



NORTHERN UNIVERSITY
STRATEGIC DEVELOPMENT PROGRAMME
2020-2025

NORTHERN UNIVERSITY GOVERNANCE MODEL

THE GOVERNING BODIES OF THE UNIVERSITY

Northern University was founded in 1996 with the aim of upholding the principles of science, law, humanism, patriotism and justice.

The University received its first state accreditation in 2001. Then, based on the results of the infrastructural self-analysis and external evaluation carried out at the university, by the decision № 4 dated March 21, 2015, of the Accreditation Commission of the 'National Centre for Professional Education Quality Assurance' Foundation the university was awarded institutional accreditation for a period of 2 years and 4 years by decision № 25 of March 23, 2018.

The University carries out its activities in accordance with the RA Constitution, the RA Law on Education, the RA Law on Higher and Postgraduate Education, the University Charter and other legal acts. In the management system of the institution there are governing entities of the administrative subsystem (rector, vice-rector, head of department, dean, head of the chair), as well as partner (collegial) bodies of governance (Academic Council, faculty councils, chairs). Furthermore, the governing entities of the administrative subsystem are accountable to the partner bodies. According to the Charter of the University, the Rector's Office, which acts as an advisory body to the rector, within its powers, considers issues related to all spheres of the University's activity, the implementation of the decisions of the University Council and the Academic Council.

The highest governing bodies of the University are:

- 1) General Assembly of University Participants;
- 2) Academic Council of the University;
- 3) Rector of the University (head of the executive body).

The General Assembly of Participants has the right to make a final decision on any issue of governance and activities in accordance with the University Charter. The General Assembly of Participants elects or appoints the rector, regulates the legal framework of the University.

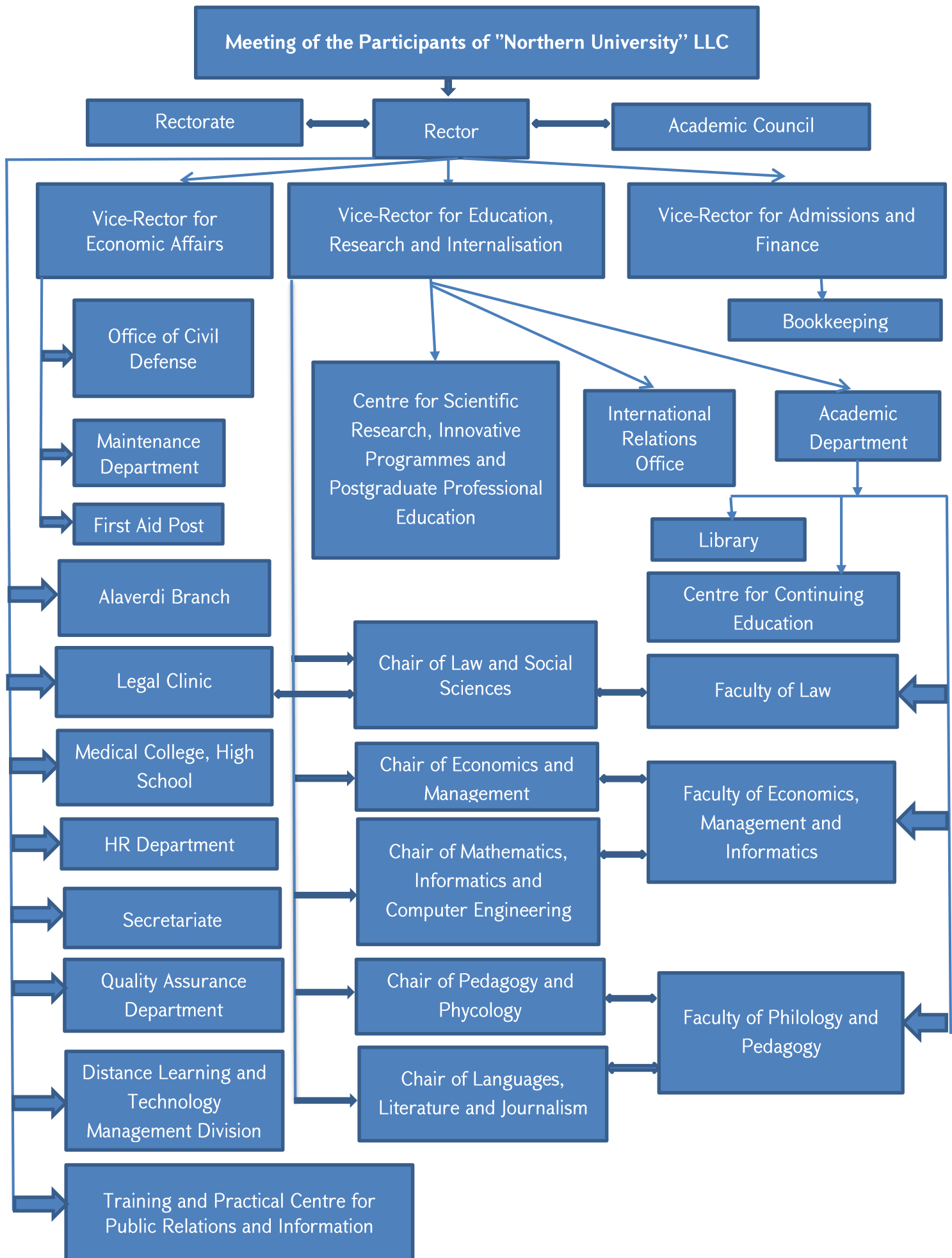
The Academic Council of Northern University solves the issues of organization, planning and management of the University's methodological and research activities, discusses and approves study programmes, discusses the main and perspective directions of scientific activity, accepts scientific reports on the outcomes of the most important research and methodological works carried out at the University;

