



*UNIVERSITY OF TRADITIONAL MEDICINE*



*DEVELOPMENT STRATEGIC PROGRAM (2020-2025)*

YEREVAN 2020

Is approved  
On 10<sup>th</sup> March 2020 at the second session of the Governing Board  
of University of Traditional Medicine  
The Chairman  
Rector N. Kh. Saribekyan



DEVELOPMENT STRATEGIC PROGRAM OF  
UNIVERSITY OF TRADITIONAL MEDICINE  
(2020-2025)

The strategic plan includes the advice provided by the University's Institutional Accreditation Committee, as well as all the activities envisaged by the previous strategic plan, the necessary implementation steps, and the resulting evaluation indicators.

Based on the accumulated experience, modern challenges and reforms, the program will enable to effectively organize the present activities of the UTM, to initiate a more favorable, competitive future of the university, both in the Republic of Armenia and abroad in the field of medical education, medicine and healthcare.

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## **THE UNIVERSITY'S MISSION**

University of Traditional Medicine is a leading medical higher education institution, the activity of which is aimed at training new quality doctors who are knowledgeable for the national-international labor market of medical education, medicine, healthcare, aware of their role in the doctor-patient relationship who will be able to integrate modern, scientifically based diagnostic and treatment methods of traditional medicine.

## **THE UNIVERSITY'S VISION**

University of Traditional Medicine (hereinafter referred to as the University or the UTM) aspires to become a national, international higher education institution

- ↓ strives to develop its priorities and competitive advantages, to integrate the unique approaches of scientifically based traditional medicine and modern medicine, incorporating them into educational activities, ensuring the transfer of knowledge to different stakeholders,
- ↓ offers competitive medical, scientific, research medical programs in accordance with the basic principles of the European Medical Higher Education Area,
- ↓ it will be an accessible, affordable higher education institution for different segments of society regardless of age, gender, race and nationality, beliefs, political preferences,
- ↓ has efficient, effective management and administration, necessary infrastructure, modern technologies, training and laboratory base, which contributes to the constant and continuous improvement of the quality of education,
- ↓ will be able to implement a systematic development strategy by investing in its own capabilities in order to promote education and scientific research.

## **CONTINUOUS VALUES OF UNIVERSITY OF TRADITIONAL MEDICINE**

On the eve of the 21st century, medical education, both around the world and in our country, is facing new imperatives, which is due to the existing problems in the field of education. Medical education is especially important in terms of global educational reforms and the creation of a common educational field.

In 2002, the World Health Organization (WHO) declared the Strategic Ways of Integrating Modern Traditional Medicine as a 21st Century Policy. According to the WHO strategy, the national policy of the member states should be aimed at addressing a number of issues, including the training, qualification, development of scientific research, and other financial resources for relevant specialists in traditional public demand.

Reforms of the medical education system are urgent in Armenia today and the sooner we start implementing the reforms, the sooner we can state that the Armenian medical education system has worthily joined the world education system. The characteristic feature of each university is

determined by the values shared by its stakeholders. These values are the basic principles that underlie its activities for University of Traditional Medicine of Armenia.

### 1. Educational reforms: introduction of credit system

Today, as a target provision, the full integration of higher education and scientific research into the European area is considered.

For this purpose, the legal, normative and methodological documents have been studied, revised and developed at the UTM. In order to implement the reforms smoothly, new curricula in line with the credit system have been developed, as well as regulations on the transfer, removal and restoration of students based on the accumulation of credits.

The University is committed to the continuity of its traditions and values. During its activity, the university has pursued one main direction; to teach graduates to integrate modern and diagnostic and traditional medicine and treatment methods to achieve sustainable results in practice, to gain recognition not only in Armenia but also abroad. The university, constantly expanding its professional fields, includes new educational means, which will maintain and develop this problem.

### 2. Current state of the University

The university currently has two faculties: general medicine and dentistry. The study format is daytime, in one turn. The university has an effective management system, necessary infrastructure, modern technical means, educational and laboratory bases, the activities of which are aimed at constant and continuous improvement of the quality of education.

