

YEREVAN STATE MEDICAL UNIVERSITY AFTER MKHITAR HERATSI

Approved by

Decision No. ____ of the YSMU Board of Trustees dated ..2025

Chairman of the Board of Trustees M. Adamyan _____

STRATEGIC PLAN OF THE "YEREVAN STATE MEDICAL UNIVERSITY AFTER MKHITAR HERATSI" FOUNDATION FOR 2026-2030

Yerevan 2025

CHAPTER 1. MISSION OF THE UNIVERSITY

1. The "Yerevan State Medical University after Mkhitar Heratsi" Foundation (hereinafter referred to as the University) is a higher medical educational institution of educational and scientific orientation, whose main mission is the preparation of highly qualified personnel for the healthcare sector with innovative thinking and in accordance with international standards, contributing to the development of medical science, the preservation, strengthening, and improvement of public health through the integration of education, research, and clinical practice.

CHAPTER 2. VISION OF THE UNIVERSITY

2. The University strives to become a leading regional higher education institution with international recognition in the fields of education, science, and healthcare, featuring a broad network of international cooperation, modern educational programs, competitive research potential, and integrated university clinics. Based on global changes facing medical education and the healthcare system, challenges in financing and efficiency of healthcare systems, the need for preparing qualified personnel, and international competition, the University aims to implement a systematic approach, introduce innovations, and develop a comprehensive package of long-term strategies by solving the following objectives:
 - to provide an educational environment where, based on the requirements of the national and sectoral qualifications frameworks of the Republic of Armenia and the fundamental principles of the European Higher Education Area, it will be possible to organize high-quality higher and postgraduate medical education;
 - to provide accessible studying conditions and a rights-protected environment for citizens of the Republic of Armenia and foreign nationals;
 - to improve teaching methodology and enhance the activities of educational-scientific and educational-industrial complexes;

- to implement clearly defined programs for evaluating the effectiveness, continuous monitoring, review, and improvement of the educational system and educational programs based on learning outcomes;
 - to ensure a fast and adequate response process to scientific progress, social and economic changes, and labor market demands;
 - to ensure the integration of modern technologies into educational and research processes;
 - to ensure financial stability and social guarantees for all employees;
 - to be guided by a universal perspective of strategic significance, with a benchmark on the internationalization of the educational-scientific system and integration into European standards;
 - to ensure the education of students in the spirit of humanitarian, moral, national, and universal values;
 - to implement postgraduate and supplementary educational services;
 - to provide professional consulting to stakeholders;
 - to ensure the university's accountability, the transparency of processes, and the accessibility of information for all stakeholders.
3. The University is committed to:
- remaining faithful to its traditions, ensuring the continuity of lasting values acquired in medical science, and creating conditions where new ideas and achievements will contribute to maintaining and strengthening the University's stability;
 - ensuring the student's professional progress, viewing it as the University's success;
 - fostering an atmosphere that will contribute to the preservation and development of the individual's moral and ethical standards in academic relationships;
 - supporting students in realizing the importance of moral conduct throughout their future professional activities, careers, and entire lives;
 - developing an independent medical educational policy, taking into account national characteristics and international standards, ensuring continuous reforms.

CHAPTER 3. CORE VALUES OF THE UNIVERSITY

4. The values adopted by the University are:
- quality and accessible education;
 - a highly qualified academic and scientific staff;
 - student progress;
 - academic honesty and freedoms, integrity;
 - academic environment;
 - responsibility.
5. This strategic plan is the University's vision. It is a description of the process of realizing the University's mission and main goals over a long-term (5-year) period, based on the logic of self-analyses of infrastructural and educational programs implemented taking into account the University's activities over the previous 5 years.
6. The strategic plan is subject to monitoring and may undergo certain changes in accordance with new situations.

