5	Planning the annual activities of the Alumni Association	Alumni Association annual work plan	Alumni Association	January, Each year	

### ISSUE 5.3 ACTIVATING CAREER CENTER ACTIVITIES

N	ACTION	KPI	RESPONSIBLE/ PERFORMER	DEADLINE	NOTES
5.3.1	Developing strategy of Career Center development	Short-term plans of Career Center activities	Head of the Career Center	January, Each year	
5.3.2	Ensuring participation in Armenian events aimed at the career development of students and alumni	Number of participants at job fairs, EXPOs, and other career development events	Head of the Career Center	January, Each year	
5.3.3	Organizing events aimed at the career development of students and alumni	Number of job fairs and other career development events conducted by the Career Center	Head of the Career Center	January, Each year	
5.3.4	Developing a mechanism for collecting information about vacancies	Availability of a mechanism for collecting information about vacancies	Head of the Career Center	January, 2024	
5.3.5	Maintaining statistics of alumni and students who have found employment through the Career Center	Annual report on statistics on graduates and students who have found employment through the EUA Career Center	Head of the Career Center	January, Each year	
5.3.6	Implementing events, trainings, master classes aimed at the effective realization of EUA graduates in the labor market	Number of events, trainings, master classes aimed at the effective implementation of the EUA alumni in the labor market.	Head of the Career Center	January, Each year	







# FOR NOTES

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