The structural collegial bodies are: the Scientific Council, the Rectorate, the Quality Assurance Commission. The structural subdivisions are the faculties of General Medicine and Dentistry, Educational Part, Scientific Part, Department of Foreign Relations, Department of General Part and Human Resources, Scientific-medical training center, library, reading room, accounting, economic part and professional chairs:

- ↓ Humanitarian Subjects,
- ↓ Natural Sciences,
- ↓ Biological- Medical Subjects,
- ↓ Therapeutic subjects,
- ↓ Surgical Subjects,
- ↓ Social Medicine Subjects,
- ↓ Traditional Medicine,
- ↓ Dentistry .

The mentioned administrative-teaching subdivisions have their charters, regulations, work plans, as well as the relevant documents required for the work carried out at the university.

The University is one of the unique non-governmental educational institutions in the country, which during 29 years of its activity has made significant achievements in creating its own material and technical base.

The last decade has a special significance in the short history of the university. This period, despite the serious difficulties inherent in the transition period, was a period of maintenance of the educational process, reforms, technical equipment and expansion of international cooperation for the university.

Mainly own resources are used for the educational, laboratory and practical work of the University, as well as rented clinics, laboratories, research bases.

Clinical courses are conducted in 9 premium rented clinical bases in Yerevan, which are provided with classrooms, labs, wards, didactic-teaching aids, modern equipment.

The construction of a new building with a total area of 5025 m<sup>2</sup> of the university has started in 2020 which aims to improve the university's own educational base, which at the same time will contribute to the effective performance of scientific research. The educational building, classrooms, cabinets, laboratories are being modernized and repaired.

### **3. Management system**

The university is managed in a complex way, the efficiency of which is aimed at increasing the work of the university departments. In recent years, the university management system has ensured the stability of the university development, guaranteed the successful implementation of previously adopted strategic development programs. In the past years, the main directions of the university management system have been:

- ↓ educational and training programs,
- ↓ admission of students,
- ↓ quality assurance,
- ↓ financial management and modernization of logistics base,
- ↓ improving the work of subdivisions.

### **4. Educational activities**

The university provides access to higher education for any capable individual and provides high quality, affordable educational programs to its students, provides various advisory and financial support to students. The University cooperates with a number of non-governmental organizations. All professional educational programs implemented at the university are regularly monitored and necessary improvements are made. Appropriate curricula and procedures are developed. The university has a multi-factor system for regular testing and assessment of students' knowledge.

## 5. Research activities

Scientific research is mainly aimed at achieving the goals and objectives of the university strategy. The scientific-pedagogical experience of the university was best evaluated at the international conference in Cyprus in 1998, and it was evaluated as the first and advanced attempt for training specialists in integrative medicine.

Republican, international intra-university conferences and seminars are regularly organized. Many of the published theoretical and practical scientific works have been introduced into practical medicine. The unique method of diagnosis, complex treatment, individual selection of herbs and medicines developed by the Head of the Chair of "Traditional Medicine" PhD, Doctor of Medicine E.Minasyan, has been recognized as an invention and granted copyright by the Patent Office under the Government of the Republic of Armenia according to the modern oriental traditional medicine. Further improvement of the university's research activities is being carried out.

## 6. Human resources development

The university's staffing potential is largely in line with license requirements. Not only highly qualified specialists of the republic, but also university graduates are involved in the implementation of the PEP. The teaching staff of the university is mostly staffed with key personnel whose selection is made on the proposal of the members of the Academic Council and the Rector. Preference is given to knowledgeable professionals in the selection of lecturers.

## 7. Quality of education by European standards

The quality of education remains the main priority of the university. We aspire to integrate into the European Higher Education Area to ensure the quality of education, therefore, the European standards for ensuring the quality of education are a guideline for us. For this purpose the Quality Assurance and Education Reform Division is responsible for the quality assurance of education at the university.