CHAPTER 4. HISTORY OF THE UNIVERSITY

7. Over its 105 years of existence, the University has played an important role in Armenia and the region.
8. Based on a medical school organized by a number of prominent doctors in 1919, the republic's first higher medical educational institution, the "Medical Faculty of Yerevan State University," was established by a decision of the Government of Armenia in 1920.
9. In 1930, the "Medical Faculty of Yerevan State University" was reorganized into the Yerevan State Medical Institute; in 1995, the institute was granted university status, and in 2014, it was reorganized from a state non-commercial organization into a foundation.
10. Since 1989, the University has borne the name of the great medieval Armenian physician "Mkhitar Heratsi."
11. During its 105 years of existence, the University has produced over 50,000 graduates, 5,500 of whom are citizens of foreign countries. Many of the graduates have become renowned scientists, skilled healthcare organizers, and state, public, and cultural figures, making their significant contribution to the organization of healthcare, disease prevention, and the resolution of medical issues in the republic, as well as in the fields of medical science development. The achievements of the University's scientists in the fields of theoretical and practical medicine are also evident.
12. Remaining true to its principles and the traditions and ideas of medieval Armenian medical schools, the University is guided today by the requirements of the higher education system of the Republic of Armenia and, by ensuring universally comparable degrees of qualifications and specializations in the European area, as well as creating mobility conditions for lecturers and researchers, is step-by-step integrating into the European educational-scientific area.
13. The University operates faculties of general medicine, stomatology, pharmacy, military medicine, public health, and a center for postgraduate and continuing education, with its 78 departments, educational-scientific simulation centers, as well as the "Heratsi" High School, a college, and a pre-university preparatory education department.
14. Through the introduction of mechanisms for the development of a quality culture, the University has adopted a strategy of continuous quality improvement.
15. The University's educational system has three levels: continuous and integrated Bachelor's and Master's programs in the specialties of "General Medicine" and "Stomatology," Bachelor's and Master's programs in the specialty of "Pharmacy," a Master's program in "Public Health," and third-level researcher educational programs.
16. The University also implements postgraduate, continuous, and supplementary educational programs.
17. The structural subdivisions of the University are faculties, departments, scientific centers, hospital clinical complexes, the college, the scientific library, student dormitories, a publishing house, educational-industrial bases, etc. The University also features a number of services: computer centers, cultural and sports clubs, catering and recreation facilities, as well as educational-sports-health centers.
18. The governing bodies of the University are the University's Board of Trustees, the executive body (the Rector), and the Academic Council. The University also has other bodies: the Rectorate, the Educational-Methodological Council, faculty councils, and an electoral body.
19. The student self-governing body is the Student Parliament.
20. In the field of strengthening and expanding international ties, the University cooperates with higher medical educational institutions and other bodies of the Russian Federation, France, the USA, Iran, Germany, Georgia, India, and other countries.
21. The University is a member of the "International Association of Universities," "World Federation for Medical Education," "American International Health Alliance," "International Pharmaceutical Students' Federation," "International Federation of Medical Students'

Associations," "European Medical Students' Association," and "Association for Dental Education in Europe," and is also involved in numerous European and international educational and scientific programs.

22. In 2020, the University underwent institutional accreditation for the 2nd time for a maximum period of 6 years, and in 2023, the "General Medicine" educational program received international accreditation for a maximum period of 7 years.

CHAPTER 5. GOALS, OBJECTIVES, AND WAYS OF IMPLEMENTATION OF THE UNIVERSITY'S STRATEGY

The goals and objectives of the University's strategy are:

GOAL 1

To form an effective and transparent management model by implementing continuous reforms of the University's management system, ensuring financially stable and diversified streams aimed at the modernization of the medical educational-scientific concept, long-term development, and transparency of processes.

