



YEREVAN HAYBUSAK UNIVERSITY

ROADMAP OF CHANGE: STRATEGY 2025-30

Adopted by the YHU Council on 1 July 2025

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This strategy reflects our vision for the future and the framework of our development priorities. Built upon over 35 years of experience in teaching, research, and community service, it was developed through months of data gathering and extensive consultations involving students, faculty, staff from all departments, and other stakeholders.

Recognizing the role of education in modern imperatives for survival and development, the University emphasizes cultivating competencies, including professional attitudes, values, and the principle of prioritizing the public interest over narrow group or individual gains.

I call upon all our students, faculty, administrative and other staff, and the stakeholder community to join forces and focus our energy and capabilities on bringing this strategy to life.

Rector S. L. Harutyunyan
Yerevan, February-May 2025

Introduction

Yerevan "Haybusak" University (YHU) was founded in 1991, during the restoration of Armenia's independence. Contributing to the country's development and fostering a new type of academic environment, it currently offers study programs across 18 specializations.

Haybusak is the only educational institution in Armenia accredited by European agencies. Drawing on international experience, it consistently improves education quality in line with international standards.

Mission

Haybusak teaches, conducts research, and serves society, preparing competent professionals, researchers, and citizens who improve the lives of their communities.

Vision

Our vision is to see thousands of professionals and scientists who consistently improve the well-being of people and communities while preserving the environment.

This vision reflects YHU's aspiration to be a leading educational and research institution in Armenia, recognized internationally for its quality of education, a place where students become competent professionals and researchers dedicated to serving society, learning from world-class educators, scientists, renowned experts, and business leaders.

Our values

As we learn, teach, conduct research, and serve society, we are guided by our core values, principles, and standards of conduct.

Academic freedom and autonomy

- empower our teachers to apply their pedagogical approaches and insights in teaching and research
- ensure our free choice of the path to acquiring knowledge, wherever it leads.

Diversity, equity and inclusion

- ensure equal opportunities for all and create an environment of justice and mutual support in our multicultural community
- strengthen our respect for the dignity, autonomy, opinions, and choices of others, creating an atmosphere of mutual understanding and tolerance.

Respect, trust and leadership

- develop our creative abilities and life skills, create an environment for building professional competencies, and ensure the university's broader social impact
- guide our research and creative thinking, the acquisition of new knowledge, and the understanding of complex global phenomena through interdisciplinary research and protecting personal data privacy. The principles of open science promote knowledge sharing and participation by all stakeholders.

Responsibility and accountability

- contribute to sustainable development, care for the environment and responsible use of natural resources
- help identify areas for improvement and ensure access to quality education. Our honest self-assessment and continuous development efforts build trust between us and our stakeholders, creating an environment where everyone takes responsibility for their own learning and the community and can realize their full potential.

SWOT analysis

We conducted a SWOT analysis under the guidance of an ICC member, Management Mix (Table 1).