confers academic ranks. Students make up at least 25 per cent of the University Academic Council. The Rector of the University is officially the Chairman of the Academic Council of the University.

The executive power of the university is exercised by the rector of the University.

The rector of the University manages the current activities of the university: concludes contracts, agreements; signs employment contracts with other employees of the University; approves staff positions; hires and dismisses university employees in accordance with the law; forms the Academic Council of the University and the collegial governing bodies of structural units; determines the powers and official duties of employees. The rector of the University presents annual reports to the General Assembly of University Participants.

NORTHERN UNIVERSITY STRUCTURA



THE MISSION OF THE UNIVERSITY

Northern University, guided by the priorities of the education system for 25 years of its establishment, continues to operate in accordance with the mission of the University. For this purpose the University combines quality education with the best national traditions and international leading practices; carries out scientific and educational activities on the basis of availability, accessibility, transparency of organisation, and humanitarian values, aimed at training specialists who will be able to apply the acquired knowledge in practice in the fields of business management, law, programming, journalism, philology, psychology, and education.

Adhering to this mission, Northern University determines the goal for the next 5 years and the priority tasks of its activities:

- Improving study programmes for high-quality specialists and credible awarding of qualifications appropriate to the National Qualification Framework (NQF) through the study of international experience in the organisation of educational processes and needs assessment;
- Development of the research potential of the University, modernisation of the necessary resources and infrastructures for the academic and research activities;
- Educating and strengthening the patriotic spirit of students through educational activities, promoting the establishment and dissemination of the ideas of humanity, democracy, moral and cultural values of society;
- Promoting the development of international cooperation of the University by expanding relations with foreign higher educational institutions and enhancing the integration of the University into international educational processes.

STRATEGIC DEVELOPMENT PROGRAMME OF NORTHERN UNIVERSITY FOR 2020-2025

INTRODUCTION

NU Strategic Development Programme for 2020-2025 (hereinafter referred to as the Programme) sets out the directions, goals and objectives of the University's development for 2020-2025, the solution of which will contribute to the continuous improvement of educational services, creation and modernisation of new infrastructure, development of the digital skills of human resources, strengthening and supporting

strategic partnership with stakeholders, revealing and developing the potential for sustainable development and competitiveness of the University.

The NU Strategic Development Programme for 2016-2020 created the preconditions for the University's legal reforms, modernization of the infrastructure of scientific-educational and research processes, formation of new ties and perspective cooperation on the basis of the new charter of the University.

At the same time, due to the circumstances identified as a result of the implementation analysis of the Strategic Development and Improvement Plans for 2016-2020 and the emergence of new challenges (e.g. organisation of online education in connection with the state of emergency caused by the COVID-19 pandemic; new admission procedures; the 44-day Artsakh War), the latter have also been included in the Strategic Plan 2020-2025 to ensure the continuity of some processes mentioned in the Programme.

Northern University Strategic Development Programme for 2020-2025 includes the policy and set of measures, the implementation of which should become the basis for the continuous development of the University in the field of education, research and innovation.

THE STRATEGIC GOAL OF THE PROGRAMME

The implementation of processes aimed at preparing competitive specialists in accordance with the requirements of educational standards and the demands of the labour market remains a priority task of the NU Strategic Development Programme for 2020-2025 (hereinafter referred to as the Programme).

The strategic directions of the University are:

- Good governance and administration;
- Quality educational system;
- Development of external ties and internationalisation;
- Students;
- Human resource management;
- Infrastructure and resources;
- Research and scientific potential;
- Social responsibility and feedback.

GOOD GOVERNANCE AND ADMINISTRATION

THE GOAL:

Objective № 1: To ensure decentralisation, transparency and objectivity in making managerial decisions by changing the organisational structure of the TLI;

- implementation of changes in the organisational structure, vertical (at all levels of subordination) and horizontal (functional areas of management) distribution of competencies;
- expansion of the PIEI (Planning, Implementation, Evaluation, Improvement) cycle in all processes implemented at the University.

Objective № 2: To improve the financial planning process of the University;

- efficient and targeted allocation of financial resources in accordance with the strategic directions.

Objective № 3: To introduce a financial risk management system to ensure the financial sustainability of the University;

- development and implementation of mechanisms for adjusting the long-term planning of the TLI.

QUALITY EDUCATIONAL SYSTEM

THE GOAL:

To increase the effectiveness of educational processes and study programmes in accordance with modern European educational requirements through continuing quality assurance processes.

