

THE UNIVERSITY OF TRADITIONAL MEDICINE



STRATEGIC DEVELOPMENT PROGRAM (2017-2022)



Is approved
On 13th May 2017 at the Scientific Council Session
of the University of Traditional Medicine
The Chairman of the Scientific Council,
Rector _____ N. Kh. Saribekyan



**THE UNIVERSITY OF TRADITIONAL MEDICINE
STRATEGIC DEVELOPMENT PROGRAM
(2017-2022)**

The strategic plan includes the University's activities, the necessary steps for the implementation of education reform ensuring high quality education and competitiveness in the international arena.

The program provides an opportunity to effectively organize present-day activities based on accumulated experience, modern challenges and improvements, initiate a more favorable and competitive future of the University both in the Republic of Armenia and outside the country in the field of medical education, medicine and health care.

CONTENT

THE UNIVERSITY'S MISSION.....	4
THE UNIVERSITY'S TESTIMONY.....	4
THE UNIQUE VALUES OF THE UNIVERSITY OF TRADITIONAL MEDICINE.....	Error! Bookmark not defined.
THE STRATEGIC GOALS AND WAYS OF THE IMPLEMENTATION	9
1. THE MANAGEMENT SYSTEM IMPROVEMENT	9
2. <i>THE MODERNIZATION OF EDUCATIONAL ACTIVITY</i>	11
3. <i>THE INFRASTRUCTURES AND FINANCIAL RESOURCES</i>	14
4. <i>THE STUDENT'S CENTERED POLICY</i>	16
5. <i>FOREIGN RELATIONS AND INTERNATIONALIZATION</i>	17
6. <i>MODERN RESEARCH AND INNOVATION</i>	19
7. <i>QUALITY ASSURANCE INTERNAL SYSTEM</i>	21

THE UNIVERSITY'S MISSION

The University of Traditional Medicine is a leading school of medical education, medical science and health care, which activity is aimed at training who are aware of their role in a physician-patient relationship, with a high level of morality, in accordance with the requirements of the labor market, unique and unprecedented for national and regional medical education.

THE UNIVERSITY'S VISION

The University of Traditional Medicine (hereinafter the University or UTM) strives to become an institution that:

- offers educational, ideological, research progressive and curricular educational programs, which are in line with the international educational principles of modern medical education,
- has effective and efficient management and administration, the necessary infrastructure, modern technologies, training and laboratory facilities, which contributes to the constant and continuous improvement of the quality of education,
- will ensure the preparation of future national, educated and highly respected physicians who will fully recognize their role in a physician-patient relationship,
- will be available, affordable and preferred educational institution for various layers of society, regardless of age, gender, race and nationality, beliefs and political preferences,
- to adapt the proposed curriculum with the fundamental principles of the European Medical Higher Education Area, with special approaches to contemporary and traditional medicine integration,
- provision of medical science-education programs in line with modern requirements with the introduction of own opportunities
- will be a high quality educational service provider for the training, re-training and re-qualification of medical personnel in the region
- education and scientific research will be able to implement a coordinated development strategy.

THE UNIQUE VALUES OF THE UNIVERSITY OF TRADITIONAL MEDICINE

At the threshold of the 21st century, medical education faces new challenges, both in the world and in our country, which is conditioned by the problems in the field of education. Medical education is particularly important in terms of global educational reform and the creation of a common educational field.

In 2002, the World Health Organization (WHO) proclaimed the strategic ways to integrate modern and traditional medicine as a policy of the XXI century. According to the WHO strategy, the national policies of member states should be aimed at addressing a number of issues, including the preparation and qualification of relevant traditional medicine practitioners, the development of scientific research, the allocation of financial and other resources.

Today, the reforms in the medical education system are up-to-date in Armenia and the sooner we start the implementation of the reforms, the faster we can state that the Armenia's medical education system has duly joined the global educational system. The characteristic peculiarity of each university is determined by the values that its stakeholders adhere to. These values for The University of Traditional Medicine of Armenia are the basic principles that are laid in the basis of its activities.

1. Educational Reforms: the implementation of credit system

Today, as a targeted provision, the establishment of the European Area of Higher Education and Scientific Research is considered.

The legal, normative and methodological documents have been reviewed, revised and processed at UTM for this purpose. New curriculum appropriate to the credit system, as well as the rules for transferring, removal and restoration of students based on credit accumulation has been developed for the implementation of the reforms smoothly.

The University is committed to continuing its traditions and values. During its activity, the University has followed a major course: teach the graduates the theory of medical education and traditional medicine skills, achieve sustainable success through methodological and practical applications, gain recognition not only in Armenia, but also beyond its borders.

