

STRATEGIC DEVELOPMENT PLAN OF THE FACULTY OF STOMATOLOGY 2025–2030

Introduction

Mission

To become a regional competitive Faculty of Stomatology that meets international standards, ensuring alignment with the National Qualifications Framework (NQF) and the Sectoral Qualifications Framework (SQF) of the Republic of Armenia in the field of stomatology. It aims to train competitive specialists at an international level, based on scientific innovation, research, and quality assurance.

Vision

To train stomatologists who possess high professional and moral values, master the principles of evidence-based medicine, exhibit innovative thinking, and are competitive in the international labor market, thereby contributing to the development of public health.

MAIN STRATEGIC DIRECTIONS

1. IMPROVEMENT OF THE EDUCATIONAL PROCESS

Goal: To provide a modern educational environment that ensures high-quality training of specialists in line with international standards in the field of stomatology.

Objectives:

- Review and modernize courses and educational programs based on the principles of Outcome-Based Education (OBE).
- Align curricula with international standards.
- Improve teaching and assessment methods.
- Involve external stakeholders in the processes of monitoring, improving, and planning educational programs.
- Introduce integrated and interdisciplinary learning.
- Expand the list of elective courses.
- Digitalize the educational process.

Evaluation Indicators:

- 100% modernized educational programs
- New curriculum
- Complete database of electronic learning materials
- Student satisfaction rate $\geq 90\%$

2. SCIENCE AND INNOVATION

Goal: To increase scientific activity and integrate into the international scientific community.

Objectives:

- Assess scientific research needs and necessary resources.
- Improve the integration of the research component into subject programs.
- Develop cooperation with leading medical universities and research institutes.
- Increase the number of patent applications and scientific publications.
- Increase student participation in scientific research projects carried out by departments.
- Increase the total number of scientific publications.

Evaluation Indicators:

- ≥ 20 international articles annually
- Growth in Scopus/Web of Science publications
- Organization of international scientific conferences

3. APPLICATION OF RECENT EDUCATIONAL AND DIGITAL TECHNOLOGIES

Goal: To introduce recent educational technologies in order to increase the efficiency of teaching.

Objectives:

- Fully deploy the electronic university system.
- Apply digital platforms (virtual laboratories, digital stomatology training).
- Expand subscriptions to international electronic libraries.
- Promote the digitalization of educational content and databases.
- Prepare for the application of Artificial Intelligence (AI).

Evaluation Indicators:

- Simulation Center
- CAD/CAM laboratory
- Application of 3D printing technologies
- Utilization of digital X-ray and intraoral scanners

4. HUMAN RESOURCES POLICY

Goal: To ensure the development of the faculty staff and the involvement of young specialists.

Objectives:

- Evaluate teaching and support staff: identify replenishment and replacement priorities by departments and courses.
- Improve the participation of the professorial and teaching staff in international grant programs.

- Professional development of lecturers: continuous professional growth, pedagogical retraining, and development of digital skills.
- Recruit young specialists, create favorable conditions to ensure the necessary workload and promote professional advancement.
- Attract leading specialists of the field as guest lecturers.
- Promote academic mobility.

Evaluation Indicators:

- Annual training/retraining of $\geq 50\%$ of lecturers
- Increased participation of lecturers in international retraining programs
- Introduction of new teaching methods

5. INTERNATIONAL COOPERATION

Goal: To develop international ties.

Objectives:

- Localize international experience in the fields of education and science through international benchmarking.
- Increase the number of foreign students.
- Cooperate with international professional associations.
- Involve the faculty in grant programs.
- Promote academic mobility.
- Sign memoranda of cooperation.

Evaluation Indicators:

- ≥ 10 international partner universities
- Participation in Erasmus+, Horizon Europe, and other programs
- At least 10 exchange students annually
- Courses conducted in English

6. PROFESSIONAL PRACTICE AND INDUSTRIAL TIES

Goal: To implement the improvement of students' practical experience.

Objectives:

- Cooperate with leaders in the field of stomatology.
- Organize academic practical training in simulation centers and clinics.

Evaluation Indicators:

Increase in the number of simulators: ≥ 200

Increase in operations performed on simulators: $\geq 40\%$

Increase in clinics serving as educational bases: ≥ 30

Increase in practical skills acquired in clinics: $\geq 10\%$

7. QUALITY ASSURANCE

Goal: To ensure the high quality of educational, scientific, and administrative processes in accordance with international standards and principles of continuous improvement.

Objectives:

- Develop an internal quality evaluation system.
- Conduct an annual evaluation of the activities of the lecturers.
- Ensure the availability of a student feedback system.
- Successfully implement external accreditation and monitoring processes.
- Ensure regular feedback with internal and external stakeholders for the purpose of improving the educational process.
- Organize periodic monitoring and review of the "Stomatology" educational program.
- Ensure accountability regarding education quality assurance.

Evaluation Indicators:

- Introduction of ISO or equivalent quality management principles
- Annual accountability report
- $\geq 90\%$ implementation of improvement actions

8. PUBLIC HEALTH ORGANIZATION

Goal: To implement measures aimed at public health and community service.

Objectives:

- Conduct preventive programs in schools.
- Implement free stomatological examinations.
- Conduct public awareness programs.

Indicators:

- ≥ 1000 examined citizens annually
- ≥ 20 educational events
- Annual growth of community programs

IMPLEMENTATION STAGES

First Year

- Strategic planning
- Evaluation of educational programs
- Introduction of new educational programs
- Improvement of the quality assurance system

Second Year

- Review of new educational programs
- Establishment of a second simulation center
- Expansion of international cooperation

Third Year

- Development of scientific research centers
- Introduction of digital stomatology
- Preparation for external accreditation

Fourth Year

- Increasing international visibility
- Significant increase in scientific publications
- Implementation of English-language programs

Fifth Year

- External evaluation
- Analysis of strategic outcomes
- Development of a new 5-year development plan

COMPLIANCE WITH INTERNATIONAL STANDARDS

The program has been developed taking into account the following international guiding documents and best practice principles:

- Principles of the European Higher Education Area
- Outcome-Based Education (OBE) approach
- Student-centered learning principles
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)
- Best practices in international accreditation of medical and stomatological education
- Modern requirements of evidence-based medicine and digital stomatology

The implementation of this strategic plan will allow the development of an innovative, research-anchored, and student-centered Faculty of Stomatology that meets international standards, has competitive graduates, sustainable growth potential, and active international cooperation.