STRATEGIC OBJECTIVES AND WAYS OF IMPLEMENTATION

1. GOVERNANCE AND ADMINISTRATION

Implement effective management and administration in accordance with the mission of the University

Task 1.1. Ensure efficient and clear operation of powers and functions between divisions

<i>It is necessary to implement this strategic task:</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To clarify the role and functions of collegial governing bodies in the system of activities of decision-making and structural subdivisions of UTM, as well as to improve decision-making processes of mechanisms for attracting external and internal stakeholders.</li> <li>2. To introduce a comprehensive system for studying the internal and external factors influencing the activities of UTM: with regularly implemented clear mechanisms and measurable tools, as well as identifying and developing risk management systems.</li> <li>3. To clarify the policy of allocation of financial resources of the UTM according to the strategic priorities.</li> <li>4. To develop the UTM's ethics and apply ethic rules guaranteeing the transparency and efficiency of the decision-making process mechanisms.</li> <li>5. To review the QA mechanisms of the administration, ensuring the full implementation of the PIEI cycle.</li> <li>6. To develop an HR policy aimed at providing adequate human resources to the departments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revised documents of the collegial governing bodies of the UTM /staff of the Academic Council and Rectorate, regulations/.</li> <li>2. A Guide to examining external factors affecting the UTM's activities /SWOT analysis/.               <ol style="list-style-type: none"> <li>2.1. Risk identification and management procedure.</li> </ol> </li> <li>3. The current distribution of the new financial policy /from 2020-2021 academic year/.</li> <li>4. Current Ethics Regulation and Committee /annual reports/.</li> <li>5. Existing PIEI cycle in all UTM's processes, /performance reports by years, improvement plan/.</li> <li>6. Existing HR policy /staff satisfaction report/.</li> </ol>



Task 1.2. Improving the efficiency of the university's management system by creating a unified management information-analytical system.

<i>In order to implement this strategic task, it is necessary:</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To establish a unified university management information system.</li> <li>2. To develop the UTM's information systems, expand the use of management information systems in all areas of management.</li> <li>3. To continue to introduce an electronic document management system in the field of university management.</li> <li>4. To improve mechanisms for involving external and internal stakeholders in the decision-making process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Existence of a unified university management information system /annual system efficiency report/.</li> <li>2. Improved information system of the University /See Task 1.2. point 1 PEI/.</li> <li>3. Modern electronic document management system operating in the field of the university management.</li> <li>4. Involvement of internal and external stakeholders at all levels of government /composition of revised commissions, minutes of meeting participants, protocols/.</li> </ol>

## 2. EDUCATIONAL ACTIVITY

Provide high-quality educational programs in line with modern labor market requirements, increase students' satisfaction with the education received at the UTM.

Task 2.1. Review existing curricula in line with national and international education standards and labor market requirements.

<i>In order to implement this strategic task, it is necessary:</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To analyze the relevance of the expected PEP's outcomes to the RA NQF, ensuring the substantive sequence of subjects.</li> <li>2. To review procedures relating to decentralized teaching and learning methods, using a choice of methods of common policy.</li> <li>3. To review credit calculation, distribution and accumulation processes by informing all internal stakeholders.</li> <li>4. To develop sustainable PEP monitoring and evaluation mechanisms according to the PIEI cycle, expanding the involvement of the institution's external stakeholders in the process of (re) development of PEPs.</li> <li>5. To develop a general benchmarking methodology and results' application</li> </ol>	<ol style="list-style-type: none"> <li>1. Analytical report on the current PEP, Revised curricula, existing mapping /2020-2021 academic year /.</li> <li>2. Approved and operating procedure /list of trained academic-teaching staff, certificates/.</li> <li>3. Guidelines for the implementation of the revised credit system, protocols of seminars, meetings, registration sheets of participants.</li> <li>4. Revised PEP's monitoring procedure /protocols of discussions, decisions of the Academic Council, report of the head of the PEP, survey analysis/.</li> <li>5. Established and approved benchmarking procedure for the 2020-2021</li> </ol>

mechanisms.	academic year /list of universities (at least 3 universities), benchmarking data /.
6. To improve the assessment system based on the specifics of the subjects, the expected learning outcomes and ensure the connection of teaching, learning and assessment methods with the learning outcomes.	6. Revised procedure for testing and assessment of knowledge operating from the second half of the 2019-2020 academic year /protocols, survey results/.
7. To introduce a student portfolio as an assessment tool regularly monitoring the students' acquired skills and the problems in the learning process.	7. Clinical internship student portfolio operating from the second half of the 2020-2021 academic year /package/.

