







YEREVAN STATE UNIVERSITY 2021-2026 STRATEGIC DEVELOPMENT PLAN



“Yerevan State University Strategic Development Plan in 2021-2026” was submitted to YSU Academic Council on May 13, 2021.

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Yerevan State University has been organizing its activities according to the Strategic Development Plan since 2010. Over the past decade YSU has implemented two long-term (five-year) strategic plans for the years 2010-2014 and 2016-2020.

The YSU 2021-2026 Strategic Development Plan is a formal document setting out the framework for the strategic planning of the university activities for the upcoming 5 years. It has been elaborated with the participation of YSU students and teaching staff over the past nine months based on the data obtained as a result of the extensive research conducted by over 10.000 specialists.

The Strategic Development Plan lays out the mission, vision and fundamental values of Yerevan State University. The three strategic objectives stated in the plan – high-quality education, science and innovation, public engagement will serve as a guideline for Yerevan State University to follow during the next 5 years and there are certain tasks and actions to be accomplished in order to implement those objectives.

I am convinced that the actions performed within the framework of the YSU Strategic Development Plan will contribute to the success that Yerevan State University has achieved in education, science and culture and help further strengthen its role and position as a leading center of learning, teaching and research in our country.



***YSU Acting Rector
NAS RA Academician
Gegham Gevorgyan***



MISSION

Yerevan State University is committed to implementing science-based academic programs and scientific research projects in a wide variety of fields - from Armenian Studies to Natural and Exact Sciences, from Social Sciences and the Humanities to Technologies, etc. in line with the international standards and the current needs of the labor market.



VISION

Yerevan State University has the potential to be a top student-centered public higher education and research institution with an international reputation which will contribute to the sustainable development of the country and society by providing internationally recognized science-based degree programs and competitive research opportunities.



Fundamental Values

- Student Success
- Excellence
- Academic Freedom and Ethics
- Collaboration
- Responsibility
- Innovation and Creativity
- Diversity and Inclusion



I. HIGH-QUALITY EDUCATION

We are committed to our mission of providing research-based education to students which will enable them to acquire scientific knowledge and skills to succeed in a highly competitive environment and make their positive contribution to the development of the country and society.

Tasks 1. Admission

Enroll applicants of great potential governed by the principle of diversity and inclusion.

Actions/Events

1. Set an increased threshold for admission to enroll applicants of great potential.
2. Run educational competitions in various subjects and grant admission privileges to the winners.
3. Provide the representatives of various social groups with access to education.
4. Seek funding sources to award talented applicants with a scholarship to Yerevan State University.
5. Organize events aimed to help applicants choose a career path that is right for them.

6. Run online preparatory courses to boost the number of university applications from different regions of Armenia.

Indexes

1. An increased threshold for admission and competitiveness index.
2. Annual Olympiads and educational competitions in various subjects.
3. Availability of instructional materials for students with visual and hearing impairment.
4. Provision of at least five scholarships per year.
5. Availability of a career guidance module.
6. Availability of online courses and access thereto.



Tasks 2. Competitive Academic Programs

Provide high-quality academic knowledge and skills to all students guaranteeing general and professional competencies and ensuring continuity of education.

Actions/Events

1. Elaborate and introduce a conceptual framework for work-based academic programs.
2. Improve the final outcomes of academic programs by strengthening students' multidisciplinary knowledge and competencies.
3. Regularly conduct an assessment of students' academic needs and the demands of the labor market to continuously ameliorate the academic programs.
4. Elaborate and incorporate into the academic programs a mandatory set of general competencies obtained by students having received a BA degree from YSU.
5. Elaborate and introduce an intra-university procedure for the international benchmarking of academic programs.
6. Revise the procedure for student assessment to ensure a higher level of assessment credibility and variety.
7. Introduce the possibility of an additional specialization (minor) in academic programs, implement a number of Bachelor's programs on an experimental basis.
8. Provide 'mobility windows' in academic programs to ensure the international mobility of students.
9. Put into action the procedure for routine monitoring of academic programs and regular revision of Bachelor's programs.