Constantly expanding its professional orientations the University incorporates new educational tools that will maintain and develop this issue.

2. The Current State of The University

Currently, there are two faculties in the University: General Medicine and Stomatology. The form of education is daytime, in per turn.

The structural subdivisions are: Rectorate, Scientific Council, Quality Assurance Committee, Quality Assurance Department, Faculties of General Medicine and Stomatology, Educational Part, Scientific Part, Department of External Relations, Human Resources and General Department, Scientific-Medical Center, Library, Reading Room, Accounting, Economic Part, Professional Chairs;

- humanitarian and socio-economic subjects,
- natural sciences,
- medical-biological subjects,

- general and private therapeutic subjects,
- general and private surgical subjects,
- special and professional and clinical subjects,
- traditional medicine named after E. Minasyan,
- stomatology.

These administrative and educational subdivisions have their statutes, regulations, work plans, and the relevant documentation required for the university work.

The university is one of the unique non-state educational institutions in the country, which has had considerable achievements in creating its own logistics base for 21 years of its operations.

The past decade has a special significance in the short history of the University's development. During that period, despite the serious difficulties inherent in the transitional period, the University has been in the process of preserving the educational process, reforming, technical equipment and international cooperation.

In order to implement the educational, laboratory and practical activities of the University, own resources are primarily used, as well as rented clinics, laboratories and research centers.

Clinical subjects are held in premium eight rented clinical bases in Yerevan, where clinical professional chairs are located, equipped with auditoriums, cabinets and wardens, educational didactic accessories, modern equipment.

Since 1999, the University has started the construction of a 50-bed multi-profile "Scientific Medical Clinic" with a total area of 5,000 square meters, the goal of which is to improve the university's own training base, which will simultaneously contribute to the effective implementation of research work. Due to insufficient funding, the construction works have been temporarily interrupted. Modernization and renovation of educational building, auditoriums, cabinets and laboratories is underway.

3. Management System

The management of the university is implemented in a complex manner, which is aimed at increasing the effectiveness of the university departments. The University Management System has ensured the sustainability of the University in previous years, guaranteed successful implementation of previously adopted strategic development programs. In recent years, the main directions of the university management system have been:

- educational and training programs,
- development of scientific activity,
- students' admission,
- quality assurance,
- financial management,
- logistics bases,
- improvement of subdivisions' work.

4. Educational activities

The University attaches importance to the ability of every capable individual to get higher education and provides its students with a high quality and affordable educational experience, provides a variety of consulting and financial support. The University cooperates with a number of foundations and non-governmental

organizations. All professional education programs at the University are periodically monitored and necessary improvements are implemented. Relevant teaching and learning programs and procedures are being developed.

The university has a multi-functional system of regular testing and evaluation of students' knowledge. At present, guidelines and subject curricula and descriptions of the PEPs are being developed.

5. Research activities

Scientific research is primarily aimed at achieving the goals and objectives of the University's strategy.

In 1998 at the international conference organized in Cyprus the scientific-pedagogical experience of the University was highly appreciated and evaluated as the first and advanced experience of preparing specialists for Integrative Medicine.

Periodically, republican, international and institutional conferences, seminars are organized. Many of the published theoretical and practical scientific works have been introduced in practical medicine.

Traditional methods of diagnosis and treatment have been restored and put into action, by focusing on an integrated approach to treatment (integrating traditional and modern methods).

Traditional medicine curriculum and traditional science and modern medicine integration programs have been developed and processed.

The unique method of diagnosing, complex treatment of diseases, individual choice of herbs and medicines, according to modern and traditional traditional medicine, developed by the Head of the Chair of Traditional Medicine, PhD E. Minasyan has been recognized as an invention and has been given a copyright by The Patent Office adjunct to the Government of the Republic of Armenia.

Further improvement of the University's scientific-research activities is carried out.

6. Human resources development

The university's human resource potential is largely consistent with the license requirements. Not only the highly-qualified specialists of the republic, but also the graduates of the university are included in the process of implementation of educational programs. The University faculty members are mostly staffed by key personnel, the choice of which is made by the recommendation of the members of the Academic Council and the Rector. Great attention is paid to skilled professionals in the selection of lecturers.

7. Teaching quality by the European standard

The quality of teaching continues to be the main preference of the University. For Learning Quality Assurance we see to integrate into the European Higher Education Area, therefore, the European standards for the quality of education are a benchmark for us. For this propose there is a quality assurance department for the quality assurance and evaluation of the University.