Objectives:

- to develop and introduce a system of indicators for evaluating the effectiveness of the University's strategic plan, and use it as a basis for the analysis and reporting of the University's annual performance results;
- to develop short-term, medium-term, and long-term action planning programs stemming from the University's mission and objectives, alongside clear mechanisms for monitoring their implementation;
- to conduct internal personnel and functional audits to ensure the targeted and efficient use of workplaces;
- to ensure the collaborative work of the University's Board of Trustees and other governing bodies;
- to develop a risk management concept aimed at ensuring the University's resilience against various risks;
- to actively participate in the substantive establishment of the "Academic City" through the development and submission of professional conceptual proposals regarding the consolidation of university and research systems;
- to select comparable university(ies) and conduct benchmarking;
- to finalize the improvement works of the University's legal and normative trilingual database;
- to achieve the diversification of financial sources (through paid programs, scientific services, charitable foundations, insurance offices, etc.);
- to develop financial indicative targets for the University's strategic development according to the objectives presented in the strategic plan;
- to base the planning and redistribution of the University's financial budget on the assessment of subdivisions' needs and a policy for allocating financial resources that ensures the implementation and continuity of educational program goals;

- to promote the increase in the volumes of the University's state funding through expanded participation in educational-scientific, medical care, and service programs;
- to ensure cooperation among graduates, other stakeholders, and the University by developing a continuous strategy for educational, scientific, medical, financial, and other forms of support;
- to revise tuition fees by specialties based on the calculation of the cost price of implementing educational programs and the priority of market demand;
- to expand the list of the University's main paid services as well as types of entrepreneurial activities;
- to develop and introduce a comprehensive set of measures aimed at savings;
- to create new programs for various social groups of the University by introducing mechanisms for their material encouragement within the framework of a collective agreement with the trade union organization;
- to implement a policy of information dissemination, transparency, and accountability regarding the University, improving its mechanisms.

GOAL 2

To ensure high-quality, practical education compliant with international standards through continuous reforms of educational programs and forms of educational provision.

Objectives:

- to carry out structural and content transformations of educational programs, aligning them with the requirements of the National and Sectoral Qualifications Frameworks of Higher Education of the Republic of Armenia (NQF, SQF RA), the expected outcomes of the awarded qualifications, international subject benchmarks, the standards of the European Association for Quality Assurance in Higher Education (ENQA), and current labor market demands;
- based on the RA Law on "Higher Education and Science," various studies conducted at the University, and the outcomes of work carried out with international experts, to justify and implement reforms in undergraduate and postgraduate educational programs and their delivery methods, centering on multidisciplinary thematic teaching, the vertical and horizontal spiral integration of subjects, and learning outcomes of skills;
- to ensure the continuity of the introduction and improvement of the research component in various modules during the teaching process;
- to improve the student knowledge assessment system utilizing a multi-component assessment approach and the application of other modern formats;
- to continue the process of considering employers' opinions regarding the effectiveness of educational programs for the purpose of continuous review, modernization, and quality assurance of programs;
- to carry out the international accreditation of all undergraduate, postgraduate, and continuous development educational programs;
- to develop and introduce new professional programs stemming from public health needs;
- to improve student and faculty mobility through collaborative development and implementation with universities in the region and the European Higher Education Area;
- to develop and implement a comprehensive program of measures aimed at improving educational internships;

- to increase the continuity and effectiveness of surveys conducted online and via focus groups among students and graduates regarding teaching quality and effectiveness;
- to establish the necessary technological and methodological foundation for the development, introduction, and continuous improvement of electronic learning resources;
- to enhance the sustainability, predictability, and accessibility of the University and all educational programs through the development and introduction of new technologies and platforms;
- to develop a new concept and methodological basis for foreign language instruction aimed at raising the foreign language proficiency level of the entire student body.

GOAL 3

To develop the marketing processes ensuring University admissions and to provide the necessary educational environment for students, contributing to the improvement of their educational process and social status.

Objectives:

- to plan annual student admissions by specialties based on an analysis of the external and internal demand for the given specialty and the University's capacity;
- to intensify activities aimed at the professional orientation of applicants (including among foreign students);
- to revise the college's educational programs, facilitating the influx of its graduates into the University;
- to review and improve the policy, procedures, and tools for studying students' educational needs;
- to expand and activate the operations of the Career Center;
- to expand the scope of consulting and support provided to students;
- to improve the mechanisms for quality assurance and evaluation of educational, consulting, and other services provided to students, with the goal of increasing the transparency and effectiveness of their results;
- to continue expanding university support programs for socially vulnerable students;
- to be informed about students' opinions regarding the educational process and reforms implemented at the University through regularly conducted surveys and to make this a subject of discussion;
- to improve mechanisms for involving a broad segment of students in research work;
- to improve the capabilities of the "Electronic University";
- to develop the internal wired and wireless computer fiber-optic network by increasing bandwidth capacity and to modernize the server park of university information systems;
- to complete the construction of the modern library and ensure access to international literature;
- to ensure the equipment of simulation centers with modern simulators and the capacity for educational program learning outcomes;
- to study the long-term prospects for the development of the international medical education market and take steps to occupy a stable position in the international educational market.