Indexes

1. At least 10 work-based academic programs.
2. Provision of academic content in all Bachelor's degree programs developing the so-called "4C" skills (critical thinking, collaboration, communication, creativity).
3. Methods in place for assessing the needs of the main stakeholders of academic programs.
4. A procedure in place for the international benchmarking of academic programs.
5. Updated methods and a novel procedure in place for student assessment.
6. Availability of international 'mobility windows' for students in academic programs.

Tasks 3. Academic Environment

Provide each student with a physical and virtual environment for the development of his/her capacities.

Actions/Events

1. Upgrade and better equip the lecture rooms and laboratory infrastructure.
2. Establish a 'Digital Campus' by developing the digital skills of the teaching and academic support staff and providing access to digital resources for all students.
3. Develop and expand the scope of functions of the university's digital library and educational resources.
4. Provide the necessary space and conditions for the lecturers and students to work productively.

Indexes

1. At least 10 modernized lecture rooms per year.
2. Upgraded research laboratories.
3. Availability of a multi-functional digital library.
4. A safe and reliable 'Digital Campus'.
5. A safe and accessible learning environment for students with special needs.

Tasks 4. High-quality Human Resources

Ensure the capacity building of the professional community.

Actions/Events

1. Provide all YSU lecturers with access to international digital platforms designed for professional development.
2. Regularly hold trainings for the administrative and academic support staff based on the needs assessment and in line with YSU development priorities.
3. Incorporate modules for research capacity building in the lecturer training program.
4. Offer group and individual psychological counselling services to lecturers and students.
5. Optimize the student/lecturer ratio in academic programs taking into account the field of specialization.
6. Diversify the types of rewards offered to YSU employees for professional growth.
7. Elaborate and introduce a new system for evaluating and rewarding the efficiency of the teaching and academic support staff.

Indexes

1. Access to at least two international digital scientific-educational platforms.
2. A capacity building strategy for the teaching and academic support staff.
3. An updated research-based program for improving the qualification of the teaching staff.
4. A procedure in place for the training and certification of the administrative and academic support staff.
5. A psychological counselling service in place.
6. An updated procedure for multifactorial evaluation of the work efficiency of the teaching and academic support staff.

Tasks 5. Internationalization and Cooperation

Improve the internationalization indexes of the university in the fields of education and research.

Actions/Events

1. Increase the number of joint and double-diploma academic programs.
2. Increase the number of academic programs taught in foreign languages.
3. Increase the number of courses in the Master's programs taught in foreign languages.
4. Ensure the virtual mobility of lecturers and students within the framework of international cooperation.
5. Build the capacities of the teaching staff in order to increase the engagement of the educational subdivisions in international grant projects.
6. Strengthen the horizontal relations among YSU subdivisions by regularly conducting staff trainings, organizing face to face and remote workshops to teach how to write grant proposals and manage grant projects.
7. Deepen the scientific and educational cooperation with partner universities overseas to pave the way for long-term strategic cooperation.
8. Reinforce the practice of inviting professors from overseas.
9. Elaborate and introduce more effective mechanisms for international student recruitment.

Indexes

1. A twofold increase in the number of foreign students.
2. An increase in the number of joint and double-diploma academic programs: at least 5 such academic programs.
3. At least 2 international strategic partners for each faculty.
4. At least 2 courses in each Master's program taught in foreign languages.
5. Availability of digital guidelines for writing grant proposals.
6. At least 7 inviting professors at YSU (including virtually).
7. A 10% increase in the mobility rate of international students.

Tasks 6. Effective Management

Increase the efficiency of the university management in the field of education.

Actions/Events

1. Strengthen the feedback mechanisms and apply the results thereof.
2. Provide mechanisms for planning, monitoring, evaluating and improving the activities of educational subdivisions.
3. Create and introduce a centralized digital platform for managing the teaching staff.
4. Review and finalize the internal disciplinary regulations and the code ethics applied at YSU.

Indexes

1. A procedure in place for the planning, monitoring, evaluation and improvement of the activities of educational subdivisions.
2. A digital platform in place for managing the teaching staff.
3. A procedure in place for the disciplinary regulations and code of conduct.