THE STRATEGIC GOALS AND WAYS OF THE IMPLEMENTATION

1. THE MANAGEMENT SYSTEM IMPROVEMENT

Raise management efficiency and improve administration

Task 1.1. Ensure powers and functions of the subdivisions effectively and clearly .

For the implementation of this strategic issue it is necessary:

1. Review the subdivision regulations, identify deficiencies and omissions.
2. Clarify the functions, powers and responsibilities of employees.
3. Upgrade the documentation and regulations governing the educational process in line with the modern requirements.
4. Ensure transparency, availability and accessibility of the decisions for all beneficiaries made by the university administration bodies,
5. Develop a human resource management policy ensuring that the units have adequate staffing resources.

Progress evaluation indicators

1. Revised and amended regulations of the subdivisions.
2. Clarified functions, powers and responsibilities of the employees.
3. Revised documents and regulations regulating the educational process.
4. Existence of decisions made by Governing Bodies on the official website of the University.
5. Developed and approved policy of human resource management that meet stakeholders.

Task 1.2. Improving University Management System Effectiveness through the creation of a unified information management analytical management system.

For the implementation of this strategic issue it is necessary:

1. Create a unified information management system for the University.
2. Develop university information systems, expand the use of management information systems in all areas of management.
3. Continue introducing e-document circulation system in the University administration area.
4. Improve the involvement of external and internal stakeholders in the decision-making process.

Progress evaluation indicators

1. Availability of the university management information system.
2. University's advanced information system.
3. Modern electronic document circulation system operating in the university management.
4. Increasing the involvement of internal and external stakeholders at all levels of government decision-making processes.

2. EDUCATIONAL ACTIVITY MODERNIZATION

Provide high quality educational programs in line with the current labor market requirements, raise the level of student satisfaction from the education at UTM

Task 2.1. Review existing educational programs matching with national and international educational standards and labor market requirements.

For the implementation of this strategic issue it is necessary:

1. Monitor, review and improve the application of national and international best practices of PEPs, educational programs, plans.
2. Continue the integration of educational programs with the fundamental principles of Bologna and the European Higher Education Area and national traditions.
3. Improve the description of all subject training courses.
4. Improve the forms of the PEPs' training and production practices making them more productive and targeted.
5. Improve the classroom audits and their discussion mechanisms.
6. Recycle the learning-methodological packages and the purpose, objectives, and thematic content of the curriculum.
7. Implement monitoring to identify the effectiveness of teaching subjects among students and alumni.

Progress evaluation indicators

1. Revised, refined and approved PEPs, curricula and plans.
2. The PEP compliance to the fundamental principles of the European Higher Education Area.
3. Revised and approved description of subject courses.
4. Procedure for the organization and conduction of revised practices.
5. Procedure for conducting and discussing approved audits.
6. Subject programs according to the end results of the PEPs.
7. External stakeholders' opinions on PEP's monitoring.

Task 2.2. Ensure the introduction of credit system in educational programs.

For the implementation of this strategic issue it is necessary:

1. Review the workload of educational programs according to professions, clarify the weight of all subjects taught in the educational process, establish a balanced relationship between the student's classroom and outsourced work.
2. Improve the student's knowledge assessment methodology concept, including review and appeal mechanisms.
3. Review the students' knowledge assessment system, adapting it to the ECTS guidance document, complete transition to the credit and credit system of knowledge and skills assessment.
4. Review the teaching methods of the PEP applying modern information and communication technologies.
5. Improve the quality of education continuously modernizing and internationalizing educational programs, ensure mobility of students.

Progress evaluation indicators

1. Providing theoretical and practical skills in the curriculum, subject programs according to the end results of the PEP.
2. Evaluation, review and appeal procedure of knowledge.
3. Multifunctional assessment procedure of knowledge.
4. Teaching methods according to modern education requirements.
5. Students' academic mobility regulations.

Task 2.3. Ensure high quality human resources at the University.

For the implementation of this strategic issue it is necessary:

1. Improve the replenishment mechanisms of the teaching staff.
2. Provide with the young qualified human resources potential with a knowledge of foreign language at the University.
3. Contribute to the rejuvenation of the teaching staff through involvement of beginner lecturers, young physicians, graduates.
4. Carry out regular assessment of the teaching staff according to professional training, teaching skills, teaching methodology and experience.
5. Develop the criteria for evaluating the quality of the lecturer's work and the mechanisms for their implementation by the students.

