

YEREVAN HAYBUSAK UNIVERSITY
Operational plan for the 2026/2027 academic year
Adopted by the University Council on 11 September 2026

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

Objective 1.1. Improve study programmes and support services

#	Result	Output indicator	Responsible	Deadline	AMD
1.1.1	Curriculum concept / revised working group structure/recognition of prior learning outcomes (APEL) policy	1.1.1.1. Developed curriculum concept 1.1.1.2. Revised SPWG regulation 1.1.1.3. Developed APEL policy 1.1.1.4. Revised curricula: 5	A. Martirosyan N. Martirosyan	09.2026 08.2027	750,000
1.1.2	New and improved learning programmes	1.1.2.1. Revised Medicine SP 1.1.2.2. Revised Finance SP 1.1.2.2. Revised Psychology SP 1.1.2.3. SPWG	Y. Marinosyan N. Hovsepyan S. Avetisyan B. Yeribekyan	10.2026 08.2026	2,500,000
1.1.3	Promoting effective learning concept/ motivated teacher/ student	1.1.3.1. Procedure for rewarding 1.1.3.2. Evaluation system 1.1.3.3. Observations: 1.1.3.4. Rewarded students: 35 20 1.1.3.5. Rewarded teachers: 15 10	A. Martirosyan S. Hovhannisyan	09.2026 12.2026	1,820,000
1.1.4	Implemented research projects: students, lecturers, competitions, funded projects, publications, public presentations of results	1.1.4.1. Projects: 1.1.4.2. Students involved: 50 10 1.1.4.3. Teachers: 20 5 1.1.4.4. Public discussions: 2 1.1.4.5. Discussion participants: 40	N. Hobosyan G. Gevorgyan (T)	07.2027	2,000,000
1.1.5	Capacity development according to annual plans, with specialized programmes	1.1.5.1. Trained employees: 20 1.1.5.2. Trained researchers: 80 1.1.5.3. Exemplary lectures: 8 1.1.5.4. Lessons from invited experts: 5	D. Balasanyan M. Matosyan	07.2027	500,000
1.1.6	Research-based learning implementation: concept/guideline/revised modules/student satisfaction rate, %	1.1.6.1. Concept and guidelines 1.1.6.2. Revised modules: 20 1.1.6.3. Student survey	M. Matosyan E. Hovhannisyan	10.2026	1,000,000

1.1.7	Special professional courses developing students' research competence/ concept/ participants/ student satisfaction level, %	1.1.7.1. Concept: 1 1.1.7.2. Courses: 3 1.1.7.3. Student research projects:	M. Matosyan T. Petrosyan, B. Yeribekyan, G. Gevorgyan	10.2026 11.2026	2,500,000
1.1.8	Ideas competition: ideas implemented	1.1.7.4. Student survey 1.1.8.1. Number of applications 1.1.8.2. Implemented ideas: 3	Y. Hovhannisyan M. Khachatryan	05.2027 11.2026	1,000,000
1.1.9	Educational professional tours	1.1.9.1. Tours: 12, participants: 200	G. Avetisyan	07.2027	1,000,000
1.1.10	Educational support services (order, providers, users)	1.1.10.1. Procedure for organizing and providing educational support services 1.1.10.2. Staff: 2 1.1.10.3. Users: 50	A. Martirosyan S. Hovhannisyan	11.2026	2,000,000

Objective 1.2. Enhance the infrastructure and technology base

#	Result	Performance indicator	Responsible	Deadline	AMD
1.2.1	Developing research capabilities and infrastructure	1.2.1.1. Needs assessment 1.2.1.2. Developed programmes: 4	M. Matosyan	8.2027	8,000,000
1.2.2	Embedded Learning Management System (LMS)	1.2.2.1. Trained instructors: 1.2.2.2. Subject programmes: 400+ 1.2.2.3. Users: 2500+	D. Sargsyan	07.2027	50,000
1.2.3	"Haybusak" application for Android and IOS systems	1.2.3.1. Competition 1.2.3.2. Approved project	G. Avetisyan	09.2026	20,000
1.2.4	Research software/users	1.2.4.1. Implemented programmes: 2 1.2.4.2. Courses: 2 1.2.4.3. Students: 50	M. Matosyan A. Harutyunyan	07.2027 07.2027	1,500,000
1.2.5	Simulation Centre: Student/Teacher/New Devices	1.2.5.1. Devices for 2 organ systems 1.2.5.2.	Y. Marinosyan	11.2026	2,000,000
1.2.6	Research conducted in neurophysiological, pharmaceutical laboratories and dental clinic: research students/lecturers/publications	1.2.6.1. Neurophysiological laboratory equipment 1.2.6.2. Pill-making machine 1.2.6.3. 10/10/5	T. Petrosyan N. Hobosyan	11.2026 03.2027	1,000,000 500,000
1.2.7	Psychological Support Centre	1.2.7.1. Strategy: 1 1.2.7.2. Department: 3 1.2.7.3. Students: 30 1.2.7.4. Customers: 40 1.2.7.5. Research projects: 3	B. Yeribekyan	07.2027	500,000
1.2.8	Design laboratory:	1.2.8.1. New models developed:	N. Matevosyan	07.2027	9,000,000

