

NORTHERN UNIVERSITY STRATEGIC PLAN

2016-2020

Strategic planning involves clearly defining the organization's mission and an assessment of its current state and competitive landscape.

Strategic planning is a tool for organizing the present on the basis of the projections of the desired future. That is, a strategic plan is a road map to lead an organization from where it is now to where it would like to be in five or ten years.

The purpose of strategic or long-range planning is to assist an organization in establishing priorities and to better serve the needs of its stakeholders. A strategic plan must be flexible and practical and yet serve as a guide to implementing programs, evaluating how these programs are doing, and making adjustments when necessary. A strategic plan must reflect the thoughts, feelings, ideas, and wants of the stakeholders and hold them along with the University's purpose, mission, and regulations into an integrated document.

NORTHERN UNIVERSITY GOVERNANCE MODEL

UNIVERSITY GOVERNING BODIES

Northern University was founded in 1996 by setting an objective to ensure the principles of scientism, law abidance, humanity, equity and patriotism. In 2001 the University got state accreditation.

In a University governance system both governing entities of administrative substructure (Rector, Vice-Rector, head of education department, heads of chairs) and governing collegial bodies (scientific council, methodological council, faculty councils, chairs) operate. Moreover, the first ones are accountable to collegial bodies. According to regulations Rectorate operates as Rector's advisory

body, Scientific Council is in charge of organization, planning and management of methodological and research issues.

The supreme governing bodies of the University are as follows:

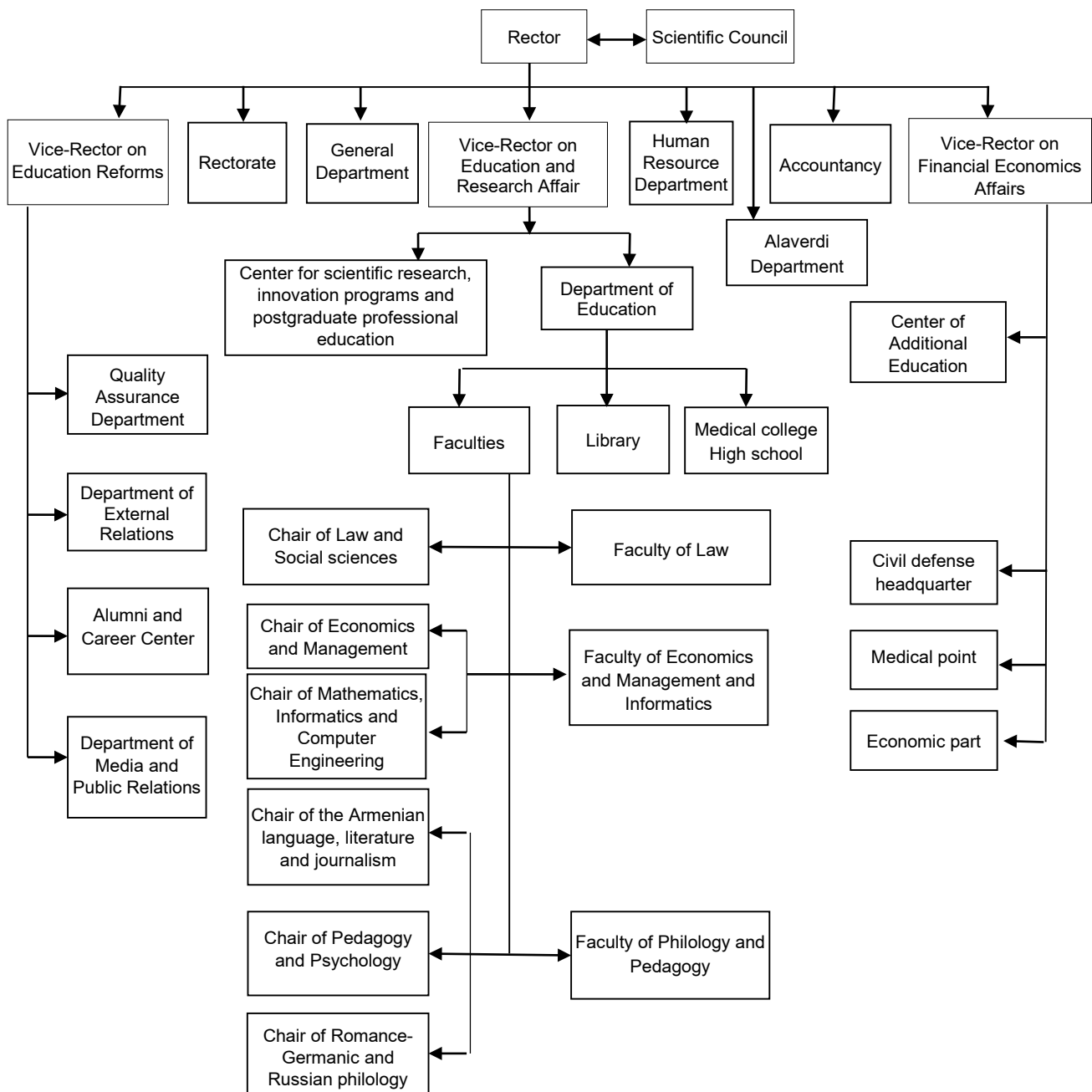
- 1) General Assembly of the Participants,
- 2) Scientific Council,
- 3) Rector of the University (Head of Executive body):

General Assembly of the Participants has the right to give a final solution to any problem connected with management and operation intended by the University Charter. General Assembly of the Participants elects or appoints the Rector, regulates normative field of the University.