II. SCIENCE AND INNOVATION

Provide more research opportunities and carry out innovative research across the full range of Social and Economic Sciences, the Humanities as well as Natural and Mathematical Sciences.

Tasks 1. Education

Promote research-based education.

Actions/Events

1. Introduce joint Master's and doctoral (postgraduate) programs in collaboration with research institutes.
2. Provide students with an opportunity to take a module in research institutes.
3. Invite highly-rated researchers to supervise

Indexes

1. An increase in the number of students engaged in research activities.
2. An increase in the number of students involved in scientific groups.

undergraduate dissertations and Master's theses.

4. Elaborate and conduct a policy which will encourage students to adopt more effective scientific practices while doing an undergraduate dissertation and Master's thesis.
5. Introduce a set of tools to fight plagiarism.

3. Publication of the undergraduate dissertation as a report in the Student Scientific Society's or some other journal.

4. Publication of the Master's thesis as a scholarly paper (article).

Tasks 2. Doctoral (postgraduate) Education

Reform Doctoral education in line with the Salzburg principles and establish postdoctoral research programs.

Actions/Events

1. Introduce new or successful models for organizing education in the third cycle of higher education (collaboration networks) and establish doctoral schools.
2. Set new requirements for the academic programs in the third-cycle higher education with regard to specialty-related content.
3. Establish a postdoctoral research institute.

Indexes

1. Full-fledged doctoral schools.
2. Improved or new specialty program packages in the third cycle of higher education.
3. A procedure for organizing postdoctoral research.

Tasks 3. High-quality Human Resources

Elaborate a policy aimed at preserving and developing the scientific potential.

Actions/Events

1. Encourage the teaching staff and students to engage in scientific research projects.
2. Implement financial assistance projects for postgraduate students and young scientists, increase the amount of bonuses provided for publications.
3. Encourage organization and participation in the summer schools for students and doctoral candidates and other scientific events for young people.
4. Run a series of workshops to help improve article writing skills and draw up relevant guidelines.

Indexes

1. An increase in the number of postgraduate students and young researchers involved in scientific groups.
2. Improved quality of scholarly papers penned by postgraduate students and young researchers.
3. A high level of compliance between the topics of the research carried out by scientific groups and those of graduation papers.
4. An increase in the number of students and doctoral candidates in scientific events.

Tasks 4. YSU Visibility

Build up on the reputation of Yerevan State University as a scientific research organization.

Actions/Events

1. Improve the representation of YSU researchers on professional media platforms.
2. Elaborate and introduce an open science policy.
3. Provide access to the academic research databases on the virtual domain of the university.
4. Encourage the publication of scholarly papers in international scientific journals with a high rating differentiating the rankings (Q1, Q2, Q3, Q4) and the impact factors of journals within a subject category according to Scopus classification.

Indexes

1. An increase in the number of articles published in international scientific journals with a high rating.
2. Better representation of Yerevan State University on professional media platforms.
3. A revised procedure for providing bonuses.
4. Provision of differentiated bonuses with an increase of up to 50%.

Tasks 5. YSU Journals

Encourage the digitalization and internationalization of YSU journals.

Actions/Events

1. Ensure the transition to fully electronic management of YSU journals.
2. Establish mechanisms for detecting plagiarism in journals and retracting articles.
3. Invite specialists with a high rating to serve on the editorial boards of scientific journals.
4. Diversify the geography of reviewers and authors.

Indexes

1. An increase in the number of journals with fully electronic management.
2. An increase in the number of YSU journals included in international academic research (bibliometric) databases.
3. Quantitative data with regard to the fight against plagiarism, cases of article retraction and plagiarism detection.

Tasks 6. Productive and Safe Environment

Separation of the scientific infrastructure from the academic one.

Actions/Events

1. Improve scientific infrastructure and management.
2. Encourage the implementation of research in various areas and the establishment of cross-sectoral laboratories.
3. Establish a general laboratory center for natural sciences.
4. Obtain licenses for special program packages necessary for carrying out scientific and pedagogical activities.

Indexes

1. Unified scientific centers.
2. Groups of scientists having the necessary knowledge and skills for addressing competitive and systemic problems.
3. A general laboratory center for natural sciences.

