



YEREVAN STATE MEDICAL UNIVERSITY AFTER MKHITAR HERATSI

Approved by

The Decision No. 1 of the Academic Council
of the Faculty of Pharmacy
dated 2026

Chair of the Faculty Academic Council

B. J. Yenokyan

STRATEGIC DEVELOPMENT PLAN OF THE FACULTY OF PHARMACY 2026–2030

Yerevan, 2026

This Strategic Development Plan describes the implementation of the mission and key objectives of the Faculty of Pharmacy of Yerevan State Medical University (YSMU) over a five-year period. The Plan is subject to continuous monitoring and may be revised and updated in response to changing circumstances.

Mission

To provide internationally competitive education in the field of pharmacy by preparing graduates in accordance with the National Qualifications Framework (NQF) and the Sectoral Qualifications Framework (SQF) of the Republic of Armenia, based on scientific innovation, research, and quality assurance.

Vision

To become a leading School of Pharmacy in the region, recognized internationally for the quality of its education, research excellence, and community engagement.

Strategic Priority 1. Enhancement of the Educational Process

Objective

To provide a modern educational environment that ensures high-quality preparation of pharmacy professionals in accordance with international standards.

Key Tasks

- Review and update courses and educational programmes.
- Improve teaching, learning, and assessment methods.
- Strengthen stakeholder participation in the monitoring, improvement, and planning of educational programmes.

Performance Indicators

Indicator	Mid-term Target	End-of-Period Target
Comparative benchmarking of curricula against leading Schools of Pharmacy to support curriculum modernization	14 programmes benchmarked	20 programmes benchmarked
Introduction of a multicomponent teaching and assessment system to improve teaching, learning, and assessment	25 courses	70 courses
External stakeholders participating in programme monitoring and development	6 stakeholders	10 stakeholders

Strategic Priority 2. Research and Innovation

Objective

To strengthen research activity and integrate into the international scientific community.

Key Tasks

- Assess research needs and required resources.
- Strengthen the integration of research components into course curricula.
- Expand cooperation with leading Schools of Pharmacy and research institutes.
- Increase the number of patents and scientific publications.
- Increase student participation in departmental research projects.

Performance Indicators

Indicator	Mid-term Target	End-of-Period Target
Proportion of courses using multicomponent assessment systems that include a research component	30%	50%
Proportion of students completing the courses <i>Fundamentals of Research and Biostatistics</i>	50%	100%
Proportion of students involved in research activities	10%	20%
Proportion of academic staff with at least three publications within five years	55%	85%
Proportion of academic staff with at least one publication in an indexed journal with an impact factor within five years	50%	80%
Proportion of departments participating in research grant projects	10%	20%

Strategic Priority 3. Implementation of Advanced Educational and Digital Technologies

Objective

To introduce advanced educational technologies to improve teaching and learning effectiveness.

Key Tasks

- Expand the use of digital platforms, including virtual laboratories.
- Increase subscriptions to international electronic libraries.

- Provide digital literacy training for academic staff and students.

Performance Indicators

Indicator	Mid-term Target	End-of-Period Target
Courses supported through online learning platforms	25%	30%
Expansion of subscriptions to international electronic libraries	Process initiated	Fully implemented
Digital literacy programmes for academic staff and students	Process initiated	Continuous implementation

Strategic Priority 4. Human Resources Policy

Objective

To promote academic staff development and attract young professionals.

Key Tasks

- Evaluate academic and support staff and identify departmental recruitment and replacement priorities.
- Increase academic staff participation in international grant programmes.
- Improve faculty qualifications.
- Create favorable conditions for recruiting, retaining, and supporting the professional development of young specialists.
- Engage leading professionals as visiting lecturers.

Performance Indicators

Indicator	Mid-term Target	End-of-Period Target
Average age of academic staff	54	49
Proportion of academic staff under the age of 35	18%	25%
Proportion of faculty members holding certified English language proficiency qualifications	50%	80%
Establishment of clearly defined qualification thresholds by academic rank for faculty recruitment and promotion	Process initiated	Criteria established
Participation of academic staff in professional development activities	Process initiated	Continuous process

Strategic Priority 5. International Cooperation

Objective

To strengthen international collaboration.

Key Tasks

- Localize international best practices in education and research through international benchmarking.
- Increase the number of international students.
- Expand cooperation with leading pharmaceutical educational and research institutions, as well as with international pharmaceutical associations.

Performance Indicators

Indicator	Mid-term Target	End-of-Period Target
Adoption of international best practices in education and research through benchmarking	Process initiated	Continuous process
Increase the number of international students.	12	25
Expand cooperation with leading international pharmaceutical educational and research institutions, as well as with international pharmaceutical associations.	3	7

Strategic Priority 6. Professional Practice

Objective

To enhance students' practical professional experience.

Key Tasks

- Strengthen cooperation with leading organizations in the pharmacy sector.
- Improve the effectiveness of practical training through partnerships with leading pharmacy organizations.

Performance Indicators

Indicator	Mid-term Target	End-of-Period Target
Cooperation agreements with leading organizations in the pharmacy sector	5 agreements	8 agreements

Agreements with leading pharmacy organizations for student practical training	4 agreements	8 agreements
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Strategic Priority 7. Quality Assurance

Objective

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

Key Tasks

- Develop the internal quality assurance system.
- Successfully implement external accreditation and monitoring processes.
- Ensure regular feedback from internal and external stakeholders to improve educational programmes.
- Organize regular monitoring and review of the Pharmacy educational programmes.
- Ensure accountability for educational quality assurance.

Performance Indicators

Indicator	Mid-term Target	End-of-Period Target
Development of the internal quality assurance system.	Inclusion of Programme Directors in the internal quality assurance system.	Continuous and active involvement of the Programme Director in the quality assurance of the educational programme.
Successful implementation of external accreditation and monitoring.	International accreditation achieved	Ongoing monitoring activities
Regular feedback from internal and external stakeholders.	Establishment of an Employers' Advisory Board	Educational programme reforms based on Board recommendations
Periodic monitoring and review of the Pharmacy educational programmes.	Process initiated	Continuous process
Accountability for quality assurance.	Quality assurance reports submitted to the Faculty Council by responsible officers	Continuous process

