



NATIONAL UNIVERSITY OF ARCHITECTURE
AND CONSTRUCTION OF ARMENIA

STRATEGIC PLAN (PLAN) 2021-2025



Yerevan

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*Ministry of Education, Science, Culture and Sports of the Republic of
Armenia*

National University of Architecture and Construction of Armenia

STRATEGIC PLAN (Plan)

2021-2025



YEREVAN

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RECTOR'S FOREWORD

National University of Architecture and Construction of Armenia started its academic activities in 1921, as a separate Faculty of State University of Armenia. Going through a long path of development, it has become a significant center of education and science in the fields of Architecture and Construction.

The 2021-2025 Strategic Plan, developed in collaboration with all stakeholders, outlines the main paths, envisaged to be pursued over the next five years.

Today, the University has an academic staff specialized in Architecture, Construction and related fields, most of whom have academic degrees and titles. The University employs prominent scholars and lecturers of the international and regional scientific and educational community.

The University is aimed at educating young people to prepare leading professionals in Architecture, Design, Urban Planning, Construction of Industrial and Civil Buildings, Project Management, Geodesy, Ventilation, Heating, Water Supply Systems Design, Construction Materials, Urban Economy and other related fields. One of our main tasks is to prepare competitive and qualified specialists who are in demand both in national and international markets, have the knowledge of modern technologies, are socially responsible, appraise national values and respect other cultures, have the characteristics of a leader.

Due to technological and technical achievements, the University strives to become one of the leading universities in the field of Architecture and Construction in the region. We strive to improve the University academic and scientific performance in the region, country and international community to maintain its significance as a leading University.

I am confident that due to our further collaborative and effective work, our University will become one of the leading universities in the region and the country with a significant impact on society. My belief that the University will respond more actively to the scientific and educational needs of our country, as

INTRODUCTION

The University Strategic Plan (hereinafter referred to as the Plan) sets out the scope of strategic priorities for further development of the University and its Units. The development of the Plan is based on the recommendation and participation of all University Units, as well as key partners and stakeholders. Based on the Plan, the University Units will develop a more detailed Action Plan by years.

MISSION

The University is aimed at preparing specialists in line with a three-tier education system, carrying out scientific-research activities and providing services in the fields of Architecture, Construction, Design, Urban Economy, Ecology, Management and Technology, in accordance with the international standards and labor market requirements.

VISION

The University seeks to set up a competitive, flexible educational and scientific system based on the established traditions, which prepares competitive and qualified professionals with modern technology knowledge, social responsibility, national values and respect for culture, where innovation, cooperation and democratic principles are the key to provide relevant professional solutions to the challenges and problems the society faces.

VALUES

Dignified Environment and Respect. The University is guided by the principles of academic and business ethics, by creating equal conditions for everyone, providing a guarantee for academic freedom and honesty, maintaining open-mindedness, respecting the fundamental principles of freedom of conscience, religion and thought, accepting and appraising everyone's individuality and personality.

Perseverance and Excellence. The University makes every effort to achieve its goals and ensure high quality by continuously improving and promoting individual and collective contributions and achievements in all the areas of the University.

Social Responsibility and Leadership. The University has social responsibility for the challenges, the society and the state face, and seeks to find beneficial solutions by preparing specialists capable of taking personal responsibility for the nation and the state, capable of solving the problems on their own and inspiring others to change their environment for the better.

ASPIRATIONS

The modern demands of economic development in the 21st century are directly conditioned by the consolidation and modernization of scientific fields, including the potential of Architecture and Construction. NUACA is the only Higher Education Institution in the country that prepares professional staff with a three-tier education system in the professional fields. The University carries out its scientific-educational activities through the Faculties of Architecture, Construction, Design, Urban Economy and Ecology, Management and Technology and puts forth the following aspirations:

NUACA Educational Aspirations

- Implementation of quality and competitive academic programmes in accordance with the requirements and standards of the national and international labor market.

NUACA Scientific Aspirations

- Implementation of internationally competitive research activities, proposal and commercialization of innovative solutions.

NUACA International Aspirations

- Implementation of joint academic programmes with the renowned international universities, participation in scientific-educational programs (including as a coordinator), international accreditation of academic programmes, increase in the number of foreign students.

