



STRATEGIC PLAN

2019-2025

25 YEARS TOGETHER

BRIEF INFORMATION ON EURASIA INTERNATIONAL UNIVERSITY

Eurasia International University (EIU) is a higher educational institution with a history of more than 25 years in Armenia and is institutionally accredited. Over the last quarter-century, the University has undergone various stages of development, each contributing to its growth and success. The first stage of EIU's development, which spanned from 1997 to 2005, was focused on laying the foundation and establishing the University's presence in the higher education landscape. During this time, the University received its first licenses and successfully underwent its first state accreditation process, which was indefinite and granted in 2002.

After a successful establishment stage, EIU entered its second stage of development from 2005 to 2015. During this period, the University adopted the European Credit Accumulation and Transfer System (ECTS) and aligned its academic programs with the principles of the Bologna Action Plan. During this stage, the University achieved another significant milestone by obtaining institutional accreditation based on the "Accreditation Standards of RA Vocational Education" N 959-Ն, adopted by the RA Government on June 30, 2011. This period also saw the University take its first steps towards internationalization, establishing exchange programs. Furthermore, EIU launched a third-level higher educational (PhD) program by introducing post-graduate studies in the departments of management, law, and foreign languages, expanding its range of academic programs.

Starting from 2013, the University has been offering PhD programs in "Economics and management of the economy, its branches" (Շ.00.02), "German languages" (Ժ.02.07), and "Public law (constitutional, administrative, inafncial, local self-government, environmental, european law, and public administration)" (ԺԲ.00.02).

After the accreditation in 2015, the third stage of the University's development began, which aimed to tackle emerging issues through a reform program. This period saw the initiation of the development of research infrastructure, clarification of the management system, establishment of the current main frameworks of the University's mission and vision, and acceleration of internationalization processes. In 2018, the University received institutional accreditation, making it one of only three private universities in the country, out of 25, to be accredited for a period of 4 years.

EIU actively collaborates with partner universities in the European Union (EU) to ensure the comparability and harmonization of educational programs, as well as to promote staff and student mobility. The University has adopted a policy of full credit recognition and developed appropriate mechanisms to ensure its implementation. EIU has demonstrated exceptional success in completing Erasmus+ KA1 program projects, placing it among the leading universities in the country. EIU developed a separate internationalization strategy based on the recommendations of EU partners and analyses conducted during the implementation of the EU-funded Erasmus+ HARMONY project.

Thus, based on the results of the previous period, EIU now presents itself as a dynamically developing, well-known educational institution in the country with a substantial group of international students who value educational quality and innovation. Because of its potential, the University has been regarded in recent years as a forerunner in the state university and research reforms, as a quality-oriented higher professional institution. Under the coordination of EIU, the ARMDOCT national project of doctoral education reforms is being implemented within the framework of the EU Erasmus+ program. Another national project (T-GREEN), co-coordinated by the EU, was launched in 2023. EIU has established a unique Jean Monnet Chair in the RA university system and is currently implementing a double degree program with universities in Italy, Spain, and Poland.



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EIU Vision

The University aims to become a top educational institution in the region, with flexible management, geared towards educating professionals with practical skills and abilities, as well as theoretical knowledge that aligns with the constantly evolving demands of the labor market.

EIU Mission

The University defines its mission across three key areas: teaching, research, and public service, with a primary emphasis on achieving effective teaching and learning.

TEACHING:

- Teach in alignment with national and European quality assurance standards,
- Organize higher professional and postgraduate education in the field of humanitarian and social sciences, information technologies, and pharmacology in a way that meets the needs and requirements of the labor market,
- Ensure durable and secure international collaboration by localizing the best practices from the field of teaching and quality assurance, while also internationalizing the educational content,
- Create a collaborative environment for education beneficiaries and invest in the transfer and spread of modern knowledge, skills, and abilities,
- Encourage students to develop study skills and a willingness to accept new ideas through collaborative methods, and strive for continuous self-advancement contributing to the establishment of competition in the dynamic and changing environment.

RESEARCH:

- Conduct research with the aim of actualizing and internationalizing the academic content, as well as contributing to the continuous development of the university.
- Conduct applied research with the aim of promoting the socioeconomic development of the RA.

PUBLIC SERVICE:

- Disseminate forward-looking practices and knowledge obtained from research and education to make them accessible to the public.
- Expand collaborations with community organizations by including community development and socio-economic issues as topics for students' graduation papers and internships.

EIU Values

Mutual Respect: As an educational community, we are connected with various other communities. Our team, "Eurasia," upholds a principled, open, transparent, and respectful attitude towards each other.

Inclusion and Diversity: At EIU, we prioritize collaboration between faculty and students while utilizing various mechanisms to promptly identify the needs of both local and foreign students, staff, and partners. With small classrooms and low student-teacher ratios, we can get to know students individually, promote teamwork skills, analytical thinking, and provide leadership opportunities.

Lifelong Education: At EIU, we value knowledge and strive for excellence and leadership. We continuously sow and develop the core values of the university among our internal stakeholders. In this rapidly changing era, we understand that lifelong learning and continuous improvement are essential requirements for success.

Social Responsibility: We take accountability for providing quality education to both internal and external stakeholders of our university. We strive to meet their needs and contribute to the betterment of society.

Accountability: At EIU, we are responsible for our work towards each other, our students, alumni, and the community. We hold ourselves accountable for the work we do and strive to continuously improve.

Sustainable Development: We are dedicated to the objectives outlined in the United Nations' "Sustainable Development Agenda 2030" and are committed to promoting the corresponding values among the public. We are committed to conducting educational initiatives aimed at achieving the sustainable development goals.