Northern University Scientific Council solves organizational, planning and management issues of methodological and research activities, discusses and approves academic programs, discusses main and prospective directions of research activities, accepts scientific reports on the results of the most important research and methodological and research activities, awards scientific titles, accepts intermediate and annual reports on organization, implementation and improvement of final attestation process of chairs and other structures of the University. At least 25% of the Scientific Council are students. In his official capacity University Rector is the president of Scientific Council.

Executive power is exercised by the University Rector. University Rector implements management of University current activities – sign contracts, agreements, dispose University property, sign working contracts with University staff, approves positions, employs and removes employees by order defined by law. Establishes the University Scientific Council and collegial management bodies of structural units, defines authority and official duties of employees. University Rector represents report to the General Assembly of the Participants.

NORTHERN UNIVERSITY STRUCTURE



NORTHERN UNIVERSITY EDUCATIONAL SYSTEM

The University operates a three-tier education system, awarding Bachelor's, Master's and PHD educational degrees and offers fourteen educational programs in Bachelor's and nine educational programs in Master's degree. Whereas, Postgraduate educational program is specialized in three areas: "Finances and Accounting", "Armenian Classical Literature" and "Forensic Law".

In 2007-2009 ECTS system was introduced in Northern University.

In order to improve quality of education, a system of free and discounted education on the principle of rotation, as well as the system of awarding nominal scholarships were introduced.

Education Northern University is implemented with the following profession academic programs

N	<i>Specialty</i> Code-Academic Program	Type of learning	Qualification
1	<u>General pedagogy:</u> 011301.01.6-Primary pedagogy and methodology	full-time, part-time	Bachelor of Pedagogy
	011301.01.7-Primary pedagogy and methodology		Master of Pedagogy
2	<u>Preschool pedagogy:</u> 011201.01.6-Preschool pedagogy and methodology	full-time, part-time	Bachelor of Pedagogy
	011201.01.7-Preschool pedagogy and methodology		Master of Pedagogy
3	<u>Specialized pedagogy:</u> 011401.19.6-Armenian language and literature 011401.23.6-French language and literature	full-time, part-time	Bachelor of Pedagogy
	<u>Specialized pedagogy:</u> 011401.21.6-English and literature	full-time, part-time	Bachelor of Pedagogy
	011401.21.7-English and literature		Master of Pedagogy
4	<u>Foreign languages and literature:</u> 023102.02.6-English and literature	full-time, part-time	Bachelor of Philology
	023102.02.7-English and literature		Master of Philology
	023102.04.6-French language and literature	full-time	Bachelor of Philology
5	<u>Jurisprudence:</u> 042101.01.6-Jurisprudence	full-time, part-time	Bachelor of Laws
	042101.03.7-Civil law and litigation 042101.04.7-Criminal law and litigation 042101.07.7-International and European law	full-time, part-time	Master of Laws
	032101.01.6-Journalism: 032101.01.7-Journalism:	full-time, part-time	Bachelor of Journalism
Master of Journalism			

7	<u>Software Engineering:</u> 061102.01.6-Software Engineering	full-time, part-time	Bachelor of Informatics
	<u>Informatics (Computers science):</u> 061101.03.7-Informatics and computer engineering		Master of Informatics
8	<u>Economics:</u> 031101.01.6-Economics	full-time, part-time	Bachelor of Economics
	031101.01.7-Economics		Master of Economics
9	<u>Accounting and taxation:</u> 041101.01.6-Accounting and taxation (depending on sphere):	full-time, part-time	Bachelor of Economics
	041101.01.7-Accounting and audit		Master of Economics
10	<u>Management:</u> 041301.01.6-Management (depending on sphere)	full-time, part-time	Bachelor of Management
	041301.01.7-Management		Master of Management
11	<u>Psychology:</u> 031301.01.6-Psychology	full-time	Bachelor of Psychology
12	Armenian Classical Literature		PHD of Pedagogy
13	Finances and Accounting		PHD of Economics
14	Forensic Law		PHD of Laws

Educational process is carried out in accordance with the state educational standards, the best traditions of the “High School” and Bologna process. In the course of study students acquire deep knowledge and skills, develop analytical, communication and practical skills.

The Educational process is controlled by the Academic Affairs, the professional chairs, the deans of faculties (departments) and the Quality Assurance Department and quality assurance committees.

The University lecturers always complement their theoretical knowledge and practical skills, develop and improve curricula and methodological manuals. Training courses are organized for the University lecturers in the following directions: computer literacy, foreign language training and educational reforms. Attestation of teaching staff is periodically conducted.

NORTHERN UNIVERSITY STRATEGIC DEVELOPMENT PLAN 2016-2020

Preamble

The realization of the strategic plan of Northern University for 2011-2015 enabled to clarify the University mission and goals, to strengthen the University human and professional resources by revealing the real potential of the University, to improve the university logistics equipment, to activate the University external relations, to create a platform for research activities in compliance with the University mission, to develop the fundamental principles of student-centered educational policy, providing a solid support for the continuing development of the University.

However, alongside with it, some vulnerable aspects of the strategic plan became apparent, and their timely revelation enabled to plan additional events in connection with regulating certain issues, through making appropriate adjustments; the additional events were involved in the strategic plan for 2016-2020 accounted for by the necessity of their continuity.