STRATEGIC GOALS, OBJECTIVES AND THEIR IMPLEMENTATION DIRECTIONS BY SECTORS

EDUCATION

Highlighting its unique and responsible role for organizing the students' education process, the University is continuously improving its educational services, providing a quality education that meets the requirements of the modern labor market, equipping students with the necessary knowledge, abilities and skills.

Goal 1.

To provide a student-centered ecosystem and implement internationally competitive academic programmes

Objectives

1.1. *Introduction of modern methods and innovative technologies to effective learning, provision of educational eco-environment.*

1.2. *Improving the quality of education and continuous improvement of academic programmes.*

1.3. *Introduction of academic programmes in line with modern professional requirements and future trends, meeting the needs of national and international labor market.*

1.4. *Development of new scientific-educational, applied directions in the University*

- *Restoration, reconstruction and preservation of cultural heritage (historical and cultural architectural monuments) and environment,*
- *Geomatics,*
- *Building Information Modeling (BIM).*

1.5. *Improving the non-formal and continuing education system.*

Activities

- *Develop a modular system for the implementation of academic programmes and apply it:*

- Introduce a cyclical model for organizing teaching and learning processes.
- Implement University admission planning and specialty orientation activities both at local and international levels.
- Develop mechanisms for organizing the student's individual learning.
- Expand the application of project and / or problem-based learning approaches.
- Analyze and improve the methods of assessing learning outcomes.
- Introduce new academic programmes for the restoration, reconstruction and preservation of historical and cultural architectural monuments and environment; in the fields of Geomatics (GIS) and Building Information Modeling (BIM).
- Carry out expert evaluation and improvement of existing academic programmes, with the application of BIM technologies, align learning outcomes with the requirements of the labor market, the NQF and the SQF.
- To equip the educational-experimental laboratories and specialized classrooms with modern technological equipment.
- Expand the application possibilities of the online learning system.
- Introduce longer-term internships to develop students' professional and general skills.
- Carry out accreditation of academic programmes, including by international accreditation agencies.
- Develop a non-formal and continuing education system at the University and introduce its online model.
- Improve the mechanisms of material incentives for the development of educational manuals, textbooks, as well as the translation of equivalent materials.
- Establish annual awards in the categories of "Lecturer of the Year", "Student of the Year", "Curriculum of the Year"

Key Evaluation Indicators for Education (KEI)

1. Increase in the number (by years in the Bachelor's, Master's programs) of students (local and foreign).
2. Increase in the number (by years) of PhD students and PhD applicants (local and foreign).
3. Total number of academic staff by years (compliance of student / lecturer ratio with internationally accepted indicators).
4. Total number of administrative staff by years (compliance of the number of administrative staff per student with internationally accepted indicators).
5. Number of support staff by years (compliance of the number of support staff per student with internationally accepted indicators).

6. Increase in the number of young (up to 35 years old) lecturers in the total (number of young lecturers by years).
7. Increase in the number of students studying through the individual learning mechanism.
8. The number of courses conducted through project and/ or problem-based learning approaches.
9. Approved plan-schedule of University admission planning and specialty orientation activities.
10. The number of newly introduced academic programmes and students involved in them.
11. Increase in the number of students and academic staff satisfied with the modular system of academic programme implementation, the cyclical model of organization of teaching-learning processes (number of satisfied respondents, their number in the total number of respondents).
12. Increase in the number of students and graduates satisfied with the educational service provided by the University (number of satisfied respondents, their number in the total number of respondents).
13. The number of non-formal and continuing education academic programmes, implemented at the University by years.
14. The number of participants enrolled in non-formal and continuing education academic programmes at the University by years.
15. Increase in the number of academic staff with academic degrees (number of employees who have defended their PhD theses and are involved in the teaching process by years).
16. Replenishment / expansion of laboratories / classrooms for conducting quality courses (invested money / new areas by years).
17. Number of participants in the annual competitions in the categories of "Lecturer of the Year", "Student of the Year", "Curriculum of the Year".

SCIENCE, RESEARCH AND INNOVATION

The University strives to maintain its unique role in scientific activities carried out in the fields of Architecture, Construction and other related ones. The University scientific activity is based on the principles of expanded partnership and cooperation, which contributes to the solution of problems of utmost importance for providing people with favorable life. University research contributes to the development of knowledge, innovation and creativity.

Goal 2.