**Task 2.2. Improve documents related to subject course.**

<i>In order to implement this strategic task, it is necessary:</i>	<i>Assessing indicators for progress</i>
1. To improve final attestation exams by giving students the opportunity to demonstrate hand skills.	1. Revised procedure of final attestation from 2020-2021 academic year /reports of the chairmen of the commission, examination questionnaires and tickets (at least one practical skills question in each ticket)/.
2. To develop and apply clear criteria for assessing student internships regularly monitoring the implementation of these criteria.	2. Current procedure for monitoring the organization of clinical practices from the second half of the 2020-2021 academic year /published monitoring results, at least 2 programs, implementation schedule, performance reports according to the schedule/.
3. To modify the PEPs with components that promote student-teacher mobility considering the possibilities of implementing successful experience in educational programs of other educational institutions.	3. Two revised PEPs /protocols of discussions, decision of the Academic Council/.
4. To amend descriptions of courses clearly indicating the relevant student workload, including extracurricular hours.	4. New subject descriptions and programs introduced from the 2020-2021 academic year /according to the current PEP/.
5. To improve the mechanisms of lecture auditions and their discussions.	5. New regulation of approved and discussion of current class auditions /reports of at least 5 classes per year, improvement advice /.

**Task 2.3. Provide quality staff potential at the University.**

<i>In order to implement this strategic task, it is necessary:</i>	<i>Assessing indicators for progress</i>
1. To develop and apply the procedure of competitive recruitment, selection and admission of lecturers.	1. Position passport of the academic staff operating from the 2020-2021 academic year /new selection and admission procedure, HR and General Section Analytical Report/.
2. To expand the list of reserve lecturers involving several lecturers to teach the same subject to ensure stability.	2. Availability of an electronic database of reserve lecturers in the general section of HR /data of at least 2 lecturers for each subject
3. To develop lecturer incentive mechanisms paying special attention to the persons	

carrying out research work. 4. To establish mechanisms for teacher training and professional skills improvement and provide appropriate financial allocations. 5. To improve human resource planning for approval of leakage prevention and sustainability of lecturers. 6. To ensure the flow of young qualified personnel with knowledge of a foreign language to the university.	until the end of the program/. 3. Existing revised academic-teaching staff incentive procedure /HR and General Department report on promoted lecturers (list)/. 4. Applicable order and schedule of training and improving professional skills of academic-teaching staff /at least 60% trained teaching staff by the end of the program, by certificates of years/. 5. Clearly functioning HR policy, dynamic staff growth data /Annual Analytical Report of HR and the General Department/. 6. Qualified teaching staff with knowledge of a foreign language (90-100%):
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Task 2.4. Upgrade the level of students' satisfaction with their studies and student support services.

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
1. To plan, regulate and implement alumni employment data collection process creating feedback systems with graduates and employers. 2. To develop student information-counseling, career preparation, job search, and educational support services. 3. To expand cooperation with local and foreign medical universities and organizations, sign relevant agreements. 4. To organize various measures to ensure the flow of admissions of foreign applicants.	1. Electronic alumni database. 2. Increase student satisfaction with information, counseling, and career support services. 3. At least 3 existing cooperation agreements or memoranda. 4. Developed and published student guide.

### 3. INFRASTRUCTURE AND FINANCIAL RESOURCES

**Build quality infrastructure and financial resources at the university to meet modern requirements**

Task 3.1. Replenish the university's resource base and infrastructure.

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
1. To improve the UTM's library fund by allocating funds for the acquisition of English-	1. Upgraded library /increase literature in English, at least 30%

language professional literature.	(electronic and printing), annual analytical report/.
2. To introduce a long-term financial planning system and diversify financial flows contributing to the balanced development of each strategic goal.	2. Distribution of financial resources according to strategic priorities /approved budget estimate according to SDP priorities/.
3. To improve the document management and information management systems introducing a unified electronic system.	3. Existing electronic document circulation system / see Task 1.2. point 1 PEI /.
4. To diversify the mechanisms for assessing the quality of resources provided to students and lecturers continuously analyzing the results and planning appropriate improvements.	4. Revised and approved quality assurance procedure /revised questionnaires, analysis of the results of annual surveys /.

