

THE MINISTRY OF EDUCATION, SCIENCE, CULTURE AND SPORTS OF THE
REPUBLIC OF ARMENIA

“Armenian State University of Economics” State Non-Commercial Organization

Approved by
the April 6, 2020, N8-1 resolution of
the Scientific Council of
the “Armenian State University of Economics”
State Non-Commercial Organization
Chairman of the Scientific Council,
Acting Rector
Diana Galoyan

April 6, 2020

**ARMENIAN STATE UNIVERSITY OF ECONOMICS STRATEGIC PLAN
FOR
SCIENTIFIC RESEARCH ACTIVITY DEVELOPMENT
2020-2024**

YEREVAN 2020

TABLE OF CONTENTS

Introduction

1. The Mission and Vision of the Science Development at the University
2. The Strategic Goals, Objectives and Perspectives of the Science Development at the University
3. A Brief Overview of the Current State of the University's Research Activities
4. Analysis and Assessment of External and Internal Situational Factors
5. The Main Directions and Structures of Strategy Implementation
6. Evaluation of the Priorities of the Strategic Development of the University's Scientific Activity

Conclusion

Appendix 1. 2020-2024 ASUE Scientific Research Potential Development Road Map

Introduction

The Strategic Plan for Research Activities (hereinafter referred to as the Plan) of Armenian State University of Economics (hereinafter referred to as the University), was developed based on the “Law of the Republic of Armenia on Education” (adopted on February 8, 2011), “Law of the Republic of Armenia on Higher and Postgraduate Professional Education” (adopted on December 14, 2004), “Law of the Republic of Armenia on Scientific and Scientific-Technical Activities” (adopted on December 5, 2000), “Law of the Republic of Armenia on Scientific and Scientific-Technical Expertise” (adopted on April 22, 2015), “Law of the Republic of Armenia on State Support for Innovation Activity” (adopted on May 23, 2006), “Law of the Republic of Armenia on Copyright and Related Rights” (adopted on June 15, 2006), “Procedure for Postgraduate Admission and Education, Doctorate and PhD Admission in the Republic of Armenia” (approved on February 25, 2016 by the Republic of Armenia 238-N resolution), as well as other science and research related normative-legal documents.

The current Plan defines the principles of planning, organizing, implementing, financing, regulating and supervising the basic, applied, interdisciplinary, individual and group scientific research activities and services of the relevant structural subdivisions of the University.

The scientific research activity of the University is aimed at the further development of science as one of the most important and primary components of the University's activity, the increase and diversification of the academic reputation of the scientific-research activity in the following directions:

- ✚ Basic scientific research – theoretical or experimental activities aimed at expanding the existing knowledge of the laws of nature, human activity, the basic patterns of the structure and development of society and the acquisition of new knowledge.
- ✚ Applied scientific research – mainly practical, applied studies aimed at solving specific problems.

- ✚ Targeted internal scientific research – scientific research aimed at solving specific targeted problems on the basis of public or intra-university scientific grants initiated by the University.
- ✚ Targeted external scientific research – scientific research aimed at solving urgent economic problems by external beneficiaries' order.
- ✚ Individual scientific research – individual basic and applied scientific-research activities carried out by an entity, in particular, by the University faculty and the researchers in the form of monographs, research articles, teaching-methodologies, etc.
- ✚ Group scientific research – group basic and applied scientific-research activities carried out by entities, in particular, by the University faculty and the researchers, postgraduates and graduates in the form of collective monographs, research articles, teaching-methodologies, etc.

Within the interdisciplinary, scientific and research activity the University cooperates with the legislative bodies (including the Science Committee of the RA Ministry of Education, Science, Culture and Sport), executive bodies, and local self-government bodies of the Republic of Armenia, scientists from the Republic of Armenia and foreign countries, scientific and academic sector employees, scientific organizations and higher educational institutions.

The organization and coordination of the scientific activities of the University is carried out by the Vice-Rector for Science on the basis of mutual cooperation with the Scientific Council of the University, the Scientific-Methodological Commission under the Scientific Council, the Department of Research, “Amberd” Research Center, administrative, educational and other subdivisions.