To obtain and apply internationally competitive scientific-research results

Objectives

- 2.1. *Expansion and development of the University scientific capacities.*
- 2.2. *Expansion of scientific research tailored to the needs of the country and in line with development programs, taking into account the challenges and trends in the field.*
- 2.3. *Strengthening the education-science / innovation-production relations.*
- 2.4. *Increasing the involvement of young people in scientific-research and innovative activities.*
- 2.5. *Improvement of academic programmes in a three-tier of higher education.*

Activities

- Carry out an ongoing review of the University scientific-research policy.
- Carry out scientific-research activities and technological development with the partners.
- Expand the students, faculty and researchers mobility mechanisms between the University and partner institutions and research organizations.
- Improve the University graduates' involvement mechanisms in scientific and pedagogical activities.
- Establish a scientific periodical together with international partner institutions.
- Complete and coordinate the electronic database of scientific-research activities carried out at the University.
- Continuously enhance the mechanisms for encouraging publication of articles in high impact periodicals.
- Enhance the toolkit for evaluating the effectiveness of University scientific and scientific-technical activities and ensuring accountability.
- Increase the level of technical equipment of the University laboratories.
- Develop and introduce mechanisms for evaluating the effectiveness of PhD students and PhD applicants academic performance activities (including thesis defense) and additional incentives.
- Regularly organize grant competitions to carry out University scientific-research activities with the students' involvement.
- Establish an annual award in the "Research of the Year" category.
- Expand cooperation with state and community governing bodies directed to the primary and leading scientific-research activities of sectoral, sectional and territorial significance.

Key Evaluation Indicators for Science, Research and Innovation (KEI)

1. *The number of research activities carried out together with the international partner institutions.*
2. *The number of applicants for the University Master's Degree program by years and specialties.*
3. *The number of PhD applicants by years and specialties.*
4. *The number of lecturers and staff engaged in scientific-research activities by years.*
5. *The number of young lecturers and staff (under 35 years old) engaged in research activities (in% in total).*
6. *Existence of a scientific periodical developed with international partner organizations, the number of research, published in that periodical by the University.*
7. *Operation and continuous replenishment of the electronic database of the research carried out at the University.*

8. *The number of scientific–research, submitted to the international scientific events and conferences.*
9. *Expansion of the process of publishing scientific works, including in leading international periodicals (number of articles, monographs and other works by years) and increase of internal incentive bonuses for authors published in the mentioned periodicals (by years – thousand AMD).*
10. *Publication of NUACA foreign language periodical at least once a year.*
11. *Financial resources directed to the implementation of scientific–research activities (volume of invested funds, thousand AMD).*
12. *Expansion of laboratories for conducting high quality research (number of laboratories / total area, sq.m.) or equipping with new devices (amount invested, by years).*
13. *The number of research submitted to the "Research of the Year" competition.*
14. *The number of research submitted to University grant programs.*
15. *The number of research and (or) design activities, carried out within the framework of the priorities, engaged in the medium–term state expenditure programs;*
16. *The number of research and (or) project, design activities carried out on the basis of recommendations of state management and regional bodies;*
17. *The number of scientific developments put into practice.*



INTERNATIONALIZATION

Internationalization is of utmost importance for the University, as it greatly contributes to the University modernization and its compliance with the modern

requirements. Activities directed to internationalization make it possible to improve and make academic programmes more competitive. It has a positive impact on the development of the educational process, professional training and, in general, the quality of education.

Goal 3.

To expand the international recognition of the University and ensure the attractiveness of the scientific-educational environment

Objectives

3.1. *Implementation of a policy promoting internationalization at the University.*

3.2. *Implementation of foreign language competitive academic programmes in the University in accordance with international standards at all three levels of higher education.*

3.3. *Expansion of the geography of foreign students and provision of an attractive scientific-educational environment.*

3.4. *Expansion of membership to international academic and non-academic structures, involvement in international rating systems.*

Activities

- Implement joint academic programs awarding double diplomas.
- Develop foreign language academic programmes and modules in the targeted fields.
- Raise the awareness of mobility programs among students and staff.
- Engage the invited lecturers in scientific-educational processes.
- Organize international summer schools.
- Clarify the internationalization activities of different units and define their functions.
- Apply reward mechanisms to increase the motivation of involvement in the internationalization process.
- Establish scholarships for international students.
- Carry out regular updates of Internet resources.
- Encourage international events at NUACA and with NUACA participation.
- Establish cooperation platforms and carry out joint activities with local and foreign universities, other stakeholders, including the Diaspora.
- Develop the University Centers for Francophonie Academic Achievement, Languages and the Russian Language.
- Participate in international scientific-educational programs and events.