Progress evaluation indicators

1. Revised regulations for the design and release of lecturers.
2. Qualified teaching staff with knowledge of foreign language (at least 50%).
3. The average age of the teaching staff is at least 45 years.
4. Rating assessment procedure of the teaching staff.
5. The availability of a lecturer quality assessment questionnaire and the results of the survey.

Task 2.4. Increase students' satisfaction with university learner and student support services.

For the implementation of this strategic issue it is necessary:

1. Plan, regulate and implement graduate employment data collection process creating feedback systems with graduates and employers.
2. Develop students' information and consulting, career preparation, job search, and educational process support services.
3. Enhance cooperation with medical colleges and schools of the republic, conclude relevant agreements.
4. Organize different events for the flow of admission of foreign applicants.

Progress evaluation indicators

1. Alumni electronic database, registered alumni association.
2. Increased satisfaction of students with information, counseling and career support services.
3. At least 3 existing cooperation agreements.
4. Developed and published student guide.

3. INFRASTRUCTURES AND FINANCIAL RESOURCES

Establish high quality infrastructure and financial resources that meet modern requirements at the University

Task 3.1. Enhance and improve the University's resource base and infrastructure.

For the implementation of this strategic issue it is necessary:

1. Implement a process of modernization of material-technical base, evaluating the current state of material and technical resources.
2. Implementation of renovation and furnishing of auditoriums and specialized cabinets.
3. Replenish classrooms, cabinets and laboratories with computers, projectors, equipment, didactic materials and other educational enhancements.
4. Expand the territory of the Scientific and Medical Center of the University, provide the second educational supporting building to the scientific-medical center and carry out repair and furnishing works.
5. Periodically upgrade technical and informational resources, increase the speed of the Internet, and provide free access to the Internet.
6. Ensure library activity development, replenish the library material base with computers, internet connection, e-book funds.
7. Ensure the relationship between the library and its affiliates, identify the needs of the library users, make a query about the quality of library services.

Progress evaluation indicators

1. Modernized material and technical base as a result of available resources assessment.
2. Modernized educational building, auditoriums and laboratories.
3. An educational environment equipped with modern technical equipment.
4. Improved conditions for scientific research.
5. Wide range of Internet access.
6. Available access to library resources.
7. Results of surveys conducted among students and lecturers.

Task 3.1. Add financial inflow; look for new financial means and implement their balanced and targeted management.

For the implementation of this strategic issue it is necessary:

1. When planning the budget, consider the approximate dynamics of the upcoming years.
2. Implementation of additional funding sources.
3. Developing the performance assessment mechanisms of the faculty staff according to educational, scientific-research workload.
4. Develop and introduce students' financial support system.
5. Establish nominal scholarships for the evaluation and promotion of the students' progress and student activity.

Progress evaluation indicators

1. Targeted allocations of financial resources according to strategic goals and directions.
2. Implementing financial flow projects.
3. Estimated calculation of academic load of the teaching staff.
4. Established discipline of student motivation.

4. STUDENT CENTERED POLICY

Develop the services provided to students, promote the flow of applicants to the University and student organizations' activities.

Task; Expand student autonomy, ensure student participation in the university administration.

For the implementation of this strategic issue it is necessary:

1. Enable student's council activities, encourage initiatives for organizing events by the students, make a variety of organizing events.
2. Ensure active and effective participation of the students in the University administration.
3. Ensure the participation of students in curriculum implementation, monitoring and oversight.
4. Contribute to the development and enrichment of students' educational, scientific, moral, spiritual and cultural outlook.
5. Encourage initiatives for organizing events by the students.
6. Implement events to develop students' aesthetic education.
7. Ensure students' awareness of their rights and obligations in the field of knowledge.

Progress evaluation indicators

Activation of outreach activities (protocols).

1. Students' involvement in governing bodies.
2. Students' presence in the development and revision workshops of the PEPs.
3. Obtaining the necessary end results of the PEPs.
4. Allocation of financial means for organizing events by students (protocols).
5. Surveys of students' multifaceted development among professionals.
6. Ensuring the protection of students' rights.

5. FOREIGN RELATIONS AND INTERNATIONALIZATION

Promote the ongoing internationalization processes at university and program levels.

Task 5.1. Enhance and enhance the University's international connections with European and CIS educational institutions at university and program levels.

For the implementation of this strategic issue it is necessary:

1. Implement effective policies and mechanisms for the development and internationalization of external relations, expand and strengthen cooperation with European and Iranian scientific-educational institutions.
2. Implement joint scientific and educational activities with representatives of international organizations.
3. Contribute to the application of mobility of students and professors, expanding participation in international educational conferences, seminars and other educational programs.
4. Arrangement with foreign partner educational and scientific organizations in organizing professional training courses for professor staff and student exchange.
5. Ensure involvement of invited lecturers in the scientific-educational process.
6. Create basics for introducing PEPs in a foreign language, organize foreign students' admission.