A thorough assessment of the integration processes in Armenia is possible only by taking into account the domestic scientific-educational complex peculiarities and the changes taking place in it. Currently, scientific institutions and universities in Armenia are managed and operated practically without taking into account the mutual needs, i.e., their forms of integration do not meet the requirements of a modern market economy. The science and education separation system does not meet modern requirements and challenges. Research carried out in universities is usually insignificant, which to some

extent explains the marginal role of higher education in the scientific-technical complex of the country and, in general, in the national innovation system, at least in terms of investment in science¹.

The aforementioned makes it imperative to adopt and implement a comprehensive and coherent scientific research strategy, to which the current Plan aims.

¹ For example, the state budget funds allocated to ASUE for scientific research activities make up 10% of the internal financing for that purpose, or 0.3% of the university's total budget. The picture is the same in other universities with only slight differences. For comparison, universities in the US receive 14.3% of the funds allocated for scientific purposes, in Japan it is 13.4%, while in EU countries 22.5%. It should be noted that small countries such as Finland, Norway, Denmark and Israel allocate 1.1-13 billion US dollars to university science, while Turkey does 2.5 billion, Taiwan 1.7 billion, and China more than 13 billion US dollars.

1. The Mission and Vision of the Science Development at the University

The analysis of modern models of higher university education reveals the need and urgency of further development of institutional capacities of scientific-research activities in the conditions of exceptionally fierce competition of educational services, which implies:

- ✓ Integration of educational and scientific processes
- ✓ Introduction of effective modern methods for scientific-research activity management
- ✓ Improvement of basic and applied research effectiveness as a basis for ensuring quality in higher education and as a source of new knowledge acquisition
- ✓ Increase of innovative potential in the field of scientific and research activities.

The University's science development mission is to create the necessary preconditions for the formation of scientific schools, and to increase the University's scientific potential as a result of further development and effective implementation of scientific research activities, in particular, basic, applied and targeted scientific research, in respect of effective integration of education, science and innovative activities, in particular:

- the creation of a cluster system in the scientific-educational and innovative-technological section, which will provide high-quality personnel capable of carrying out scientific-research activities, and the improvement of the latest scientific-educational technologies for scientific and research work coordination,
- the formation of an innovative scientific-educational platform as an integral component of the University's scientific-educational activities, which will ensure a complete training for high quality professionals and a rapid generation of innovative ideas.

The University's science development vision should be based on its future transformation into a powerful innovative specialized economics structure of the republic with the presence of qualified staff, effective corporate management system, and internationally renowned scientific research activities, necessary for the implementation of basic, applied and targeted scientific research. At the same time, the vision of the

development of science at the University should be aimed at providing the following features:

- ❖ a **competitive and dynamically developing university** in the global unified international scientific-educational sector, which corresponds to the global scientific and research trends and is able to quickly respond to external demands,
- ❖ a **university engaged in intensive scientific and research activity**, with an integrated effective educational-scientific system,
- ❖ an **innovative university** with a high intensity degree of innovative ideas, scientific projects, innovative scientific research works,
- ❖ a **science-centered university** with the ability to carry out scientific research activities adhering to the international standards in consolidation of the University's scientific potential and the expert community efforts,
- ❖ a **reputable university**, which holds a highly competitive rating, intensively uses modern scientific and educational technologies, and installs a culture of cooperation between Armenian think tanks,
- ❖ a **unified systematized university** capable of effectively organizing joint educational, scientific and innovative activities.

2. The Strategic Goals, Objectives and Perspectives of the Science Development at the University

The University emphasizes the importance of the following science development goals:

- ✚ developing science and education through intensive use of the latest interdisciplinary and design technologies,
- ✚ training and retraining the personnel engaged in scientific and research activities on the basis of “Amberd” research center,
- ✚ enhancing the importance and the role of the basic, applied and targeted scientific research and actively integrating the later into educational processes,

- ✚ consolidating scientific, educational and innovative activities through active use of new scientific and educational technologies,
- ✚ enhancing the importance of the University's corporate culture in relation to the scientific-research activity, and increasing the weight of group scientific research,
- ✚ continuously improving the scientific research quality,
- ✚ developing the institutional capacity of the University research activities in the further manner,
- ✚ expanding the international cooperation in terms of joint research projects with foreign universities,
- ✚ ensuring the research mobility of the University's faculty, postgraduate students, PhDs and researchers,
- ✚ improving the efficiency of the University "Amberd" research center in the context of close integration of science, education and business,
- ✚ improving the scientific-research image and the academic reputation of the University in the further manner,
- ✚ developing Armenian think tanks cooperation culture.