### Task 3.2 Replenish and improve resource base and infrastructure of the university

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
1. To implement the process of modernization of the logistics base, assessing the current state of logistics resources.	1. Report on the evaluation of available resources /mid-term and long-term planning for improvement of the material and technical base (draft annual budget)/.
2. To carry out the process of renovation and furnishing of laboratories, laboratories of specialized cabinets.	2. Plan for modernization of the educational building, classrooms and laboratories.
3. To equip classrooms, cabinets, laboratories with computers, projectors, equipment, didactic materials, other means to stimulate the educational process.	3. Allocation of funds for the acquisition of modern technical means /article allocated in the annual budget /.
4. To improve the University Medical Scientific Center.	4. Improved conditions for scientific research /modernized scientific-medical center (new area, modernized equipment)/.
5. Regularly update technical and information resources, increase internet speed and provide free internet access.	5. Wide access to the Internet (Wi-Fi domain throughout the university).
6. To ensure the development of library activities, to replenish the material and technical base of the library with computers, internet connection, e-book funds.	6. Access to library resources /See Task 3.1.point 1 PEI/.
7. To ensure the mutual connection of the library and internal stakeholders, to identify the needs of library users, make an inquiry about the quality of library services.	7. Surveys conducted among students and lecturers /annual report, improvement plan, availability of relevant article in the budget /.

### Task 3.3. Increase financial inflow seek new financial resources and implement their balanced and targeted management.

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
1. When planning the budget, take into account the approximate dynamics of the coming years.	1. Targeted allocations of funds according to strategic goals and directions /budget planning according to the number of potential applicants/.

2. To implement a process of attracting additional financial resources.	2. Implementation of programs to stimulate financial flows /increase of paid services by SMTC, at least one grant program, organization of workshops/.
3. To develop mechanisms for evaluating the performance of academic-teaching staff according to the educational and research workload.	3. Approved norms for calculating the educational workload of academic-teaching staff /milestones, protocols of meetings/.
4. To develop and implement a student financial aid system.	4. An approved procedure for encouraging student progress /number of students encouraged by years /.

#### 4. STUDENT CENTER POLICY

Develop the services offered to students, stimulate the flow of applicants to the work of university and student organizations

##### Task 4.1. Expand student counseling and support services.

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To coordinate student recruitment processes improving the information on the university's official website.</li> <li>2. To coordinate student counseling services developing a clear schedule and procedures.</li> <li>3. To encourage student participation in research.</li> <li>4. To introduce mechanisms of university-employer cooperation in order to guide and support the professional activities of graduates.</li> <li>5. To diversify quality assurance mechanisms for student education and counseling services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Updated official website of UTM /new version presentation, stakeholder reviews/.</li> <li>2. Educational needs identification and reviewed and approved assessment procedure /approved schedule of counseling services, register, report on student satisfaction /.</li> <li>3. Revised and approved SSC regulations /revised incentive procedure, approved chair scientific topics (at least 2 published articles per year)/.</li> <li>4. The university-employer cooperation procedure /availability of electronic database of graduates, annual report on employment/.</li> <li>5. A new procedure for identifying and assessing students' educational needs /revised questionnaires, meeting schedule (at least two meetings per year) improvement plan based on summarized results/</li> </ol>

<ul style="list-style-type: none"> <li>2. To implement a process of attracting additional financial resources.</li> <li>3. To develop mechanisms for evaluating the performance of academic-teaching staff according to the educational and research workload.</li> <li>4. To develop and implement a student financial aid system.</li> </ul>	<ul style="list-style-type: none"> <li>2. Implementation of programs to stimulate financial flows /increase of paid services by SMTC, at least one grant program, organization of workshops/.</li> <li>3. Approved norms for calculating the educational workload of academic-teaching staff /milestones, protocols of meetings/.</li> <li>4. An approved procedure for encouraging student progress /number of students encouraged by years /.</li> </ul>
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Task 4.2. Expand student autonomy, ensure student participation in university governance.