GOAL 4

To ensure the presence of an academic staff endowed with high professional qualifications and moral values, acting as the main guarantor of the quality of higher medical education.

Objectives:

- to implement a phased process of generational transition and renewal of the academic staff, taking into account improved competitive principles and newly developed requirements for professional qualities;
- to revise the calculation approaches for the academic staff's teaching workload by categories and to develop new norms;
- to improve the qualification assessment procedure for the academic staff through the revision of the standards of the multi-component qualification system operating at the University;
- to ensure processes for enhancing the professional and pedagogical quality of the academic staff, also utilizing the potential of Armenian doctors working abroad;
- to increase academic staff mobility through the signing of new inter-university agreements;
- to develop criteria for allocating financial support to the segment of the academic staff that has the opportunity to undergo professional training and/or deliver lectures abroad;
- to revise the differentiation mechanisms for the distribution of the academic staff's remuneration based on performance results, aiming to increase work efficiency and professional development;
- to improve training programs that develop the pedagogical, psychological, professional, and ethical skills of the young academic staff;
- to expand the package of social programs implemented by the University with the aim of improving the social living standards of employees;
- to identify the needs of the academic staff through periodically conducted studies among them and to develop action plans aimed at addressing these needs;
- to improve the process of ensuring health preservation and medical care for the University's staff;
- to create a favorable working environment and conditions for the preservation, improvement, and replenishment of qualified personnel potential.

GOAL 5

To ensure the continuous development of the University's research potential, and to increase the quality and international impact of research works.

Objectives:

- to refine the policy and strategy of the University's scientific activities based on the University's 2018-2028/38 science development concept, the evaluation of research activities over the last 5 years, and the requirements of the new Law on "Higher Education and Science";
- to implement structural reforms of the University's scientific block and refine the regulations and procedures of its individual components (Scientific Coordination Council, Science Department, Student Scientific Society) based on the refined strategy;
- to improve the effectiveness of interdisciplinary research programs;
- to improve the connection between research and educational processes through the refinement of interconnection mechanisms;

- to introduce scientific passports for employees and departments based on scientometric indicators and to evaluate the research effectiveness of the University's academic staff based on them;
- to refine the criteria and assessment results for evaluating a lecturer's research activity effectiveness within the qualification assessment system of the academic staff and researchers, guided by objective scientometric indicators;
- to ensure the funding of priorities based on excellence;
- to refine competitiveness-based toolkits that will ensure an increase in the University budget's financial resources necessary for the research initiatives of researchers and academic staff, scientific business trips, and the publication of research work outcomes in international scientific journals;
- to ensure the development of the material and technical base of the university's main prioritized scientific directions by repairing and re-equipping the existing laboratory-technical base, leading up to the construction of a new scientific center based on excellence;
- to promote the internationalization of research activities through initiating joint projects, signing bilateral agreements, and forming consortiums with leading foreign universities and scientific centers;
- to improve and ensure a favorable environment for 3rd-level education, accepting the creation of new knowledge through research as an important condition;
- to stimulate students' active participation in research and educational-scientific programs, based on the acquisition of new knowledge through research.

GOAL 6

To strengthen the University's international position and expand various exchange processes.