The following University science development objectives are highlighted as the most important:

- the implementation of the urgent and primary scientific research,
- the enrichment of the University's educational process with the latest scientific research results,
- the enhancement of the University's faculty and student involvement in research activities,
- the advancement of the scientific degrees of the University's faculty,
- the training and retraining of the scientific and pedagogic personnel,
- the gradual quality improvement of the scientific works published by the University's faculty and researchers, aiming to reach the international standards,
- the activation of the University Student Scientific Society
- the provision of the University library with fresh professional literature in paper and electronic format,

- the improvement of the efficiency of research conducted by the departments through the centralization of the University's financial, personnel, information and technical resources,
- the implementation of organizational measures for the development of the internal innovative environment of the University,
- the improvement of the quality standards of PhD, postgraduate and doctoral student education,
- the further development of scientific, research and educational activities by the consolidation of the University's scientific potential.

The University emphasizes the importance of the following strategic perspectives for the development of university science:

Strategic Perspective No 1:

Improvement of the quality and reputation of the University's research result

- ✓ development of international research cooperation by signing agreements with both foreign universities and international organizations for conducting joint scientific research,
- ✓ involvement of foreign experts in the implementation of joint scientific research,
- ✓ increase of foreign partners' publication share in "Banber ASUE" scientific journal, and inclusion of the latter in "Web of Science" u "Scopus" scientific databases till 2020,
- ✓ stimulation of scientific research activities carried out by the University faculty,
- ✓ development of favorable conditions for the expansion of commercialization of the University's research services,
- ✓ unification of education, science and practical activities,
- ✓ enhancement and coordination of activities carried out for PhDs, postgraduate students and doctoral students,

- ✓ comprehensive development of other forms of scientific-research and scientific-educational activities, in particular, scientific-research consulting, and implementation of inter-department joint scientific projects,
- ✓ formation of the University's image as the best in carrying out economic research activities in the country,
- ✓ monitoring of the market of scientific and educational services,
- ✓ implementation of structural measures to increase the scientific potential of the University faculty and researchers.

Strategic Perspective No 2:

Expansion of the main and alternative funding sources for the University's research activities

- ✓ improvement of the normative-legal base of the University research activities,
- ✓ acquisition of finances from alternative funding sources to increase the efficiency of scientific and innovative activities,
- ✓ development of new mechanisms for financing the scientific-educational activities of the structural subdivisions of the University,
- ✓ introduction of short-term and medium-term forecasting system to predict the proceeds from the University research activities,
- ✓ increase of the level of investment attractiveness of the University's scientific-research activities,
- ✓ establishment of a science fund to strengthen the material-technical base of scientific research activities,
- ✓ improvement of the scientific and professional awareness level of the University faculty.

Strategic Perspective No 3:

Increase and further improvement of the University's research activity efficiency

- ✓ incorporation of research component in the educational process,

- ✓ increase of scientific research competitiveness and integration into the international research area by creation of the necessary preconditions for increasing the number of competitive scientific research works,
- ✓ extensive application of scientific research results in educational programs,
- ✓ provision of the necessary conditions for improving the qualification of the scientific staff, and enhancement of activities carried out for PhDs, postgraduate students and doctoral students,
- ✓ improvement of the system of evaluation and monitoring of the scientific research effectiveness,
- ✓ creation and operation of scientific-research database,
- ✓ involvement of various budgetary and extra-budgetary fund grants for increasing the University research activities,
- ✓ increase of the scientific research commercialization degree,
- ✓ ensuring the University's participation in national, regional, international research and innovation events,
- ✓ improvement of the normative-legal base of innovative activities within the University's science and education field,
- ✓ development and implementation of the regulation for the evaluation of the publication activity of the University's faculty and researchers,
- ✓ implementation of organizational measures to increase the management efficiency of the University's research activities,
- ✓ inclusion of a research component in the University's faculty annual workload,
- ✓ increase of students' involvement level in scientific and research activities.

3. A Brief Overview of the Current State of the University's Research Activities

Reputable universities operate on the basis of the principles of lifelong learning and active participation in the process of building a knowledge society in the country, promoting a high quality of higher education, research and innovation. In order to achieve this, the country needs universities that are able to determine their own development paths and to have a great contribution to the social, cultural and economic

well-being of the country. From this point of view, the first steps have been taken to make science one of the main components of the University's activities, which, in turn, is the reliable basis for another important issue: economic education.