**EIU STRATEGIC DEVELOPMENT
GOALS AND ROADMAP
2019-2025**



Strategic priorities

LEARNING, GROWTH AND DEVELOPMENT

GOAL 1. Human capital development

GOAL 2. Promotion of applied and scientific research directed towards the development of the university

GOAL 3. Development and implementation of new academic programs

IMPROVEMENT OF INTERNAL PROCESSES

GOAL 4. Continuous optimization of the processes

GOAL 5. Automation of target processes

STUDENTS, EMPLOYERS AND SOCIETY

GOAL 6. Increasing the number of students

GOAL 7. Stakeholders' satisfaction and loyalty

GOAL 8. Expansion of cooperation

FINANCIAL STABILITY

GOAL 9. Ensuring financial stability

GOAL 10. Effective budget management

GOAL 11. New sources for financial inflow

LEARNING, GROWTH AND DEVELOPMENT

GOAL 1. Human capital development

1.1. Continuously improving the professional skills and abilities of teaching and administrative staff through the enhancement of training and qualification improvement programs

1.2. Enhancing the tools used for staff evaluation and promotion to improve their effectiveness

Key Performance Indicators (KPIs)

- Staff satisfaction with the enhancement of the quality of training programs (min 75% annually)
- The level of English language knowledge of staff (by 2022, at least 50% have B1 level)
- Growth dynamics of the number of employees and postgraduate students participated in international training and scientific-educational exchange programs (min 10% growth compared to the previous year)
- Improving the digital skills of students and staff /independent user level/ (by 2023, at least 50% ought to master it)
- Number of professors teaching foreign languages (at least B2/C1/C2 levels according to European standards)
- Number of trainings aimed at improving the research abilities

GOAL 2. Promotion of applied and scientific research directed towards the development of the university

2.1. The promotion of research towards the university's development

2.2. The provision of research environment and infrastructure

2.3. Ensuring and promoting research quality

2.4. The internationalization of research activities

Key Performance Indicators (KPIs)

- Percentage of employees with a scientific degree/ title (min 50% annually)
- Number of targeted internal grant programs (min 3 per year)
- Number of conferences (min 3 per year)
- Dynamics of publication growth in international journals (min 10% annually)
- Number of research programs and publications
- Percentage of financial resources allocated to research (at least 8% by 2021)

GOAL 3. Development and implementation of new academic programs

3.1. Development and implementation of new academic programs to meet labor market demands and internationalize students body

3.2. Internationalization of educational content, teaching and learning methods, and improvement of outcome programs

Key Performance Indicators (KPIs)

- Launching international educational programs with the awarding of joint/double degree diplomas (at least one by 2022)
- Number of students involved in international educational programs with the awarding of joint/double degree diplomas (at least ten by 2022)
- Number of new specializations in line with labor market requirements (at least 1 in each department by 2025)
- Development of internal double degree educational programs (at least 2 programs by 2025)
- Expanding the number of courses taught in English in educational programs (min 5%)

IMPROVEMENT OF INTERNAL PROCESSES

GOAL 4. Continuous optimization of the processes

4.1. Continuous evaluation and improvement of managerial and educational processes

4.2. Process optimization through time and cost reduction

Key Performance Indicators (KPIs)

- Satisfaction of the stakeholders with administrative and educational processes (min 75% annually)

GOAL 5. Automation of target processes

5.1. Achieving automation of target processes and creating conditions for paperless administration

Key Performance Indicators (KPIs)

- Expanded use of internal information systems tools while reducing the paperwork

STUDENTS, EMPLOYERS AND SOCIETY

GOAL 6. Increasing the number of students

6.1. Implementing diverse strategies for student recruitment

Key Performance Indicators (KPIs)

- Increase in the total number of students (min 10% annually)
- Attracting high-achieving students (ensuring that at least 10% of new students have excellent grades)

GOAL 7. Stakeholders' satisfaction and loyalty

7.1. Enhancing university reputation among external stakeholders

7.2. Ensuring internal stakeholder satisfaction

Key Performance Indicators (KPIs)

- Indicator of satisfaction with educational services (min 75% annually)
- Indicator of student satisfaction with the quality of provided resources and auditorium (min 75% annually)
- Rate of engagement of new applicants by students and graduates of the university (min 20 annually)
- Indicator of satisfaction with working conditions (min 75% annually)
- Rate of engagement of new applicants by employees (min 10 annually)
- Employment rate within one year after graduation (min 55% annually)

GOAL 8. Expansion of cooperation

8.1. Strengthening strategic cooperation with employers to jointly implement educational and research programs

8.2. Establishing new collaborations with national and foreign universities, as well as strengthening existing collaborations for exchange, capacity building, and research program implementation

Key Performance Indicators (KPIs)

- Number of contracts to be signed (min 3 per year per faculty)
- Number of existing contracts and quality in cooperation
- Number of teaching employers (min 30% per faculty)
- Number of theses co-supervised with employers
- Number of researches/ theses, dissertations/ on topics recommended by employers
- Number of exchange programs (6 new exchange programs by 2025)
- Number of joint capacity building projects (2 new such projects by 2025)
- Number of outbound visits to organizations and workshops (min 20 per year per faculty)

FINANCIAL STABILITY

GOAL 9. Ensuring financial stability

9.1. Ensuring the profitability of each academic program

Key Performance Indicators (KPIs)

- Profitability level (min 15% annually)

GOAL 10. Effective budget management

10.1. Budgeting and executing with minimal negative variance

Key Performance Indicators (KPIs)

- Budgeting and execution with minimum negative variance (annual max 20% variance)

GOAL 11. New sources for financial inflow

11.1. Internationalizing academic programs

Key Performance Indicators (KPIs)

- Profit from increasing the number of international students (min 20% annually)

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