Objectives:

- to expand the existing experience of cooperation with leading universities in the Republic of Armenia and abroad within the framework of bilateral (multilateral) agreements, co-financed projects, and consortiums formed with higher medical educational institutions;
- to promote inter-university academic mobility for students, clinical residents, and academic staff, to develop the process of mutual recognition of learning outcomes, and to contribute to the international accreditation of educational programs;
- to ensure the University's participation in the programs of networks of the European University Association and other local and international inter-university organizations;
- to ensure processes for specialists from leading foreign universities and clinics in various fields of medical science to deliver lectures at the University, exchange management experience, as well as exchange clinical activity experience and introduce new methods;
- to expand the information field about international exchange programs on the University's website, make news accessible and transparent for everyone, and regularly present comprehensive information about the processes of the programs.

GOAL 7

To improve the University's building conditions and material-technical base, grounded on the requirements for ensuring the quality of educational programs, scientific priorities, and clinical services.

Objectives:

- to conduct a technical examination of all buildings and draw up phased construction, repair, and reconstruction plans;
- to perfect the "Electronic University" program, involving a wide range of process provisioning;
- to continue the landscaping and improvement of student dormitories and educational-industrial bases, and to acquire (build) a new student residence;
- to increase the capacity of 3 simulation centers and improve their equipment;
- to renew the University's security system;
- to develop mechanisms for assessing the effectiveness of resources provided to University employees and students, and to conduct surveys in this regard;
- to repair and modernize sports halls;
- to develop and introduce a concept for library development;
- to carry out repair works for educational buildings and construction of new educational spaces, ensuring adapted conditions for individuals with mobility impairments.

GOAL 8

To develop public relations, increase public responsibility, and improve the system of relevant services.

Objectives:

- to refine the concept of the University's public relations;
- to review the formats and procedures of the University's accountability to the state and society;
- to ensure the dynamic development of the internet portal by enriching and modernizing its content and software components;
- to develop a concept for marketing actions and improve advertising functions;
- to study the public demand for supplementary education, develop a supplementary education concept ensuring the competitiveness of corresponding university programs, and raise the level of public awareness regarding supplementary educational programs;
- to expand the mechanisms for feedback from society and improve the operation of the monitoring system;
- to enhance the role of the university website as a comprehensive informational tool;
- to improve feedback with internal and external stakeholders through the information officers of the subdivisions;
- to expand communication capabilities on the University premises;
- to develop informational packages covering the University's activities and ensure their constant updating.

GOAL 9

To ensure the advancement of university clinics, contributing to the improvement of the implementation of the educational process within them and to the preservation and strengthening of public health.

Objectives:

- to develop a model template for organizing the educational process in university clinics based on the development and introduction of innovative clinical educational tools and the increase of lecture hall capacity;
- to improve the quality of medical services provided and the level of patient satisfaction;
- to ensure the high efficiency of university clinics by attracting highly qualified specialists, providing continuous education for the staff, and improving working conditions;
- to ensure a continuous process of acquiring modern medical equipment and introducing and applying new methods for diagnosis, treatment, medical care, and service;
- to create a comfortable and safe environment for patients;
- to ensure the protection of patients' personal data with strict adherence to legislative requirements;
- to implement the international accreditation of university clinics;
- to ensure mutually beneficial cooperation and the formation of long-term relationships with other clinics;
- to develop and/or improve clinical guidelines, protocols, and standards for diagnosis and treatment in accordance with the requirements of modern medical science and international standards;
- to ensure the expansion of the public awareness program of the "Heratsi Analytical Center."

GOAL 10

To ensure a quality assurance system based on in-depth analysis of processes encompassing all areas of the University's activities.

Objectives:

- to improve the internal university system for educational quality assessment and assurance, aligning it with the indicators of the RA specialized body in the field of quality assurance and the European Association for Quality Assurance in Higher Education (ENQA);
- to review and improve the quality assurance policy, procedures, and tools of educational programs;
- to expand the participation of internal and external stakeholders in quality assurance processes and ensure its regularity;
- to conduct an annual analysis of the strategic plan's performance through the development and introduction of relevant indicators;
- to ensure the implementation of the Plan-Do-Check-Act cycle through continuous monitoring of all processes;
- to update the guidelines for quality functions and training courses aimed at the development of an educational quality culture and stakeholder awareness;
- to ensure the regularity and transparency of the university's self-assessment process.