		1.2.8.2. New brands: 10			
		1.2.8.3. Public presentation: 2			
1.2.9	Legal Clinic: Professional Seminars/Students/Lecturers	1.2.9.1. 3/50/4	L. Malkhasyan	07.2027	50,000
		1.2.9.2. Summer schools: 3			
1.2.10	Forensic Science Laboratory	1.2.10.1. Materials and equipment	L. Malkhasyan	07.2027	700,000

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

#	Result	Performance indicator	Responsible	Deadline	AMD
1.3.1	Interdisciplinary research skills development concept, training programmes, participants	1.3.1.1. N/A: 2027/28 1.3.1.2. N/A: 2027/28 1.3.1.3. Interdisciplinary projects: 10	M. Matosyan	06.2027	-
1.3.2	Interdisciplinary modules in curricula	1.3.2.1. Joint Program: Management Psychology, Social Entrepreneurship	N. Hovsepyan	-08.2027	400,000
1.3.3	Master's degree programmes with interdisciplinary specializations	1.3.3.1. Healthcare Law	Y. Marinosyan L. Malkhasyan	08.2027	2,000000
1.3.4	Intra-university cooperation events	1.3.4.1. SSS, SSS events: 2 1.3.4.2. Engaged Citizens programme: 3	M. Matosyan N. Martirosyan	-08.2027	100,000
1.3.5	Joint research projects/publications/public presentations of results between departments with external funding	1.3.5.1. 1.3.5.2. 1.3.5.3. 1.3.5.4.	N. Hobosyan	-08.2027	4,000,000
1.3.6	Publications of interdisciplinary research results/public events/participants	1.3.6.1. 4/2/40 1.3.6.2. 1.3.6.3.			1,000,000
1.3.7	University-funded interdisciplinary research projects	1.3.7.1. Projects: 2 1.3.7.2. Students involved: 50 10 1.3.7.3. lecturers` 20 5 1.3.7.4. Public discussions: 2 1.3.7.5. Discussion participants: 40	N. Hobosyan	-08.2027	12,000000
1.3.8	Communication and collaboration concept/improvement requests/group discussions	1.3.8.1. 1/1/1	G. Avetisyan	05.2027	20,000
1.3.9	Organization of seminars by teaching staff/invited experts	1.3.9.1. 4/4 1.3.9.2.	Chairs	08.2027	55000

Objective 1.4. Promote the internationalization process and culture

#	Result	Performance indicator	Responsible	Deadline	AMD
1.4.1	Mobility and international training programmes: incoming students/teachers/ students/teachers leaving	1.4.1.1. 2/5/5/5/5	D. Mamyan	08.2027	5,000,000
1.4.2	International research: projects/publications in international journals/international conferences/participants	1.4.2.1.	N. Hobosyan		1,000000
1.4.3	Foreign specialists involved in curriculum reform and research	1.4.3.1. 1	D. Mamyan		500,000
1.4.4	Internationalization of education: joint programmes	1.4.4.1. 2	Directors D. Mamyan	08.2027	5,000,000
1.4.5	English Learning Centre: Additional Courses/Students/Employees	1.4.5.1. 50/50/15 1.4.5.2.	V. Insanyan	08.2027	
1.4.6	A guide for international students	1.4.6.1. 1	D. Mamyan	08.2026	300,000
1.4.7	International students involved in YHU councils	1.4.7.1. 10	N. Martirosyan		
1.4.8	International summer schools/participants	1.4.8.1. 70/	N. Martirosyan	08.2027	5,000000
1.4.9	Other international cultural events/participants	1.4.9.1. Diwali, Nowruz, Holi, other national holidays 1.4.9.2.	D. Mamyan		500,000
1.4.10	Haybusak International Alumni Club	1.4.10.1. Hybrid matches: 3	N. Martirosyan	08.2027	300,000

Objective 1.5. Expand external relations and stakeholder engagement

#	Result	Performance indicator	Responsible	Deadline	AMD
1. 5.1	Improved marketing: branding concept/guideline/participation in forums and exhibitions	1.5.1.1. 1/1/3 1.5.1.2. 1.5.1.3.	G. Avetisyan	07.2027	2,000000
1.5.2	Concept/database/procedure for engaging external stakeholders (incl. from Diaspora)	1.5.2.1. 1/1/ 1.5.2.2.	N. Martirosyan	07.2027	
1.5.3	Targeted labour market research, including research skills requirements	1.5.3.1. Reporting, module review 1.5.3.2.	N. Hovsepyan	07.2027	
1.5.4	Training courses for internship organizers	1.5.4.1. դասընթացներ՝ 8	S. Hovhannisyan	07.2027	200,000
1.5.5	Promotion Concept/Awareness Campaigns	1.5.5.1. 1/10	G. Avetisyan	07.2027	200,000