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To activate the work of the Student Council, encourage student initiatives to organize events, make the organization of events diverse.</li> <li>2. To ensure active and effective participation of students in the University's management.</li> <li>3. To ensure student participation in curriculum implementation, monitoring and supervision.</li> <li>4. To contribute to the development and enrichment of students' educational, scientific, moral, caring and cultural worldviews.</li> <li>5. To encourage initiatives of organizing events by students.</li> <li>6. To implement measures to develop the aesthetic education of students.</li> <li>7. To ensure the students' level of awareness in the field of knowledge of their rights and responsibilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual plan of extracurricular activities /protocols, see Task 3.3.point 4 PEI/.</li> <li>2. Involvement of students in governing bodies / presence of at least 1 student in the current commissions, minutes of the sessions/.</li> <li>3. Establishment of a new monitoring and review committee of the PEPs /current commission, availability of at least 1 student, session transcripts/.</li> <li>4. Obtaining the necessary end results of the PEPs /results of the revised ICS for the 2020-2021 academic year/.</li> <li>5. Student Council's annual plan /financial resources for organizing events in the budget, performance report/.</li> <li>6. Annual plan of aesthetic and cultural events /protocols of at least 2 annual events /.</li> <li>7. Schedule of information raising activities for students /at least 2 meetings each semester, revised student guide /.</li> </ol>

5. EXTERNAL RELATIONS AND INTERNATIONALIZATION

Promote the ongoing processes of internationalization at the university and program levels

Task 5.1. Expand clear measures for effective development and internationalization and exchange of experience.

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To develop a policy of mission-oriented internationalization and development of foreign relations.</li> <li>2. To activate institutional cooperation with local and international scientific-educational organizations (exchange of students, training of lecturers,</li> </ol>	<ol style="list-style-type: none"> <li>1. Developed and acting strategic plan of the foreign relations department /internationalization policy, at least 3 signed memoranda or agreements /.</li> <li>2. Existing policy /see point 5.1, paragraph 1/.</li> </ol>

<p>implementation of joint programs and events), ensuring the implementation of the goals set by the strategy of the university.</p> <ol style="list-style-type: none"> <li>To provide financial resources for the implementation of various internationalization activities of the university for short-term, mid-term and long-term planning.</li> <li>To develop mechanisms in order to encourage international training and participation in mobility programs of students and academic-teaching staff and periodically evaluate the effectiveness of these mechanisms.</li> <li>To review the functions of the Department of Foreign Relations and follow their clear implementation.</li> <li>To search for international grant programs to increase the university's international visibility.</li> <li>To ensure benchmarking with leading European education programs and application of the results targeting potential students of the university, clarifying the main market, modernizing the existing educational programs.</li> </ol>	<ol style="list-style-type: none"> <li>Existing SDP / budget for various events with an increase of at least 7% by years /.</li> <li>Strategy to facilitate the mobility of students and lecturers /at least 2 exchange programs, number of participating students and lecturers, annual performance evaluation report/.</li> <li>Revised functions of the Foreign Relations Department /annual program uluŋ schedule, performance reports/.</li> <li>List of potential grant funds and organizations /at least 1 project project/.</li> <li>Current benchmarking procedure of the PEP /implementation plan-schedule, at least 2 analytical reports /.</li> </ol>
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**Task 5.1. Expand and promote the development of the university's international relations with European, Asian and CIS educational institutions at the university and program level.**

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>To implement an effective foreign relations development and internationalization policy, to expand and strengthen cooperation with Eurasian scientific and educational institutions.</li> <li>To carry out joint scientific-educational events with representatives of international organizations.</li> <li>To promote the use of mobility tools of students and academic-teaching staff, expanding participation in international educational conferences, seminars and other educational programs.</li> <li>To reach an agreement with international partner scientific and educational organizations on organizing and exchanging training courses for academic-teaching staff.</li> <li>To organize the involvement of invited lecturers in the educational process.</li> </ol>	<ol style="list-style-type: none"> <li>Signed cooperation agreement or memorandum /at least 3/.</li> <li>Organized international scientific-educational events /at least 2 international events /.</li> <li>Performance reports under existing contracts on academic-teaching staff and student mobility /participation in at least 1 international event per year/.</li> <li>Existing agreements and contracts /at least 2 international trainings, list of participants /.</li> <li>Invited lecturers, organized lectures /at least 1 lecturer per year, reports /.</li> </ol>