Particularly, because of the new challenges which are conditioned by the most influential factors such as the introduction of the single centralized system of entrance exams held in the higher educational establishments of Armenia, irrespective of the organizational-legal mode of the Armenian higher educational establishments, as well as the reinforcement of the competition between Universities, the rapid transformation of the external conditions, the introduction of the institutional and program accreditation system, the developments of the market of educational services, the demographic changes taking place in the republic, made it necessary to clarify the development vision for the coming years, revealing the most urgent processes through thorough surveys, to clarify the outcomes of the program events, according to clear indicators and efficiency standards.

To single out certain priorities simultaneously with the strategic plan events; the work planned by the University for the realization of the priorities will become primary.

The strategic plan of the Northern University for 2016-2020 includes the policy and a set of measures the implementation of which should serve as a basis for the future development of the University. Over the period of this Plan we will build on the University's long traditions of independent scholarship and academic freedom.

The purpose of the program.

The goal of the Strategic Plan of the Northern University for 2016-2020 (henceforth Plan) is to shape the policy and the complex of events for the period of 2016-2020, the realization of which will create conditions necessary to train a competitive specialist in compliance with the requirements of the University realizing modern scientific educational activities and in compliance with educational criteria, putting internationally accepted common standards of quality assurance at the core for the realization of the University educational process.

The analysis of the University current activities, the assessment of the University current performance of the strategic plan for 2011-2015, including the results of the external expertise with the help of combining the inner and international experience in the mentioned period in connection with the inclusion of the University in the institutional accreditation, come to show that to put the mentioned goal into execution, it becomes necessary, at the same time taking into account the outcomes of the relevant events of the strategic plan for 2011-2015 and the assessment of the University current state, in compliance with the University mission to make the reform strategy embedded at the University continuing, including useful implementation of the human and material resource potential, adjusting the University activities to the educational criteria to undertake a comprehensive package of measures in the following areas:

- [Northern University Mission for the program period;](#)
- [Effective Management and Administration;](#)
- [High-Quality Educational System;](#)
- [External Relations and Internationalization of the University;](#)
- [Extension of students' number;](#)
- [Human Resource Management;](#)
- [Infrastructure and Resources;](#)
- [Research and Scientific Research Potential;](#)
- [The System of Public Responsibility and Feedback.](#)

We will monitor progress against our priorities, commitments and aims using relevant performance indicators, benchmarks, and toolkits. Through this we will maintain focus on the Strategic Plan, ensuring that it continues to meet academic needs, enables us to respond to the external environment, and is updated as appropriate.

Northern University Mission

Northern University has been remained faithful to his mission during his establishment and 20 years activity. Northern University considers its mission to provide availability and transparency in education along with international advanced experience and best national traditions, implementation of education ensuring accessibility, availability, organization transparency and humanitarian values combining the best national traditions and international advanced experience-aimed at training specialists able to apply obtained knowledge for the following fields-enterprise economics and management, law, informatics, journalism, philology, psychology, education.

Remaining faithful to the above-mentioned mission Northern University considers its purpose and priority issues of coming 5 years:

- To train high - quality specialists on more prospective professions considering the internal requirements of the Armenian society and market needs and combining international experience of higher professional education and own initiatives.
- To ensure upbringing and strengthening of students' patriotic spirit with the help of the educational activity, to contribute to the implantation and dissemination of humanism, democratic ideas, moral, cultural and scientific values of the society.
- To pay greater attention to the development of professors' research potential, their trainings not only in the direction of improving professional skills but also - foreign languages, computer skills and innovation methods introduction.
- To take measures for expanding relations with foreign higher educational establishments and internationalization considering Russian-Armenian educational-cultural relations to be a priority.
- To contribute to the implementation of RA Government's strategic programs on balanced development of regions, strengthen methodological base of Northern University branches operating in towns of the Republic, improve pedagogical potential.
- To fulfil the aims that no potential student should be deterred from applying to Northern University by financial or other barriers and that no student's success should be hampered by financial difficulties.

EFFECTIVE MANAGEMENT AND ADMINISTRATION

Management and Administration system

- to increase the effectiveness of the organizational structure of the University boosting effectiveness of the activity and accountability of the University departments,
- to clarify the functions of structural departments of the University,
- to invest electronic documentation system in order to provide constant information flow.

All the events taken by the University will be directed to the activation of integration of the University structural subdivisions, the expansion of the opportunities for interchangeability of information between subdivisions, the investment and development of team activity.

University Financial-Economic Management System

The reforms of the economic and financial management system will also be included into the list of the priorities as a result of which the financial and economic management system, having been applied at the University for 20 years, will be reconstructed into a program budgeting system.

Program events for financial incomes of the University for coming years can be summarized in following areas:

- to design more flexible system of educational fee,
- the expansion of the University activity according to new and demanded professions, as well as different educational programs,
- research of opportunities of supplying the others with University areas for renting when the University has no need of them,
- engagement of grant projects and other donated resources.

HIGH-QUALITY EDUCATIONAL SYSTEM

Internal Quality Assurance System

Basic principles of quality assurance:

- systematic approach to quality assurance processes,
- holistic approach including democratic and favorable atmosphere for quality assurance processes,
- transparency of the works carried out towards quality assurance,
- accountability at all levels,
- continuity of the works carried out towards quality assurance,

- integration of quality assurance cycle in all University processes,
- specific, measurable, assignable, realistic, time-related (SMART) program measures of quality assurance.