- Take measures to attract foreign students.
- Take measures to establish University representative offices abroad.
- Improve preparatory academic programmes for foreign students.

Key Evaluation Indicators for Internationalization (KEI)

1. *Current Concept of Internationalization.*
2. *Academic programmes with double / joint diplomas, increase of mobility.*
3. *Increase in the number of foreign language academic programmes at all three levels of higher education.*
4. *Increase in the number of foreign language courses / modules.*
5. *Increase in the number of invited lecturers.*
6. *NUACA internationalization Network.*
7. *Increase of financial resources allocated for the organization of international summer schools (thousand AMD) and in the number of participants.*
8. *The number of individuals encouraged to contribute to the internationalization processes.*
9. *Increase in the number of foreign students receiving scholarships.*
10. *Increase in the number of University staff participating in grant programs and international events.*
11. *Increase the number of foreign students' enrollment to at least 10% of the total student number.*
12. *Increase in the number of satisfied foreign students with preparatory academic programmes (number of satisfied respondents, their number in the total number of respondents).*
13. *The number of activities carried out or being carried out with local and foreign universities, other stakeholders, including Diaspora partners.*
14. *Increase in the number of university students enrolled in foreign universities for at least 1 academic cycle by years: Bachelor's, Master's, Postgraduate Programs.*
15. *The number of foreign students enrolled in the University for at least 1 academic cycle by years: Bachelor's, Master's, Postgraduate Programs.*
16. *The number of beneficiaries benefiting from the University Francophonie Academic Achievement Center, Center of Languages and Russian Language Center by years.*
17. *The number of University representative offices abroad or organizations representing the University on a contractual basis.*

MANAGEMENT

In order to increase the efficiency of its activities, the University, in line with modern demands, implements structural changes, through the involvement of relevant human resources and effective management of material and financial resources. The structural reforms are aimed at striking a balance between the University public accountability and autonomy, in line with the changing perception of public responsibility and demands.

Goal 4.

To introduce a modern management system in the University ensuring autonomy, transparency, accountability and effective amendment

Objectives

4.1. *Ensuring autonomy, transparency and accountability of the activities of the University structural units.*

4.2. *Simplification of organization of scientific-educational processes and efficiency enhancement.*

4.3. *Introduction and development of a modern system for human resource management.*

4.4. *Recruitment, involvement and retention of highly qualified personnel.*

4.5. *Introduction of resource-saving technologies, ensuring cost-effectiveness and savings.*

4.6. *Introduction and provision of process management system implemented at the University with the application of information technologies.*

4.7. *Introduction of mechanisms ensuring the financial stability and autonomy of the University.*

4.8. *Creation of alternative sources of financing.*

Activities

- Analyze and clarify the functions of the units, the optimal number of their staff and the qualification requirements, define the subordination, the accountability mechanisms and the interrelations between the units.
- Develop performance indicators for functions of the units and performance assessment criteria.
- Develop the capacities of Human Resource Management Department.
- Develop measurable mechanisms for evaluating, encouraging and promoting employee effectiveness.
- Ensure clear mechanisms for capacity building and social support for the staff.
- Carry out financial resource analysis, planning and application of this approach in the process of preparing the annual budget of the University through bottom-up assessment approach.
- Apply resource-saving technologies to upgrade material resources and improve infrastructure.
- Introduce relevant software, acquire modern equipment, and provide training for specialists.
- Provide financial inflow through consultation, information, design, laboratory and education services.
- Participate in local and international programs, attract grants and donations.
- Develop the University marketing strategies.