**Task 5.2. Expand and ensure communication with the public, develop continuing education.**

<i>In order to implement this strategic task, it is necessary;</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To develop and implement an accountability procedure, to provide an analytical approach in reporting.</li> <li>2. To ensure the improvement of the UTM's website and continuous development involving different target groups, selecting relevant target content, and to ensure the transparency and accessibility of information on the UTM's activities through the institution's website.</li> <li>3. To visualize and actively promote the role of the Scientific Medical Training Center of the UTM as an important way to serve the community through the provision of additional and continuing education services.</li> </ol>	<ol style="list-style-type: none"> <li>1. A new format for reporting /annual reports of subdivisions with new dimensional format/.</li> <li>2. Updated website /presentation of a new version of the site, annual attendance rates/.</li> <li>3. Revised service delivery procedures.</li> </ol>

## 6. UPDATE RESEARCH AND INNOVATION

**Expand the involvement of faculty and students in research, contribute to the expansion of academic cooperation, internationalization of research work.**

**Task 6.1. Contribute to the increase of the efficiency of the professional-research activities of the academic-teaching staff at the University.**

<i>In order to implement this strategic task, it is necessary;</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To clarify the directions of the UTM's research activities, to emphasize priorities and their strategic importance for different levels.</li> <li>2. To make appropriate financial investments to develop the research activities of the UTM in order to create favorable conditions for scientific work controlling the effective use of financial investments and funds.</li> <li>3. To develop a policy for the distribution of material, technical and financial resources necessary for the implementation of research activities.</li> <li>4. To establish clear mechanisms in order to ensure the connection of research activities with the learning process.</li> <li>5. To develop and apply tools for evaluating the effectiveness of research work, timeliness and mechanisms.</li> <li>6. To develop a clear strategy for internationalization of research activities, to promote interdisciplinary research expanding the possibilities of internationalization.</li> </ol>	<ol style="list-style-type: none"> <li>1. Updated, approved and current research indicators.</li> <li>2. Approved strategic plan of the scientific part /allocation of financial resources for research activities in the budget, according to Article 6 of the Financial Resources Planning and Distribution Plan of the UTM/.</li> <li>3. Revised PEPs /annual performance reports of the scientific part of the chairs/.</li> <li>4. Procedure for evaluating the effectiveness and relevance of research work /performance evaluation reports/.</li> <li>5. Existing internationalization strategy /at least 3 contracts or memoranda/.</li> <li>6. The existing concrete plan and timetable /monitoring reports by years/.</li> </ol>

7. To plan the research activities of the chairs according to the research priorities of the institution, monitor and discuss them.	
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**Task 6.2. Promote research at the University.**

<i>In order to implement this strategic task, it is necessary;</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To develop and apply clear mechanisms for the commercialization of innovations and scientific results analyzing the results on an annual basis.</li> <li>2. To diversify applied research within the framework of cooperation with employers.</li> <li>3. To involve students in the research work of the chairs.</li> <li>4. To review the regulations of the SSS, emphasizing the goals and functions of the SSS.</li> <li>5. To carry out research activities on the basis of the Scientific-medical training center with the active involvement of students. At the same time discuss, analyze, present the cases of visitors to the Scientific-medical training center in the form of brief reports/articles as separate clinical cases and to conduct epidemiological studies using statistical approaches.</li> <li>6. To participate in competitive research grants in order to obtain the necessary materials for equipment and scientific researches.</li> <li>7. To carry out joint research work with Armenian and foreign scientific centers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Current procedure for commercialization of scientific research /new list of researches, list of scientific topics to be commercialized/.</li> <li>2. Current procedure for commercialization of scientific research /new list of researches, list of scientific topics to be commercialized/.</li> <li>3. Approved scientific topics by the chair /performance reports of the chair, done work/.</li> <li>4. Revised SSS's regulations.</li> <li>5. Revised and approved strategy and schedule of the Scientific-medical training center /research topics, analytical reports, at least 2 articles published annually/.</li> <li>6. List of potential grant funds and organizations /at least 1 grant project draft/.</li> <li>7. Potential joint research topics, schedule /reports of at least 2 joint conducted researches/.</li> </ol>