Thus, in compliance with the principles and approaches adopted by the University to assure quality, all the events of the University strategic plan are the constituents of the quality assurance system which have been directed at and will continue providing the realization of the priorities relevant to the University mission as a result of which it is expected in the program period to provide the adjustment of the University educational activities to the institutional and program accreditation criteria and standards, periodically providing with regular engagement of the University into institutional and program accreditation processes.

Professional Academic Programs (PAP)

2016-2020 new generation PAPs should be aimed at creating of those competences of alumni's which are demanded by labor market and society.

During the program period for the University strengthening and management efficiency, the followings are necessary:

- according to the mission of NSF, requirements of NQF and the market highlight the expected results of education process in profession academic programs, - describing what should know, understand and be able to do the alumni;
- review of syllabuses and their outcomes in accordance with the outcomes of PAPs;
- to make teaching and learning methods compliant with PAP outcomes;
- review of the student assessment system according to results of PAP-s and studying subjects;
- renew educational programs strengthening the individual and group works' and practical and research components;
- periodically make up and analyze the internal and external stakeholders' opinion to satisfaction with PAPs;
- create a total quality management system.

EXTERNAL RELATIONS AND INTERNALIZATION OF THE UNIVERSITY

Formation and development of external relations is intended in University Plan, in which implementation of programs of active cooperation with foreign education institutions and gradual internationalization of the University are included.

For promotion of Northern University internationalization, it is necessary to:

- to lead a policy contributing to the University's internationalization;
- to enlarge the involvement of students and teaching staff in trainings of foreign languages for participation in the academic mobility international programs;
- increase the level of information flow about mobility programs among teaching and learning staff: promoting the mobility;
- develop partnership relations with foreign Universities, continue effective cooperation with partnership Universities;
- boost the dissemination of necessary information about the University both within RA and abroad;
- regulate, organize and evaluate educational activities of foreign students studying at Northern University.

EXTENSION OF STUDENTS NUMBER

The analysis of the demographic data in Armenia in the recent years comes to show that there is no trend of steady growth in students' staff in the coming years, and in this framework a necessity arises to continue the relevant events in the following areas:

- implementation of distance learning program preparatory works for admission to Northern University. Implementation of pilot projects for distance learning education;
- to expand the opportunity of realizing additional educational programs at the same time making it available for the students and graduates;
- to continue corporation contacts between the university and other educational agencies, to organize meetings in schools and universities;
- to make the measures of dissemination of information about the University more active;
- to realize students exchange programs;
- to take steps to provide an education for foreigners in Armenian by organizing preparatory courses of the Armenian language.

HUMAN RESOURCE MANAGEMENT

Based on the requirements represented to the teaching staff of each PAP for 2016-2020 it is planned to:

- improvement of work deputizing standards and processes of teaching staff according to the PAP outcomes;
- establish assessment and rating system of required professional qualities (abilities) of teaching staff;
- involvement of young teachers in management and implementation of educational processes;
- accomplish the differentiation system of the remuneration of the teaching staff;
- design job descriptions for administrative workers to make the University employees functions certainly differentiated.

Based on the interrelation of professional competency improvement and university development processes a system of increasing teaching staff quality for each PAP will be introduced considering updated requirements of education organization, as a result of which teaching staff with the following competencies will be formed: personal, educational, scientific, and organizational:

- with deep knowledge of the subject, awareness of the latest scientific achievements, knowledge of curriculum standards and programs;
- knowledge of pedagogical new technologies, operating legislative documents, ability to carry out study and analysis of both human and material resources, promote interpersonal and group interrelationship, organize individual and group work;
- readiness to be involved in research projects, to publish scientific works, to carry out joint research works with students;
- debates, discussions, as well as self-demonstration and self-management skills, assessment of the student potential to form responsibility and norms of ethics;
- knowledge of foreign languages.

So, the University will continue started program measures aimed at regular analysis of the corresponding information about the labor market, realization of development programs, professional preparation, professional training, organization of corresponding classes to increase qualification, formation of motivation system in order to increase the efficiency of work.

INFRASTRUCTURE AND RESOURCES

With regard to technological saturation requirement as a program measure it is intended:

- establish laboratories equipped with relevant logistics/technologies for distance learning;
- develop auditorium and laboratory conditions for implementation of educational-scientific processes and modernize the University departments;
- establishment of mechanisms evaluating applicability, accessibility and effectiveness of the resources provided to students and lecturers;
- equip literary base of the electronic library;
- to make the modernization process of academic literature more intensive;
- establish substructure implementing publishing work.

RESEARCH AND SCIENTIFIC RESEARCH POTENTIAL

In order to gradually increase University academic potential it is intended:

- make Scientific researches, innovatory projects and postgraduate professional education center's activities more intensive;
- clarify Northern University's interests and aspirations in research field for the University and each Chair;
- enlarge the list of professions of postgraduate education and make education standards compliant with Salzburg principles;
- to involve as many teaching and learning staff as possible into the research activities and to promote the enlargement of the mentioned activities;
- to make active the cooperation and experience exchange with national and foreign research institutions, enterprises and universities;
- to develop students research skills simultaneously involving master and postgraduate students into the research projects.

THE SYSTEM OF PUBLIC RESPONSIBILITY AND FEEDBACK

In 2016-2020 the University, in compliance with its strategy, will continue its quality professional educational activities in the environment of transparency, openness and accountability, at the same time in compliance with the public requirements pursuing the continuous development of the quality of the provided educational services.