Tasks 7. Cooperation

Reinforce the scientific cooperation of Yerevan State University with scientific-research institutes, universities and enterprises.

Actions/Events

1. Implement joint projects with research institutes.
2. Boost the involvement of leading specialists of research institutes and universities in the co-supervision of undergraduate dissertations and Master's theses within the framework of scientific cooperation projects.
3. Ensure scientific cooperation with enterprises.

Indexes

1. An increase in the number of joint projects.
2. An increase in the number of specialists invited from scientific institutions to supervise undergraduate dissertations and Master's theses.



Tasks 8. Promotion of International Cooperation

Strengthen the international scientific cooperation of Yerevan State University with the universities and scientific centers of foreign countries.

Actions/Events

1. Expand the participation of YSU specialists in international conferences and seminars.
2. Encourage the participation of YSU specialists in projects financed by various international scientific-educational foundations.
3. Support YSU research laboratories cooperating with the scientific centers of foreign universities.

Indexes

1. A new policy of supporting conference participation.
2. An increase in the number of co-financed projects and laboratories.
3. An increase in the number of working visits to international scientific centers.

Tasks 9. Management

Implement a joint policy of managing scientific and research activities.

Actions/Events

1. Establish a Science Management Board under the Department of Scientific Policy.
2. Strengthen the horizontal relations between the subdivisions of the university by regularly providing training for the scientific staff.
3. Coordinate the process of applying for grant projects, conduct regular monitoring and maintain control.
4. Implement grant projects within the university and apply relevant policies.
5. Contribute to the commercialization of research findings.

Indexes

1. A full-fledged Science Management Board.
2. A procedure in place for participating in grant projects.
3. Ten to fifteen grants provided internally.
4. Availability of an intellectual property and commercialization policy.
5. A detailed methodology for the the commercialization of scientific research findings.

Tasks10. Research Ethics

Implement a policy of applying research ethics and creating an open scientific environment.

Actions/Events

1. Develop and introduce norms of research ethics.
2. Ensure the establishment of an open scientific environment.
3. Provide professional support to students and young researchers.

Indexes

1. Availability of guidelines for research activities.
2. A procedure in place for reporting the results of scientific activities.





III. PUBLIC ENGAGEMENT

Develop the public engagement system of the university, boost the internationalization process and raise the level of social responsibility.

Tasks 1. Academic Programs

Study the public demand and offer additional academic programs in line with the demands of the labor market and the needs of YSU stakeholders.

Actions/Events

1. Expand and forge long-lasting collaborative ties with various stakeholders of the academic programs.
2. Hold well-planned events to present YSU proposals to various groups of stakeholders.
3. Create necessary and sufficient conditions for implementing additional academic programs online (remotely), develop and apply a relevant procedure.

Indexes

1. A brief report summarizing the results of the demand survey.
2. An increase in the number of additional academic programs.
3. A procedure in effect for implementing academic programs online.

Tasks 2. Cooperation

Establish a stable system for cooperating with enterprises, promote the career development of the stakeholders.

Actions/Events

1. Establish a general system for cooperating with enterprises with the involvement of different YSU departments.
2. Conduct a survey into the employment rate of YSU graduates and the needs of the labor market within the last 5 years.
3. Tighten the ties between YSU and its graduates and ensure cooperation in a variety of fields.
4. Coordinate the process of organizing and holding expos and career fairs initiated by YSU faculties annually.
5. Organize and implement additional internships (internships, mentorships, etc.).

Indexes

1. A procedure in place for cooperation with enterprises.
2. An increase in the number of students involved in joint projects with enterprises.
3. A system in place for monitoring the employment rate of YSU graduates and the needs of the labor market.

Tasks 3. Additional Services

Ameliorate the system of non-formal education and counselling services.

Actions/Events

1. Identify and assess the additional academic needs of the stakeholders.
2. Provide counselling services to the stakeholders for professional growth and career development.
3. Foster the use of innovative approaches and methods in the implementation of non-formal academic programs (initiatives).
4. Raise public awareness about the non-formal academic programs and counselling services provided by YSU.

Indexes

1. At least 10 counselling services annually.
2. Over 300 stakeholders enrolled in non-formal academic programs.
3. Events held regularly to raise public awareness.