Table 1. Our strengths and weaknesses, opportunities and threats

Sectors	Strengths	Weaknesses
Strategy	<ul style="list-style-type: none"> Flexibility in decision-making 	<ul style="list-style-type: none"> Lack of Student Council activities
Actions	<ul style="list-style-type: none"> Granting joint diplomas Startups Research grants 	<ul style="list-style-type: none"> Disproportionate online learning Lack of continuing professional development programmes
Talents	<ul style="list-style-type: none"> Highly qualified teachers Good employee environment 4 doctors from abroad on the scientific council 	<ul style="list-style-type: none"> Insufficient knowledge of English Hourly pay system for lecturers
Customers	<ul style="list-style-type: none"> Half of the students are from abroad 	<ul style="list-style-type: none"> Lack of opportunities for practice
Structure	<ul style="list-style-type: none"> Multi-level educational system College and high school Availability of own clinics 	<ul style="list-style-type: none"> The organizational chart needs revision
Marketing	<ul style="list-style-type: none"> A well-known educational institution, one of the oldest and largest private universities in the country Social media activity 	<ul style="list-style-type: none"> Strategic disadvantages of targeted marketing
Sales	<ul style="list-style-type: none"> Competitive tuition fee policy 	<ul style="list-style-type: none"> The precarious socio-economic status of some applicants
IT	<ul style="list-style-type: none"> Hybrid teaching The StrikePlagiarism anti-plagiarism system is in operation. 	<ul style="list-style-type: none"> The digital document system is not accessible to everyone StrikePlagiarism lacks users
Resources	<ul style="list-style-type: none"> 18,000 m² area Laboratories, research resources 	<ul style="list-style-type: none"> Absence of a gym at 15 Griboyedov St. campus
	Opportunities	Threats
Partners	<ul style="list-style-type: none"> Participation in the implementation of national strategic goals Internationalization and international education activities Strategic partnerships with employers and other companies Joint projects Being guided by European standards 	<ul style="list-style-type: none"> Uncoordinated feedback with employers
Suppliers	<ul style="list-style-type: none"> Direct work with international experts EU Erasmus+ and other donors Invited lecturers from different countries 	<ul style="list-style-type: none"> Outdated QA and referrals Difficulties in obtaining a visa
Customers	<ul style="list-style-type: none"> Multicultural academic community Active interest of the Diaspora Offer to study various professions 	<ul style="list-style-type: none"> Year-on-year decrease in the number of applicants in Armenia Low educational and language proficiency levels of applicants
Competitors	<ul style="list-style-type: none"> Learning from rival universities 	<ul style="list-style-type: none"> State bias
Substitutes	<ul style="list-style-type: none"> Core Chairs at Partner Academic Institutions 	<ul style="list-style-type: none"> Online courses, especially in the IT field
Economic, socio-cultural and technological	<ul style="list-style-type: none"> Implementation of socially significant multicultural projects New opportunities for the application of innovative technologies and collaboration Artificial intelligence 	<ul style="list-style-type: none"> Emigration Insecure situation of families in the regions Extracurricular student overload
Political	<ul style="list-style-type: none"> Application of European Higher Education Area (EHEA) standards Membership of the European University Association 	<ul style="list-style-type: none"> Unstable legislative framework Outdated laws Lack of state support

Strategic directions, objectives and expected results

The development of YHU is envisioned in two strategic directions under the following ten objectives:

Direction 1. Create an environment for the sustainable development of professional competencies and research capacities

Objective 1.1. Improve study programmes and support services

Objective 1.2. Enhance the infrastructure and technology base

Objective 1.3. Create a collaborative ecosystem of teamwork and interdisciplinary research

Objective 1.4. Promote the internationalization process and culture

Objective 1.5. Expand external relations and stakeholder engagement

Objective 1.6. Deploy microcredit programmes and a lifelong learning system

Direction 2. Create an environment for civic education

Objective 2.1. Create an inclusive environment for the development of students' life competencies

Objective 2.2. Develop accountability systems and a culture of responsibility

Objective 2.3. Foster a caring attitude towards the environment

Objective 2.4. Increase the societal impact of YHU.



Direction 1. Create an environment for the sustainable development of professional competencies and research capacities

Objective 1.1: Improve study programmes and support services

Based on institutional benchmarking with European universities, we create and implement competency-based study programmes that include research. We also develop study support services for underperforming students and those transferring from other universities.

Research universities in Armenia have not yet been established. Previously, specialized institutes of the Academy of Sciences performed this function. YHU strives to become a research centre by emphasizing research as an integral part of education. We will focus our resources and efforts to ensure that by 2030, all students can gain research experience. To this end, we are implementing a course on scientific research and programme development for all first-year university students. From the second year, they will study in greater depth and conduct research in their specialties. YHU conducts teacher training, funds grant programmes and runs Fair of Ideas competitions.