At the same time, the events planned for the program period in this respect are the following:

- to carry out an all-embracing program of the services provided by the University and to classify them according to different directions,
- implementation of social and profession adapting programs and additional educational curriculums for students and postgraduates,
- formation and development of comprehensive cooperation between the University and the relevant field,
- the realization of consultations aimed at defending the labor rights of the University students and graduates.,
- enrich the feedback mechanisms for checking the effectiveness of fulfilled work,
- providing a regular public accountability concerning the University activities.

ACTION PLAN OF NORTHERN UNIVERSITY STRATEGIC PLAN

Description of the action	Steps/Tools	Period intended for the steps	Outcomes	Responsible body
EFFECTIVE MANAGEMENT AND ADMINISTRATION				
1	2	3	4	5
To increase the effectiveness of the organizational structure of the University boosting effectiveness of the activity and accountability of the University departments	<ul style="list-style-type: none"> Implementation of activities concerning the increase of the effectiveness of the University organizational structure (operate new structure, revision of list of employees) To make internal legal acts compliant with new regulation of the University 	2016-2017	<p>New Regulation of the University confirmed by the state register</p> <p>New organizational structure confirmed by the Scientific Council of the University.</p> <p>Clarified list of employees.</p>	<p>Rector.</p> <p>Vice-Rectors.</p> <p>Quality Assurance Department.</p> <p>General Assembly of Participants.</p>
To clarify the functions of structural departments of the University	<ul style="list-style-type: none"> Review the regulations, orders of departments Design new legal acts compliant with new structure of the University Improvement of accountability projects 	2017-2018	<p>Regulations of separate Departments compliant with the University organizational structure.</p> <p>Revised accountability project.</p>	<p>Rector.</p> <p>Vice-Rectors.</p> <p>University Departments.</p>
To invest electronic documentation system in order to provide constant information flow in all levels of management of the University	Evaluation of the effectiveness of <i>Registrar, Mulberry</i> information system usage	2017-2018	<p>Information providing on all levels.</p> <p>Availability of electronic documentation system.</p>	<p>Network administrator of the University.</p> <p>Vice-Rector on Financial Economics Affairs.</p>

<p>To design more flexible system of educational fee</p>	<ul style="list-style-type: none"> • Making surveys among the internal and external stakeholders • Monitoring the labor market (research of experience of other HEI of R 	<p>For each academic year</p>	<p>Design of tuition fee system according to educational market (usage of partial tuition reimbursement mechanisms).</p>	<p>Vice-Rector on Education Reforms. Center of additional education.</p>
<p>The expansion of the University activity according to new and demanded professions, as well as different educational programs</p>	<ul style="list-style-type: none"> • Exploration of the labor market • Reveling the needs of internal and external stakeholders 	<p>2016-2017</p>	<p>Enlargement of learning staff and providing additional finance flow due to enlargement of new professions.</p>	<p>Rector. Faculties and Chairs of the University Alumni and Career Center.</p>
<p>Research of opportunities of supplying the others with University areas for renting when the University has no need of them</p>	<ul style="list-style-type: none"> • PR management • To sign leasing documents 	<p>Regularly</p>	<p>Engagement of additional financial resources.</p>	<p>Vice-Rector on Financial Economics Affairs. External Relations Department.</p>
<p>Engagement of grant projects and other donated resources</p>	<p>Regular exploration of the field and submission of applications</p>			

HIGH-QUALITY EDUCATIONAL SYSTEM

1	2	3	4	5
<p>According to the mission of NSF, requirements of NQF and the market highlight the expected results of education process in profession academic programs, - describing what should know, understand and be able to do the alumni</p>	<ul style="list-style-type: none"> • To provide with the opinion of the external expert • A questionnaire identifying professors satisfaction with quality of PAPs • Exploration of the labor market • Exploration of the best experience (benchmarking) • Analyzes of internal and external shareholders' opinions 	<p>2016-2020</p>	<p>Availability of revised PAPs. Compliance of PAP outcomes with market needs.</p>	<p>Vice-Rector on Education and Research Affair. Education Department. Chairs of the University.</p>
<p>Review of syllabuses and their outcomes in accordance with the outcomes of PAPs</p>	<ul style="list-style-type: none"> • Mutual evaluation format of professors' course guides • A format identifying students' residual knowledge and abilities according to PAP output results • The best experience exchange between the Chairs • Analyzes of internal and external shareholders' opinions 	<p>2016-2020</p>	<p>Revised syllabuses according to the PAP's outcomes. Clear presentation of mechanisms of teaching and learning methods and assessment in syllabuses according to outcomes.</p>	<p>Vice-Rector on Education and Research Affair. Education Department. Chairs of the University.</p>

<p>To make teaching and learning methods compliant with the learning outcomes of PAP</p>	<ul style="list-style-type: none"> • Professors' mutual evaluation format of teaching and learning methods • A questionnaire of assessment of the teaching methods by the students • A questionnaire of students focus groups • Analyzes of the Quality Assurance methodological committee • Exploration of teaching and learning methods used in other universities (experience exchange) 	<p>2016-2020</p>	<p>Availability of teaching and learning methods compliant with PAP outcomes and their reflection in syllabuses.</p>	<p>Vice-Rector on Education and Research Affair. Education Department. Chairs of the University.</p>
<p>Review of the student assessment system according to results of PAPs and studying subjects</p>	<ul style="list-style-type: none"> • Design and investment of new mechanism of assessment • Trainings and consultation support of teaching staff • Experience exchange with other universities, exploration of the best experience 	<p>2016-2018</p>	<p>Availability of revised assessment system. Design of assessment manual.</p>	<p>Education Department. Chairs of the University.</p>