Tasks 4. High-Quality Human Resources

Seek to raise the living standards of the employees and improve the workplace environment.

Actions/Events

1. Elaborate and introduce certain criteria for the differentiated bonuses paid to the administrative and academic support staff.
2. Increase the basic salary of the employees.
3. Expand the scope of various social programs for the employees (providing health insurance and employee wellness programs, diversifying the sports and cultural programs, etc.).

Indexes

1. A procedure in place for the payment of differentiated bonuses to the administrative and academic support staff.
2. A 50% increase in the basic salary paid to the employees.
3. Multiple targeted social programs for employees.

Tasks 5. Infrastructure and Services

Improve the activities of YSU employees and the learning conditions of the students as well as provide access to the information thereon.

Actions/Events

1. Continue the complete reconstruction of YSU Byurakan Industrial Base ensuring access to and transparency of the information thereon.
2. Renovate and furnish the 3 new reading rooms of the library in cooperation with the internal and external stakeholders of Yerevan State University.
3. Boost the participation of various stakeholders in the events held at the YSU Tsakhkadzor Guest House.
4. Reconstruct and modernize the YSU Dilijan Guest House.
5. Set out to create a food complex on the university premises.
6. Improve the facilities and provide proper equipment for work activities, ensure a safe workplace environment.
7. Improve the services provided to students and employees with special needs.
8. Raise the security level on YSU premises and in areas for recreational use.
9. Organize events to provide guidance with regard to actions or steps that they should be taken in the event of an emergency.

Indexes

1. Availability of certain tools for raising awareness on the activities of YSU industrial bases and guest houses.
2. Three functioning reading rooms.
3. Refurbished offices and facilities equipped with up-to-date technologies.
4. A food complex operating on YSU premises.
5. Availability of facilities at YSU industrial bases and recreational areas specifically designed for students and employees with special needs.
6. Video surveillance on all YSU premises.
7. An annual emergency preparedness event for each faculty building.

Tasks 6. Internationalization

Provide an environment conducive to the development of the internationalization policy and infrastructure development.

Actions/Events

1. Review the conceptual framework for the internationalization of the university by ensuring the involvement of the stakeholders.
2. Regularly benchmark the internationalization process of Yerevan State University and draw up an annual action plan.
3. Boost and enhance the international mobility of the administrative staff.
4. Establish an electronic grants management system.

Indexes

1. A revised concept for internationalization.
2. Mobility or participation of at least 20 members of the administrative staff responsible for internationalization in online training courses.
3. An internal regulatory framework for grant projects management.



Tasks 7. Increase in YSU rating

Boost the global visibility and appeal of the university.

Actions/Events

1. Carry out well-planned activities to provide thorough information about YSU to international ranking systems.
2. Establish a subdivision in charge of fundraising activities.
3. Establish and introduce more effective mechanisms for the recruitment of foreign students, closely collaborate with foreign organizations recruiting students as well as with the diplomatic missions in the Republic of Armenia.
4. Boost the university's engagement on social media platforms by providing information in multiple languages.
5. Provide detailed information on the internationalization process on the YSU website.
6. Elaborate a strategy for the YSU PR and marketing communication as well as draw up a long and short-term action plan.
7. Develop a concept for the corporate social responsibility of YSU and publicize the social projects implemented.

Indexes

1. Inclusion of YSU in ranking systems, improvement of international standing.
2. A twofold increase in the number of foreign students.
3. Availability of an information database on international grant projects.
4. A concept in place for corporate social responsibility.

Tasks 8. Management

Introduce and develop a general system of communication and electronic management for YSU and ensure its effective operation at all levels of university management.

Actions/Events

1. Create a unified system of electronic communication management by combining the existing ones (Intranet, Mulberry, Super Vision, AS, etc.).
2. Conduct training courses for YSU administrative staff to increase the efficiency of electronic management.

Indexes

1. A unified platform in place for internal and external communication and management.
2. Competent communication and management specialists in all subdivisions.

The design of “Yerevan State University Strategic Development Plan in 2021-2026”
was prepared by YSU Publishing House.

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