The development of university science and higher education is the main guarantee of economic progress and effective economic policy. Gradual advancement of university basic and applied science is a key precondition for the formation of a high-tech economy. There is no doubt that the cornerstone of prosperity of both developed and developing countries is the knowledge-based economy formed on university science and high technologies. The most important provisions of the society development model are the leading science-based technologies and innovative economy, which are able to improve the wellbeing of the population.

3.1. Scientific Research Activity Directions

In 2018-2019, the development of institutional capacities for research activities continued.

In order to achieve the goal of ensuring the integration of applied research and education and the cooperation of applied research and economy of the University Strategic Development Plan, in 2018-2019 the University continued the implementation of 140 chair research works, 7 grant programs of the Central Committee of the Ministry of Education and Science of the Republic of Armenia, 1 grant program of the Research Center of the Central Bank of Armenia and “Amberd” research center programs in 3 scientific directions. Chair research has been conducted in economics, management, finance, marketing, natural sciences, history, political science, philosophy, philology, etc.

In 2018-2019, the “Maintenance and Development of Infrastructure for Scientific and Scientific -Technological Activities” budget funded the University to cover the following 2 topics:

1. “Priorities for Increasing the Efficiency of Public Administration in the Republic of Armenia”

2. “Opportunities for Effective Cooperation between the Real and Financial Sectors of the Armenian Economy”.

The following 3 topics were funded within the framework of the research support program for young researchers of the Ministry of Education, Science, Culture and Sport RA Science Committee:

1. “The Impact of Administrative Reforms on the Efficiency of Local Self-Government in Armenia”

2. “The Assessment of the Monetary Policy Impact on the Competitiveness of the RA Economy”

3. “The Causes of Territorial Asymmetry of Development and the Prospects for the Reduction Tools Use in the Republic of Armenia”.

Within the framework of cooperation between the Belarusian Republican Foundation for Fundamental Research and the Science Committee of the Ministry of Education and Science of the Republic of Armenia, one research topic was funded: “The Coordination of the Structural Policy of the Republic of Armenia and Belarus in the Context of Modernization of the Real Sector of the Economy”.

Within the framework of the contractual research topics of the scientific and scientific-technical activity of the State Committee of Science of the Ministry of Education and Science of the Republic of Armenia, one topic was financed: “The Issues of Licensing and Commercialization of Research Works of Applied Significance in the Republic of Armenia”.

In 2019, the University applied to receive the EU Euraxess Excellence Degree and to be part of the pan-European research area. Accordingly, the University has undertaken the obligation to bring the researchers’ operating conditions, principles and environment into line with the European Charter for Researchers.

12 full-time employees (director, deputy director-senior expert, senior researcher-external grants officer, senior expert, expert, 3 senior researchers, 2 researchers, 1 junior researcher and a clerk) were involved in 3 research projects at “Amberd” research center.

The “Amberd” research center projects have been carried out in the following 3 scientific directions:

1. “Educational Process and Technology Research”
2. “Economic research”
3. “The State and Developments of the RA Financial Markets”.

ASUE 5 lecturers, 3 administrative employees, 11 graduate and post-graduate students were involved as experts in the three research projects carried out in the center.

Within 2018-2019, the center has published 49 scientific articles (18 of which were in international scientific journals), 6 comprehensive research reports, 31 analytical-statistical reports, 74 analytical articles, 2 monographs, 1 manual, 1 report.

Center employees have participated in conferences, discussions organized in the National Assembly of the Republic of Armenia, workshops, Erasmus + exchange programs, and training programs abroad.

The Center has examined and developed a package of relevant proposals on research conducted by ministries of the sector, international treaties, draft laws, strategies, draft government decisions and concepts.

Within the framework of the support initiative for ASUE activity improvement action plan the Center, cooperating with ASUE different subdivisions, carried out 14 sociological and focus group surveys in the university.

3.2. ASUE Employees’ Publications and Participation in Conferences

Based on the results of the research conducted within 2018-2019, 35 educational-methodological manuals, 10 monographs, 7 textbooks, 1 problem book, 10 lecture materials, 482 scientific articles were published, 131 of which were in foreign periodicals.