<p>Renew educational programs strengthening the individual and group works' and practical and research components</p>	<p>Planning of new profession academic curriculums set by the Ministry of Education and Science of RA, focused on individual and group works and practical and research components.</p>	<p>2016-2018</p>	<p>Availability of revised and edited curriculums.</p>	<p>Chairs of the University. Education Department.</p>
<p>Periodically make up and analyze the internal and external stakeholders' opinion to satisfaction with PAPs</p>	<ul style="list-style-type: none"> • A questionnaire of students' focus groups • A format identifying students' residual knowledge and abilities according to PAP output results • Analyzes of the Quality Assurance methodological committee • Analyzes of employers' opinion • A questionnaire of assessment of the teaching methods by the students 	<p>Regularly</p>	<p>Design of improvement mechanism based on the results of relevant analyses and assessment.</p>	<p>Faculties of the University. Quality Assurance Department.</p>
<p>Create a total quality management system</p>	<p>To draft a complete quality management system project</p>	<p>2019-2020</p>	<p>Availability of complete quality management system project. Formation of quality culture through the created mechanisms.</p>	<p>Quality Assurance Department. Vice-Rector on Education Reforms.</p>

EXTERNAL RELATIONS AND INTERNALIZATION OF THE UNIVERSITY

1	2	3	4	5
<p>To lead a policy contributing to the University's internationalization</p>	<ul style="list-style-type: none"> • Evaluation form of the work plan targeted at University External Relations enrichment and internationalization, • Evaluation questionnaire of the effectiveness of the work carried out with foreign students studying at Northern University, • Analyzes of dynamics of number of participants in exchange and mobility projects, • Evaluation form of the effectiveness of cooperation with Northern University by external experts 	<p>2016-2020</p>	<p>Revised regulation of External Relations Department. Design regulating and planning policy of internalization and enrichment of external relations. Availability of contracts and agreements concerning the cooperation of RA and foreign HEIs (at least 4 current agreements)</p>	<p>External Relations Department. Vice-Rector on Education Reforms.</p>
<p>To enlarge the involvement of students and teaching staff in trainings of foreign languages for participation in the international programs of academic mobility</p>	<p>Organizing foreign language trainings and evaluation of their effectiveness</p>	<p>Regularly</p>	<p>Designed intensive program for foreign languages Increase of trained teaching and learning staff.</p>	<p>External Relations Department. Chair of Romance Germanic and Russian philology.</p>

<p>Increase the level of information flow about mobility programs among teaching and learning staff: promoting the mobility</p>	<ul style="list-style-type: none"> • Dissemination of information about grant projects among teaching and learning staff also using social network and update the University website • Support in application form filling process for individual grant projects • Analyzes of dynamics of number of participants in exchange and mobility projects • To conduct a survey among the participants, involved into the grant projects, for evaluation of the effectiveness of External Relations Department activities 	<p>For each academic year</p>	<p>Increase of number of participants in announced grant competitions Increase of number of participants in academic mobility projects.</p>	<p>External Relations Department. Media and Public Relations Department. Student Council.</p>
<p>Develop partnership relations with foreign Universities, continue effective cooperation with partnership Universities</p>	<ul style="list-style-type: none"> • Signing new contracts with foreign universities • Enlargement of cooperation field with partner institutions • Organization of joint seminars by involving students 	<p>2016-2020</p>	<p>Sign at least 1 agreement with foreign universities during each academic year. Assessment and analyze of signed agreements.</p>	<p>External Relations Department. Quality Assurance Department.</p>
<p>Boost the dissemination of necessary information about the University both within RA and abroad</p>	<ul style="list-style-type: none"> • Active usage of Facebook page • Continually update the University website and provide language diversity • Printing and dissemination of brochures in foreign languages 	<p>Regularly</p>	<p>Availability of materials in foreign languages on the University website Provide the analyze of the satisfaction and availability of the information about the University.</p>	<p>External Relations Department. Media and Public Relations Department.</p>

<p>Regulate, organize and evaluate educational activities of foreign students studying at Northern University</p>	<ul style="list-style-type: none"> • Evaluation form of the work plan targeted at University External Relations enrichment and internationalization • Evaluation questionnaire of the effectiveness of the work carried out with foreign students studying at Northern University 	<p>Regularly</p>	<p>Working some procedures and admission order of foreign students. Revealing and offer of solutions of problems concerning the education process of foreign students.</p>	<p>External Relations Department. Education Department.</p>
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EXTENSION OF STUDENTS NUMBER

1	2	3	4	5
<p>Implementation of distance learning program preparatory works for admission to Northern University. Implementation of pilot projects for distance learning education</p>	<ul style="list-style-type: none"> • To organize training courses for the academic and administrative staff in connection with the introduction of the system of distance learning • Preparation of educational pilot projects 	<p>2018-2020</p>	<p>To provide with technical and normative base for distance learning education.</p>	<p>Vice-rector on Education Reforms. Chairs and Faculties of the University.</p>
<p>To expand the opportunity of realizing additional educational programs at the same time making it available for the students and graduates</p>	<ul style="list-style-type: none"> • Design additional education projects • Design policy for additional education projects implementation • Usage of flexible system for education fee 	<p>Continually</p>	<p>Extension of students number.</p>	<p>Vice-Rector on Financial Economics Affairs. Additional Education Center.</p>
<p>To continue corporation contacts between the university and other educational agencies, to organize meetings in schools and universities</p>	<ul style="list-style-type: none"> • To organize meetings and events and create partnership • Implementation of activities for vocational orientation of potential applicants 	<p>Continually</p>	<p>Creation of cooperation contacts. Available and transparent information for public about the University.</p>	<p>External Relations Department.</p>