Table 2. Main expected results under Objective 1.1

#	Result	Responsible	Baseline	2026	2030
1.1.1	Revised curriculum concept/working group structure	A. Martirosyan	0/0	1/1	1/1
1.1.2	New and improved study programmes	Chairs	2	5	18
1.1.3	Incentives for excellent teaching: policy/teachers/students	S. Hovhannisyan	0/9/6	0/0/14	1/15/50
1.1.4	Research: projects conducted	N. Hobosyan	4	2	15
1.1.5	Researchers: teachers/students	N. Hobosyan	15/30	20/25/14	30/50
1.1.6	Capacity development according to annual plans: specialized programmes/trained researchers/students	E. Kazhoian	4/24/0	4/43/12	20/80/100
1.1.7	Implemented research-based learning: concept/guides/ revised modules/student satisfaction rate, %	M. Matosyan	0/0/0/-	1/0/0/-	1/2/50/80
1.1.8	Courses developing students' research competencies: concept/participants/student satisfaction level, %	Institute directors	2/0/8/-	5/1/0/-	10/1/500/80
1.1.9	Research project competitions/funded projects/ publications/public presentations of results	N. Hobosyan	1/2	1/6/31/26	5/15/15/15
1.1.10	Fair of Ideas competition: realized ideas	Student Scientific Society	0/0	0/0	5/25
1.1.11	Support services: regulation/providers/users	S. Hovhannisyan	0/0/0	1/0/0	1/5/50

1.2. Enhance the infrastructure and technology base

A lack of resources, infrastructure, databases, and research project management capacities hampers effective teaching and impactful research nationwide. Funding is mainly provided to state HEIs. In these circumstances, we view our commitment to quality education as a long-term investment in our country's human capital development. We continually improve the learning environment by opening laboratories, hybrid classrooms, and collaborative workspaces. We will add more research laboratories and re-equip the dental clinic, anatomy classroom, nursing and other laboratories.

Table 3. Main expected results under Objective 1.2

#	Result	Responsible	Baseline	2026	2030
1.2.1	Three-year infrastructure development plans implemented by subdivisions	Directors	0	1	2
1.2.2	Needs and infrastructure assessments conducted	M. Matosyan	1	2	2

1.2.3	Implemented Learning Management System (LMS)	G. Gharibyan	0	1	1
1.2.4	Haybusak application for Android and IOS systems	T. Avagyan	0	0	1
1.2.5	Software for research/users	M. Matosyan	0/0	2/5	5/150
1.2.6	Simulation centre: researcher students/teachers/new devices	Y. Marinosyan	19/9/	300/18/ 10	45/20/
1.2.7	Neurophysiological, pharmaceutical laboratories, research conducted in the dental clinic, researcher students/teachers/publications	Y. Marinosyan	3/5/3	4/	10/10/10
1.2.8	Psychological Support Centre: clients	A. Hovhannisyan	4	0	200
1.2.9	Design Laboratory: new models	N. Martirosyan	2	25/2	10
1.2.10	Legal Clinic: professional seminars/participants	L. Malkhasyan	3	3/20	25/100

1.3. Create a collaborative ecosystem of teamwork and interdisciplinary research

We promote collaboration between students and faculty, develop research capabilities, and ensure a smooth transition of our graduates into the labour market. Through joint activities, we plan to implement numerous new interdisciplinary research projects. We will create special communication and collaboration platforms and provide training to encourage teachers and students to participate in interdisciplinary research.

Table 4. Main expected results under Objective 1.3

#	Result	Responsible	Baseline	2026	2030
1.3.1	Interdisciplinary research skills development concept/training programmes/participants/multidisciplinary research projects	M. Matosyan	0/0/0/0	1/5/58/6	1/2/16/5
1.3.2	Interdisciplinary modules in curricula	A. Martirosyan	0	N/A	4
1.3.3	MA programmes with interdisciplinary specializations	S. Hovhannisyan	0	N/A	3
1.3.4	Joint events between departments	M. Matosyan	0	1	4
1.3.5	Joint research projects with external funding/publications/public presentation of results	N. Hobosyan	2	1/4/-	5
1.3.6	Publications/public events/participants of interdisciplinary research results	N. Hobosyan	0/0/0		5/5/50
1.3.7	Interdisciplinary research projects funded by YHU	N. Hobosyan	1		15
1.3.8	Surveys and group discussions to improve communication and collaboration	G. Avetisyan	1/0	0/1/0	4/4

1.4. Promote the internationalization process and culture

We internationalize our study programmes and attract renowned international lecturers to enrich our students' cultural and educational experience. By strengthening its reputation and identity as a global employer, YHU fosters the social engagement of its students and staff, as well as the inclusiveness of its academic community. Our three interrelated directions of internationalization (strategic, operational, and cultural) include expanding international teaching and research activities and virtual communication, doubling the number of English classes, increasing student and lecturer mobility, and promoting intercultural integration within the academic community. We will focus on expanding our international research opportunities.