Key Evaluation Indicators for Management (KEI)

1. *Improved University structure with its staff list and elaborated passports.*
2. *The approved annual action plan of each unit.*
3. *The annual performance action plan of each employee, compiled on the basis of the functions envisaged by the passport of his / her position and the annual action plan of his / her unit, with the participation of the head of the unit.*

4. *An effective mechanism for evaluating, encouraging and promoting employee performance based on employee annual performance.*
5. *Extended functions of the University Human Resources Management Department, performed by trained and qualified staff (results of regular surveys to evaluate the performance of the Human Resources Management Department).*
6. *Increase of financial resources, allocated for organizing or participating in training courses, scientific conferences, seminars, summer schools, workshops and other similar events (thousand AMD, number of participants in similar events).*
7. *Increase of financial resources, allocated by the social assistance programs for lecturers and administrative staff (thousand AMD).*
8. *Salary increase (average monthly salary increase, thousand AMD).*
9. *Annual budget compiled by each unit in compliance with its annual action plan, on the basis of which the annual budget of the University is formed.*
10. *Introduced relevant software and digital technologies, which are applied to manage the general and educational processes of the University.*
11. *Resource-saving technologies applied to upgrade material resources and improve infrastructure.*
12. *Increase in financial flows by years.*
13. *Increase in alternative financial flows. Including:*
 - *Amount of financial inflow through consultation, information, design, laboratory and education services;*
 - *Amount of financial inflow through participation in local and international programs, involvement of grants and donations.*
14. *Increase in the amount of financial resources directed to the student support, satisfaction of social needs (by years, thousand AMD / number of students who received social assistance by years).*
15. *Increase in the amount of financial resources directed to the encouragement and social support of the University staff by years (thousand AMD/ number of employees receiving social assistance by years).*
16. *The unit carrying out the University marketing policy.*

INVOLVEMENT, COOPERATION AND SOCIAL RESPONSIBILITY

By increasing the social involvement, the culture of innovation and knowledge exchange at the University, it is necessary to make scientific research and education services, provided by the University, contribute more to the development of the country. To this end, the University cooperates and establishes partnerships with state, private, non-governmental organizations, University graduates and other stakeholders.

Goal 5.

To expand and strengthen constructive relations with local and international partners

Objectives

5.1. *Ensuring effective cooperation with the stakeholders engaged in the sector.*

5.2. *Ensuring participation in the development of the sector, including the development of the legislative and normative-legal documents.*

5.3. *Providing professional, educational and consulting services to the society.*

5.4. *Raising awareness among the public about the University scientific-research and educational achievements, ongoing projects and social programs.*

5.5. *Establishment and development of an Innovation and Entrepreneurship Support Center.*

5.6. *Development of Career Center.*

Activities

➤ Joint development and implementation assistance of education and science, as well as sector policies, legal-normative documents and measures.

➤ Strengthening the communication mechanisms and capacities of the University.

- Involvement of public figures and policy makers in disseminating the University scientific and educational achievements.
- Participation and expansion of involvement by the University in national and international professional organizations, movements, initiatives and programs.
- Regular update of the University official website and extensive use of social media opportunities.
- Ensuring the use of University educational and scientific potential as a usable resource in Architecture, Construction and other fields.
- Develop capacities for Career Center.
- Retention and development of effective relationships with the University graduates, monitoring their interests and needs.
- Review of the Charter of the Innovation and Entrepreneurship Support Center and approval of a new strategic plan and action plan.
- Development of startups.
- Instilling a culture of charity in students, their families and the general public through the introduction of various mechanisms.
- Provision of expert, research and consulting services by the University to external stakeholders (state, community, public and private organizations).

Key Evaluation Indicators for Involvement, Cooperation and Social Responsibility (KEI)

1. *The amount of consultations, provided to public administration bodies, number of legal–normative documents and proposals developed on education and science, as well as on legislative gaps of the sector.*
2. *Increase of the level of public awareness on the University activities, based on surveys.*
3. *The number of joint activities, initiatives, programs (including grant and exchange programs) with the participation of the University by countries and universities.*
4. *The number and ratio of the users of the University official website and positive responders by years.*
5. *The number of University staff, lecturers, postgraduate students, engaged in scientific–research in foreign Universities by years.*
6. *The number of employees, lecturers, postgraduate students from foreign universities engaged in scientific–research at the University by years.*
7. *The number of employees who have visited foreign universities to gain work experience (by years).*
8. *The number of employees who have visited the University to gain work experience (by years).*
9. *Extended functions of the University Career Center, which are performed by trained and qualified staff (results of regular surveys to evaluate the activities of the Career Center).*

10. *Increase of financial support to the Innovation and Entrepreneurship Support Center.*
11. *Organization of competitions for innovative ideas, the number of submitted startup ideas.*
12. *Individuals who donated financial support and contributions by countries.*
13. *The number, amount for expert, research and consulting services provided by the University.*