<p>To make the measures of dissemination of information about the University more active</p>	<ul style="list-style-type: none"> • Active usage of Facebook page • Continually update the University website and provide language diversity • Printing and dissemination of brochures • To organize meetings with high-school students 	<p>By each academic year</p>	<p>Available and transparent information for public about the University.</p>	<p>Media and Public Relations Department. External Relations Department.</p>
<p>To realize students exchange programs</p>	<ul style="list-style-type: none"> • Participation in student exchange grant projects • Activate exchange programs with partner universities 	<p>Regularly</p>	<p>Students' acquaintance with foreign universities' education programs and vice versa. Increase of recognition and rating of the University.</p>	<p>External Relations Department. Media and Public Relations Department.</p>
<p>To take steps to provide an education for foreigners in Armenia by organizing preparatory courses of the Armenian language</p>	<ul style="list-style-type: none"> • Active usage of Facebook page • Continually update the University website and provide language diversity 	<p>If needed</p>	<p>To make the University education available for foreign students.</p>	<p>Vice-rector on Education Reforms. External Relations Department.</p>

HUMAN RESOURCE MANAGEMENT

1	2	3	4	5
Improvement of work deputizing standards and processes of teaching staff according to the PAP outcomes	Definition of requirements of profession qualities of teaching staff in accordance with each PAPs' outcomes	2017-2019	Definition of appropriate requirements in PAP's specification. Availability of rating system of assessment of teaching staff.	Quality Assurance Department. Chairs of the University. Vice-Rector on Education and Research Affair.
Establish assessment and rating system of required professional qualities (abilities) of teaching staff	<ul style="list-style-type: none"> To draft and introduce a professional advancement policy of teaching staff Regularly provide training courses Analyzes of questionnaires of education quality assessment by students 	2017-2020	Definition of appropriate requirements in PAP's specification. Availability of rating system of assessment of teaching staff.	Quality Assurance Department. Chairs of the University. Vice-Rector on Education and Research Affair.
Involvement of young teachers in management and implementation of educational processes	Involvement of University PHD students' in the teaching process	2016-2020	Decrease the average of teaching staff until 44 year instead of 50. Teaching staff rejuvenation policy.	Chairs of the University. Vice-Rector on Education and Research Affair. Human Resource Department.
Accomplish the differentiation system of the remuneration of the teaching staff and administrative workers	<ul style="list-style-type: none"> Review the encouraging mechanisms of the University Analyze the activity and professional growth of teaching staff Design standards and appropriate procedures 	2018-2020	An order according to standards of differentiated bonus payment.	Rector. Human Resource Department.

Design job descriptions for administrative workers to make the University employees functions certainly differentiated	Clarification of positions combining working list with regulations of each department	2016-2017	Current job descriptions of administrative workers.	Rector. Human Resource Department.
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INFRASTRUCTURE AND RESOURCES

1	2	3	4	5
Establish laboratories equipped with relevant logistics/technologies for distance learning	<ul style="list-style-type: none"> • Authorization for implementation of distance learning • Establishing laboratories • Obtaining relevant logistics • Implementation of experience exchange with other Universities 	2018-2020	Availability of resource base necessary for distance learning.	Vice-rector on Education Reforms. Chairs and Faculties of the University.
Develop auditorium and laboratory conditions for implementation of educational-scientific processes and modernize the University departments	Restore and equip laboratories with technical resources according to PAPs needs	2016-2020	Restoration and equipment of laboratories with technical resources and establishment of new laboratories.	Vice-Rector on Financial Economics Affairs. Chairs of the University.
Establishment of mechanisms evaluating applicability, accessibility and effectiveness of the resources provided to students and lecturers	Constant revelation, assessment and improvement of current needs of resources	2016-2020	Design of improvement measures based on assessment of internal and external stakeholders' satisfaction with resources.	Quality Assurance Department. Student Council.

Equip literary base of the electronic library	<ul style="list-style-type: none"> • Create electronic library for each profession according to the literary of relevant curriculums • Digitalize lectures 	2016-2020	Enrichment of vocational literature of the electronic library. To make electronic library activities more intensive.	Library. Chairs of the University.
To make the modernization process of academic literature more intensive	<ul style="list-style-type: none"> • Extraction of relevant literature for Chairs strategic plan • Enlarge library fond for each academic year 	Regularly	Enriched library fond	Vice-Rector on Financial Economics Affairs.
Establish substructure implementing publishing work	<ul style="list-style-type: none"> • Design the operation procedures (order) of the substructure • Obtain appropriate technical resources 	2017-2018	Availability of substructure implementing publishing activity	Vice-Rector on Financial Economics Affairs. Vice-Rector on Education and Research Affair.

RESEARCH AND SCIENTIFIC RESEARCH POTENTIAL

1	2	3	4	5
Make scientific research, innovation programs and postgraduate professional education center's activities more intensive	<ul style="list-style-type: none"> • A form of monitoring implementation of planned researches • A form of assessments of science and innovatory center reports • Evaluation form of scientific research, innovation programs and postgraduate center's reports 	2016-2020	Organization of scientific conferences, increase of published materials and research works.	External Relations Department. Education Department. Scientific research, innovation programs and postgraduate professional education Center.