Objective 1.6. Deploy microcredit programmes and a lifelong learning system

#	Result	Performance indicator	Responsible	Deadline	AMD
1.6.1	Lifelong learning operating system/programmes	1.6.1.1. 1/1	A. Martirosyan	06.2026	400,000
1.6.2	Participants in conferences and seminars	1.6.2.1. 100	N. Hobosyan	08.2027	4,000,000
1.6.3	Microcredit programmes	1.6.3.1. Accounting	A. Harutyunyan	12.2026	500,000

Direction 2. Create an environment for civic education*Objective 2.1. Create an inclusive environment for the development of students' life competencies*

#	Result	Performance indicator	Responsible	Deadline	AMD
2.1.1.	Engaged Citizens and other programmes, including citizen science programmes	2.1.1.1. Implemented projects: 10 2.1.1.2. Participants 2.1.1.3. Public presentations of results: 2	N. Martirosyan	08.2027	1,500,000
2.1.2	Number of student social projects per year	2.1.2.1. 7	N. Martirosyan	08.2027	
2.1.3	Students participating in civic education courses, %	2.1.3.1. Students: 20 2.1.3.2.	N. Martirosyan	08.2027	500,000
2.1.4	Capacity building of the student scientific society: seminars, training, implemented research projects	2.1.4.1. Seminars: 5 2.1.4.2. Training courses: 5 2.1.4.3. Participants: 50 2.1.4.4. Guides: 2	M. Matosyan G. Gevorgyan	06.2026 05.2027	200,000
2.1.5	Career management system: new users per year/percentage of graduates employed in the profession	2.1.5.1. 300/80%	N. Hovsepyan	08.2027	400,000
2.1.6	Inclusion concept/strategy and action plan	2.1.6.1. 1/1/1	S. Hovhannisyan	11.2026	200,000
2.1.7.	Educational and cultural visits	2.1.7.1. Events: 4, participants: 100	G. Avetisyan	07.2027	500,000

Objective 2.2. Develop accountability systems and a culture of responsibility

#	Result	Performance indicator	Responsible	Deadline	AMD
2.2.1	Anti-Plagiarism System: Users	2.2.1.1. Inclusion in LMS: 1000	D. Sargsyan	11.2026	500,000
2.2.2	Plagiarism rate, %	2.2.2.1. 10%	T. Petrosyan	07.2027	400,000
2.2.3	Performance management: work plans, %	2.2.3.1. 80%	HRM	07.2027	1,000,000



2.2.4	Ethics Committee decisions: proportion of research projects subject to mandatory evaluation, %	2.2.4.1. 100%	I. Hovsepyan	08.2027	600,000
2.2.5	Academic Ethics and Anti-Corruption Course for First-Year Students	2.2.5.1. 1 module: 200	H. Kazhoyan	06.2027	50,000

Objective 2.3. Foster a caring attitude towards the environment

#	Result	Performance indicator	Responsible	Deadline	AMD
2.3.1	Subject programmes for the formation and development of environmental literacy	2.3.1.1. 1	H. Yepremyan	06.2027	800,000
2.3.2	Training in environmental impact assessment in research/number of projects subjected to environmental impact assessment	2.3.2.1. 5	N. Hobosyan	06.2027	1,500,000
2.3.3	Annual environmental improvement projects with local governments	2.3.3.1. Saturday: 3 projects	N. Martirosyan	08.2027	200,000
2.3.4	Waste recycling program	2.3.4.1. 1	G. Avetisyan	08.2027	500,000
2.3.5	Tree planting	2.3.5.1. Tree planting: 3 projects	N. Martirosyan	08.2027	200,000

Objective 2.4. Increase the societal impact of YHU.

#	Result	Performance indicator	Responsible	Deadline	AMD
2.4.1	Research Section in the YHU Service to Society	2.4.1.1. Completed in 2026	M. Matosyan	10.2026	-
2.4.2	policy Number of citizens participating in public discussions	2.4.2.1. 80	M. Matosyan	08.2027	200,000
2.4.3	Involvement of public, private organizations, or community groups in research projects	2.4.3.1. 2 partnerships, 3 events	N. Martirosyan	08.2027	500,000
2.4.4	Participation in international university rankings	2.4.4.1. 1	D. Mamyan	08.2027	800,000

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Այս տարբերակը	This Version	S0126_YHU-Operational_Plan-2627-EN.pdf
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Միջանկյալ դիտարկումը	Midterm Review	2027 թ. հունվար - January 2027