Table 5. Main expected results under Objective 1.4

#	Result	Responsible	Baseline	2026	2030
1.4.1	Mobility: international training programmes/incoming students/ teachers/outgoing students/teachers	D. Mamyan	2/4/5/2/3	3/1/1/1	4/50/20/ 50/30
1.4.2	International research: projects/publications in international journals/international conferences/participants	N. Hobosyan	0/22/3/6	0/0/0/0	3/40/6/1 0
1.4.3	Diaspora Scholars Programme	M. Matosyan	0	5	1
1.4.4	Internationalization of education: joint study programmes	Chairs	1	5	6
1.4.5	Additional English course: student/staff	V. Isayans	20/10	1/10/10	200/40
1.4.6	Updated International Student Guide	N. Martirosyan	0	1	1
1.4.7	International students involved in YHU councils	N. Martirosyan	0	1	20
1.4.8	International summer schools	N. Martirosyan	1/100	2/103	5/500
1.4.9	Other international cultural events/participants	D. Mamyan	1/200	3/200	10/2000
1.4.10	Haybusak International Alumni Association	N. Martirosyan	0	0	1

1.5. Expand external relations and stakeholder engagement

Our strong external network enables us to engage local and international stakeholders, strengthening the university's impact across education, research, and community development. By collaborating with policymakers and the media, we raise awareness and respond more effectively to societal needs. Therefore, we plan to expand our ties with state and local self-government bodies to support educational reforms and develop joint projects. We will also continue to cooperate with schools on students' professional orientation. Meanwhile, consistent monitoring of research impact and presenting results to diverse audiences are essential to developing YHU's research footprint.

Table 6. Main expected results under Objective 1.5

#	Result	Responsible	Baseline	2026	2030
1.5.1	Improved Marketing: branding concept/guidelines/participation in forums and exhibitions	G. Avetisyan	0/0/6	0/0/1	1/1/15
1.5.2	Concept/roster of engaging external stakeholders, incl. Diaspora experts	G. Avetisyan	0/0	1/0	1/1
1.5.3	Targeted labour market research	N. Hovsepyan	1	1	2
1.5.4	Training courses for internship organizers/participants	S. Hovhannisyan	0	0	5
1.5.5	YHU Promotion Concept/Awareness Campaigns	G. Avetisyan	0/1	0/10	1/10

1.6. Deploy microcredit programmes and a lifelong learning system

Our online and hybrid learning system enables students and employees to pursue their education from anywhere, at any time. Professional training programmes are organized regularly. We cooperate with European universities and local and international organizations in lifelong learning. Within the Erasmus+ SIN-NEC project, we developed a platform for distance learning and virtual exchange. Career Centre consultations and mentoring programmes help students and graduates find their professional path and develop career plans. The RRC organizes conferences and seminars on various topics that help develop, expand, and modernize students' knowledge and professional skills.

Table 7. Main expected results under Objective 1.6

#	Result	Responsible	Baseline	2026	2030
1.6.1	Lifelong Learning system established/programmes	S. Hovhannisyan	0/0	1/0	1/5
1.6.2	Participants in conferences and seminars	N. Hobosyan	60	10	150
1.6.3	Microcredit programmes	S. Hovhannisyan	0	0	3

Direction 2. Create an environment for civic education

2.1. Create an inclusive environment for the development of students' life competencies

In the Armenian education system, students' active participation in public life is often limited to formal educational processes, and many outdated curricula fail to address key issues of modern development, thereby failing to form students' civic responsibility. In these conditions, YHU strives to create an environment where students acquire both professional competencies and soft skills, emphasizing teamwork, volunteerism, and social responsibility. We encourage students to participate in and engage in discussions on social issues. Legal, psychological, and other consulting services help them address social issues and enhance interpersonal skills. The Student Council planned to create special learning conditions to promote student cooperation and mutual support.