**Task 6.3. To promote the internationalization of research activities at the University.**

<i>In order to implement this strategic task, it is necessary</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To organize short-term, long-term teaching programs or seminars with foreign partner universities and scientific-medical organizations.</li> <li>2. To initiate student and young scientist conferences, to restore and activate the involvement of the scientific potential of the university in the research process.</li> <li>3. To organize student university and interuniversity seminars and conferences.</li> <li>4. To contribute to the publication of articles and studies by university lecturers in national, internationally renowned scientific journals.</li> </ol>	<ol style="list-style-type: none"> <li>1. Calendar plan for event management /online or offline report of at least 1 program per year/.</li> <li>2. Strategic plan of the scientific part /implementation schedule, at least 3 performance reports /.</li> <li>3. Organized events according to the plan of scientific and the SSS /at least 1 conference per year, and 1 seminar report, protocol/.</li> <li>4. Publications of the works of university lecturers-scientists /growth rate by number of years /.</li> </ol>

## 7. INTERNAL QUALITY ASSURANCE SYSTEM

Bring the internal quality assurance process of the University in line with the European and Higher Education Quality Assurance Standards for Higher Education.

### Task 1. Quality assurance of the education system.

<i>In order to implement this strategic task, it is necessary;</i>	<i>Assessing indicators for progress</i>
<ol style="list-style-type: none"> <li>1. To review the policy and objectives of the UTM's internal quality assurance system (IQAS), statutory activities and aligning strategic goals with the latter.</li> <li>2. To develop necessary QA policy implementation procedures, mechanisms for their evaluation and effectiveness measurement improving the IQAS system and mechanisms.</li> <li>3. To develop more effective feedback mechanisms.</li> <li>4. To ensure the implementation of regular training courses for staff involved in QA structures.</li> <li>5. To expand and increase stakeholder involvement (especially external) in QA processes and to evaluate the effectiveness of the engagement.</li> <li>6. To regulate data management processes and clarify the mechanisms for disseminating and managing information between different units of the UTM.</li> <li>7. To identify the needs of QAD staff, evaluate performance, and expand their professional development opportunities based on results.</li> <li>8. To improve cooperation between QAD and subdivisions contributing to raising public awareness and awareness of QA processes.</li> <li>9. To develop mechanisms for assessing the adequacy of the provided human, material-financial resources and efficiency assessing the adequacy of human, material and financial resources provided to the university for the implementation of internal quality assurance processes.</li> <li>10. To ensure the application of the PIEI cycle in all UTM's processes at all levels of government promoting a culture of quality.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revised IQAS policy and procedures /SDP performance schedule reports/.</li> <li>2. Clear tools for evaluating the effectiveness of existing QA policy /procedure for conducting surveys, by year evaluation report, improvement plan/.</li> <li>3. Existing feedback mechanism /annual plan-schedule of discussions, protocols, opinions/.</li> <li>4. Existing training procedure, program and schedule /100% trained staff before the end of the program, certificates, annual report/.</li> <li>5. Revised operating committees and working groups /scheduled performance reports/.</li> <li>6. Operating electronic document circulation system /performance report according to plan/.</li> <li>7. Procedure for identifying the needs of quality assurance officers and performance appraisal /current schedule, meetings, discussions, trainings, published data of consultations/.</li> <li>8. New linear structure of the UTM /annual performance reports/.</li> <li>9. New linear structure of the UTM /existing procedures, needs identification, assessment statistics, annual improvement plan/.</li> <li>10. New linear structure of the UTM /implementation reports according to the PIEI cycle/.</li> </ol>