Progress evaluation indicators

1. At least 3 signed contracts on cooperation.
2. At least 2 international scientific and educational events organized.
3. Professionals and students mobility records within the framework of collaborative contracts.
4. Current agreements and contracts.
5. Improvement of education quality, comparative analysis.
6. Preparatory steps and reports of work done.

Task 5.2. Enhance and secure communication with the community, develop continuous education.

For the implementation of this strategic issue it is necessary:

1. Activate the university-society connection, contribute to raising the rating of the university, expand cooperation with print and electronic media, present the University's peculiarities and achievements.
2. Prepare video clips to cover university activities, participate in educational exhibitions, present the University's activities and educational programs.
3. Place the university advertising material on the media and on the web sites and make them more accessible to the public in order to make the University's educational benefits accessible to the public.
4. Establish effective mechanisms and tools for feedback from external stakeholders at the University, make regular meetings with university graduates.
5. Carry out purposeful cooperation with the republican and foreign medical colleges, conclude agreements.

Progress evaluation indicators

1. Dissemination of information about the university and public awareness.
2. University coverage by video tapes and booklets.
3. Distributing information about University's educational activities.
4. Developed feedback mechanisms and tools.
5. At least 2 signed agreements.

6. MODERN RESEARCH AND INNOVATION

Expand the involvement of the teaching staff and the student community in the research work, contribute to the expansion of academic cooperation and the internationalization of research work

Task 6.1. Contribute to the improvement of the efficiency of research and professional activities of the teaching staff at the University.

For the implementation of this strategic issue it is necessary:

1. Contribute to the improvement of the professional qualities of the teaching staff.
2. Organize scientific-methodological seminars for the teaching staff and students as a result publishing scientific articles.
3. Establish a contractual basis for organizing trainings with foreign academic and medical institutions and universities.
4. Improve the conditions of scientific research activities of the lecturers.
5. Develop and upgrade the learning and laboratory conditions matching to educational and research needs.

Progress evaluation indicators

1. Organization of professional trainings and seminars for teaching staff.
2. Scientific-methodological seminars' participation protocols with the participation of the teaching staff and the students.
3. At least 2 international professional trainings.
4. Contemporary conditions for scientific research, at least 4 work done.
5. Implementation of research outcomes in educational process.

Task 6.2. Promote internationalization of research activities at the University.

For the implementation of this strategic issue it is necessary:

1. Modernize strategic directions of university research, providing a link with learning.
2. Collaborate with foreign partner universities and scientific medical organizations, involving their best specialists in thematic, short-term and long-term teaching programs and workshops.
3. Conduct conferences of students, alumni and young scientists, restore and activate the University's scientific potential in the research process.
4. Develop interconnection mechanisms of research activities and learning process.
5. Organize student's university and inter-university seminars and conferences.
6. Contribute to the publication of university's lecturers articles and research journals in national and international journals.

Progress evaluation indicators

1. Implementation of research results in the educational process.
2. Calendar plan for organizing events jointly with foreign partner universities (protocols, reports).
3. Activation of scientific activity, providing graduates with feedback.
4. Implementing the priorities of the University's Strategic Program.
5. Reports and protocols of at least 3 conferences.
6. Increase of the number of published works of the university's professors-scientists.

7. QUALITY ASSURANCE INTERNAL SYSTEM:

Match the internal quality assurance process of the University to the European standards for higher education quality assurance and Armenian professional education accreditation criteria and guidelines.

Task Ensuring quality of education system.

For the implementation of this strategic issue it is necessary:

1. Establish a quality assurance culture at the University and contribute to the development of the system.
2. Develop and maintain the policy and procedures for continuously improving the quality of education.
3. In order to improve the quality of internal quality assurance expand cooperation with such institutions of other republican universities.
4. Ensure transparency and publicity of the Internal Quality Assurance Commission activities in all processes.
5. Active involvement of stakeholders in quality assurance processes.
6. Implementing institutional self-assessment measures.

Progress evaluation indicators

1. Approved quality assurance guide.
2. Statute of the quality assurance commission, QA policy.
3. Seminars, consultations and events reporting and protocols towards the internal security of quality.
4. Availability of reports and protocols at the official website of the University.
5. Review of the revised committees.
6. Self-assessment report.