<p>Clarify Northern University's interests and aspirations in research field for the University and each Chair</p>	<ul style="list-style-type: none"> • Evaluation form of scientific research, innovation programs and postgraduate center's reports • Clarification of teaching staff scientific preferences 	<p>2016-2020</p>	<p>Strengthening of scientific research activities practical direction. Investment of education self-financing principle in the University.</p>	<p>Scientific research, innovation programs and postgraduate professional education Center. Chairs and Faculties of the University.</p>
<p>Enlarge the list of professions of postgraduate education and make education standards compliant with Salzburg principles</p>	<ul style="list-style-type: none"> • Authorization for implementation of new (at least two) professions of postgraduate education • Establishment of relevant normative base • A form of dynamic of amount of postgraduate researchers 	<p>2016-2020</p>	<p>Extension of postgraduate student number. Confirmation of new scientific reports.</p>	<p>Scientific research, innovation programs and postgraduate professional education Center. Scientific Council.</p>
<p>To involve as many teaching and learning staff as possible into the research activities and to promote the enlargement of the mentioned activities</p>	<ul style="list-style-type: none"> • A form of report of the lecturer of the Northern University • Assessment of plan performance of lecturers research activity • Create periodical scientific publications recognized by the SCC of RA • Sign contracts with foreign and local periodicals for publication of lecturers' scientific articles • Invest appropriate encouraging mechanisms for publishing articles in magazines with high rating 	<p>By each academic year</p>	<p>Publishing of the best research works. Competition for scientific research works. Until 2020 double the amount of publications of lecturers recognized by the Supreme Certifying Commission (SCC) of RA.</p>	<p>Scientific research, innovation programs and postgraduate professional education Center. Chairs of the University. Scientific Council.</p>

<p>To make active the cooperation and experience exchange with national and foreign research institutions, enterprises and universities</p>	<ul style="list-style-type: none"> • A form of monitoring of implementation of signed agreements and contracts • A form of dynamic of amount of external partners • A form of monitoring of implementation of grant projects • Organize international conferences • Encourage participation of working staff in international conferences • Involve other workers in supervising process of master and postgraduate research activities 	<p>2016-2020</p>	<p>Involvement of grant projects in scientific research field. Establishment of partnership with foreign universities and implementation of mutual research projects.</p>	<p>Scientific research, innovation programs and postgraduate professional education Center. Chairs of the University. External Relations Department.</p>
<p>To develop students research skills simultaneously involving master and postgraduate students into the research projects</p>	<ul style="list-style-type: none"> • Monitoring of dynamic of amount of BD and MD students involved into the research activities • Assessment of working plan performance of the Student Scientific Society (SSS) • Organizing of lectures round-table meetings with students • Organizing of student conferences • Increase of research component in bachelor and master education programs 	<p>2016-2020</p>	<p>Usage of evaluation mechanism for encouragement of research activities. Involvement of master and postgraduate students into the research projects. Cooperation between internal and external stakeholders. Extension of teaching and lecturers and students number involved in SSS activities. Publication of student conference material.</p>	<p>Scientific research, innovation programs and postgraduate professional education Center. Chairs and Faculties of the University. Student Scientific Society (SSS).</p>

THE SYSTEM OF PUBLIC RESPONSIBILITY AND FEEDBACK

1	2	3	4	5
To carry out an all-embracing program of the services provided by the University and to classify them according to different directions	To enrich the mechanisms of the retrospective link to evaluate the efficiency of the fulfilled work, as well as to improve processes on the basis of the results of collected data	2017-2018	Project of services provided by the University.	Rector. Media and Public Relations Department.
Implementation of social and profession adapting programs and additional educational curriculums for students and postgraduates	<ul style="list-style-type: none"> • Create the resources for implementation of additional educational and social and profession adapting programs • To involve relevant specialists • To reveal the needs of students and postgraduates 	At least one course during each academic year	Availability of organized education trainings and relevant programs.	Alumni and Career Center. Student Council.
Formation and development of comprehensive cooperation between the University and the relevant field	<ul style="list-style-type: none"> • To sign new agreements • To implement joint programs 	Regularly	Enlargement of practice bases and effective connection assurance between the University and labor market.	Alumni and Career Center. Education Department.
The realization of consultations aimed at defending the labor rights of the University students and graduates	<ul style="list-style-type: none"> • To organize seminars related to the labor rights for students • To provide information flow about the Law Clinics activities among postgraduates 	Regularly	Increase of legal awareness among the University graduates, free legal assistance in working relations. Regularly organized consulting events.	Alumni and Career Center. Law Clinic. Student Council.

<p>Enrich the feedback mechanisms for checking the effectiveness of fulfilled work</p>	<ul style="list-style-type: none"> • To conduct surveys among society through social network • Analyze the collected data • Organizing regular meetings with wide range of society 	<p>Regularly</p>	<p>Results of surveys revealing stakeholders satisfaction.</p>	<p>Media and Public Relations Department. Quality Assurance Department.</p>
<p>Providing a regular public accountability concerning the University activities</p>	<ul style="list-style-type: none"> • Active usage of University website • Printing of an appropriate information in University periodical • Publishing reports corresponding to the accountability program 	<p>By each academic year</p>	<p>Increase of internal and external stakeholders' satisfaction with information and its transparency. Availability of reports concerning the procedures within the University.</p>	<p>Media and Public Relations Department.</p>