Table 8. Main expected results under Objective 2.1

#	Result	Responsible	Baseline	2026	2030
2.1.1	Engaged Citizens and other programmes: students	N. Martirosyan	40	40	200
2.1.2	Number of student social projects per year	N. Martirosyan	5	4	20
2.1.3	Students participating in civic education courses, %	S. Hovhannisyan	5	17	50
2.1.4	SSS capacity building: seminars, trainings/implemented programmes	N. Hobosyan	10/5	5/2	25/15
2.1.5	Career management system: new users every year/by speciality worker graduates percentage	N. Hovsepyan	100/60	100/75	200/80
2.1.6	Inclusion concept/strategy and action plan	S. Hovhannisyan	0/0/0	0/0/	1/1/1

2.2. Develop reporting systems and a culture of accountability

In partnership with government agencies, we promote academic freedom, autonomy, and other core values of the European Higher Education Area (EHEA), and advocate eliminating discrimination against private universities. Internally, we foster a culture of transparent and accountable governance through strengthened oversight and accountability, as well as financial and other development instruments. We combat corruption and plagiarism. We established the Academic Council to improve the management system. To continuously improve efficiency, we adopted a work planning and evaluation procedure and established academic integrity monitoring systems. We introduce mechanisms for transparency and accountability in research, provide support services, and organize research ethics seminars. We have developed research

ethics guidelines, and our Ethics Committee ensures compliance with ethical norms across all research projects. The anti-plagiarism guidelines are in effect. Our curriculum incorporates real-world, problem-based, and value-based learning approaches, as competency-based education is grounded in developing professional responsibility.

Table 9. Main expected results under Objective 2.2

#	Result	Responsible	Baseline	2026	2030
2.2.1.	Anti-Plagiarism System: Users	M. Matosyan	388	2	2000
2.2.2	Plagiarism monitoring for students, %	T. Petrosyan	20	0	100
2.2.3	Performance management: work plans, %	A. Avetisyan	30	-	100
2.2.4	Ethics Committee approval: research projects	H. Shahbazyan	1	1 (os)	20
2.2.5	Academic ethics and anti-corruption course: 1st-year students	H. Kazhoyan	60	73	300

2.3. Foster a caring attitude towards the environment

By promoting the principles of sustainable development in teaching, research, and support functions, we strive to form an environmentally responsible university community. We are introducing energy-saving devices and renewable energy sources. In cooperation with local and international organizations, we are implementing waste-sorting and recycling programmes, seminars, and training to raise awareness among students and staff. Given our history and mission, we can become an advocate for environmental protection and sustainable development across governance, research, community activities, and internationalization.

Table 10. Main expected results under Objective 2.3

#	Result	Responsible	Baseline	2026	2030
2.3.1	Environmental literacy: subject programmes developed and implemented	Y. Marinosyan	0	1	2
2.3.3	Environmental improvement projects with local governments	N. Martirosyan	1	5	5
2.3.4	Waste recycling programme	G. Avetisyan	0	1	1
2.3.5	Tree planting	Student Council	1	3	5

2.4. Increase the societal impact of YHU

Community events, seminars, and training help us connect with communities. We collaborate with local and international organizations to conduct research, implement social projects, and exchange experiences. Our volunteer projects improve community well-being. We organize public awareness campaigns and discussions on solving social and economic issues, and scientific research helps identify new solutions and strategies and develop public policies.

Table 11. Main expected results under Objective 2.4

#	Result	Responsible	Baseline	2026	2030
2.4.1	Section on research in the YHU Service to Society policy document	N. Hobosyan	0	1	1
2.4.2	Number of citizens who participated in public discussions	M. Matosyan	5	20	15
2.4.3	Public and private organizations or community groups involved in research projects	N. Hobosyan	5	0	15
2.4.4	Participation in international university rankings	D. Mamyan	0	1	5

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