Objective № 1: To contribute to the internationalisation of the University's potential by improving study programmes in accordance with the requirements of the international labour market;

- modernisation of study programmes based on the study programmes research; review of the syllabus included in the curriculum (based on market demands research and benchmarking).

Objective № 2: To monitor and modernise study programmes;

- optimisation of study programmes.

DEVELOPMENT OF EXTERNAL TIES AND INTERNATIONALISATION

THE GOAL:

To develop and expand the external relations of the University; to promote the internationalisation of university processes, bringing them in line with international standards.

Objective № 1: To develop and implement a new concept of internalisation and policy programme for Northern University;

- To discuss the development of a new NU internalisation concept and policy programme with university departments.

Objective № 2: To expand the cooperation of the University with international organisations and foreign higher educational institutions;

- to sign new agreements with foreign partner universities, to revise previous cooperation agreements with an emphasis on efficiency;
- to contribute to the development of academic mobility among students and teaching staff;
- to take measures to strengthen the Armenian-Russian educational, scientific and cultural ties .

Objective № 3: To expand the cooperation of the University with the representative offices of the Armenian Diaspora in different countries, contributing to the expansion of ties and the implementation of joint programmes;

- to establish contacts with Armenian centres in foreign countries; to develop and implement a programme of cooperation.

Objective № 4: To promote the University's involvement in educational and research grant programmes;

- to promote the participation of students and teaching staff of the University in international scientific grants .

STUDENTS

THE GOAL:

To promote student affairs and to intensify work with those wishing to enter the University, to diversify the scope and quality of services provided.

Objective № 1: To expand the university cooperation with general education schools and secondary vocational educational institutions of Armenia for the implementation of educational initiatives;

- development of mechanisms for increasing the number of students .

Objective № 2: To increase the number of international students at the University;

- organisation of preparatory courses, provision of additional educational services.

Objective № 3: To develop and implement joint and double degree programmes with foreign partner universities;

- development and implementation of undergraduate and graduate double degree programmes with foreign partner universities.

HUMAN RESOURCE MANAGEMENT

THE GOAL:

To replenish the university staff with appropriate human resources and develop the personnel potential to achieve the strategic goals of the University, as well as to implement perspective development programmes.

Objective № 1: To continue the process of involving young lecturers and highly qualified staff in the organisation of educational processes;

- increasing the involvement of students in intra-university and inter-university processes.

Objective № 2: To continue the policy of improving the professional skills and qualifications of the teaching and administrative staff of the University;

- Development of a system for organising training for teaching and administrative staff and improvement of programmes aimed at raising qualifications.

Objective № 3: To improve programmes aimed at developing a system for organising the training of teaching and administrative staff and for raising qualifications.

INFRASTRUCTURE AND RESOURCES

THE GOAL:

To develop the necessary resources for the academic activities of the University and modernise the infrastructure.

Objective № 1: Completion of 'E-BUH' system implementation processes to ensure continuity of information flows at the University information management levels;

- Full-fledged operation of the 'E-BUH' university automated information and control system.

Objective № 2: To improve automated information systems that ensure the scientific and educational activities of the University;

- upgrading the 'MOODLE' e-learning system and increasing the number of courses.

Objective № 3: To continue the process of modernisation and replenishment of the library infrastructure of the University;

- updating of the electronic library.

RESEARCH AND SCIENTIFIC POTENTIAL

THE GOAL:

To promote the internationalisation of scientific activities and research potential of the TLI by increasing the research component in study programmes.

Objective № 1: To facilitate increased participation of faculty and students in research projects;

- to promote the international scientific and publishing activities of faculty and students of the University by introducing mechanisms to encourage the publication of articles in local and international periodicals with high impact factor;
- to promote the University's research grant programmes.

Objective № 2: To develop students' research skills;

- to increase the students' ability to independent research by increasing the independent component of Bachelor's and Master's theses.

Objective № 3: To continue to improve the quality of higher education in accordance with the Salzburg principles;

- to make a consistent contribution to the third level of higher education in accordance with the Salzburg principles; to promote the activities aimed at the development of the third level in the chairs.

SOCIAL RESPONSIBILITY AND FEEDBACK

Adhering to its mission, in an environment of transparency, publicity and accountability, the University will continue to carry out quality vocational educational activities in order to ensure its commitment to the public.

THE GOAL:

To pursue a policy of information and social responsibility towards stakeholders by developing and implementing programmes for their social adaptation, additional education and professional growth.

Objective № 1: To develop a targeted comprehensive programme of educational services provided by the TLI to external and internal stakeholders;

- to implement additional educational, professional and social adaptation programmes for the TLI's stakeholders.

Objective Nº 2: To form, strengthen and develop multilateral cooperation between the TLI and external stakeholders;

- to provide legal advice to the stakeholders of the TLI,
- to implement joint educational projects with external stakeholders.

Objective Nº 3: To improve, enrich and modernise feedback mechanisms to verify the effectiveness of the work done;

- to conduct public awareness activities,
- to provide regular reporting on the activities of the TLI.