The University staff has participated in conferences in Ireland, Great Britain, Germany, Belgium, France, Austria, Italy, the Netherlands, the People's Republic of China, Poland, the Czech Republic, the United Arab Emirates, Slovenia, Serbia, Latvia, India, the Russian Federation, Lebanon, Ukraine and Georgia in 2018-2019.

The University graduate and postgraduate students have also attended international conferences.

3.3. Student Scientific Society (SSS)

At the beginning of the 2019-2020 academic year, the Student Scientific Society started its operation with a completely new format and content, the main purpose of which is to give students interested in science and research work the opportunity to take the first steps, to engage in science and to bring their ideas to life. At the suggestion of the SSS active participants, the “Future Lecturer” program was also implemented, within the framework of which the SSS different year students delivered open lectures on current topics for a day per week until the end of the semester.

3.4. Science and Research Funding

The financing from the Republic of Armenia state budget within 2018-2019 amounted to 80.4 million drams: 22.4 million have been allocated within the framework of the contractual research topics of scientific and scientific-technical activity of the RA Ministry of Education, Science, Culture and Sport Science Committee, 20.8 million were for the research on the maintenance and development of the scientific and scientific-technical activity infrastructure of the RA MoESCS Science Committee, 19.1 million were granted within the “Young Researchers' Research Assistance Program”, as well as 4.5 million drams within the framework of cooperation between the Belarusian Republican Fund for Basic Research and the RA MoESCS SC. The University has allocated 156 million drams for scientific and scientific-technical development from its own budget.

3.5. Problems

Although some achievements have been made in the field of research, there are still a number of problems, including:

1. decreasing number of the University faculty's scientific publications and references,

2. very small number of publications in journals included in “Scopus” and “Web of Science” databases,
3. faculty’s low activity rate on Google Scholar, Research Gate and Academia.edu platforms,
4. faculty’s passive participation in conferences, scientific seminars and round tables,
5. scarcity of alternative sources of research funding.

4. Analysis and Assessment of External and Internal Situational Factors

The PESTEL analysis of the scientific activity of the University was carried out on the basis of the analysis of political, economic, socio-cultural and technological situational factors of the external environment.

N	External environmental factors	University’s strategic components that depend on external environmental factors
1. Political factors		
1.1	Normative-legislative scope of education and science as basic directions of the state policy in the field of education and science	Mission, policy, organizational structure, goals, objectives, deadlines, key partner organizations, target groups of organizations consuming the results of the University's activities, including graduates, persons conducting joint scientific research and other beneficiaries.
1.2	Expected legislative changes in the field of education and science	Mission, policy, organizational structure, goals, objectives, deadlines, key partner organizations, target groups of organizations consuming the results of the University's activities, including graduates, scientific-technical products, funding sources, co-financing, participation in international scientific activities, change of content and introduction of the scientific-research component in the implemented

		educational programs.
1.3	Interconnectedness of national and international legislation in the field of science	Fields of joint scientific activity of foreign educational institutions, forms and mechanisms of interaction with international universities in the field of science, methods and means of assessing the quality of science, science management systems.
1.4	Regulatory bodies and norms	Scientific-educational technologies, research standards, technologies for carrying out scientific research, research plans, programs, methods and means of evaluation of the effectiveness of the University's scientific activity.
1.5	Foreign policy, change, trends	Fields of scientific activity in cooperation with foreign educational institutions, participation in the ranking evaluation of the University activity, forms and mechanisms of interaction with international organizations in the field of science, mutual recognition and certification of science quality management systems, student exchange, training in the field of education and scientific research, joint scientific projects, graduate training courses, main partners and employers of alumni.
1.6	State internal policy, change, trends	Mission, policy, organizational structure, goals, objectives, deadlines, key partner organizations, target groups of organizations consuming the results of the University's activities.
1.7	State regulation, support, management of a competitive environment for science and research activities	Mission, policy, main target indicators, scientific research directions and volume, graduate training courses, deadlines, methods, means of implementation.
1.8	Personnel policy in the field of science	Requirements for the faculty, students and alumni quality and quantity, the University's corporate and academic culture.

1.9	Personnel policy in other economic sectors (industry, employers)	Scientific research and graduate training directions, scientific research conducted in various sectors of the economy.
1.10	Demographic situation	Pre-studies preparation methods and means for applicants, directions of scientific training for graduates, contact with alumni and employer organizations, financing, methods and means to ensure the attractiveness and prestige of the University.
1.11	University management techniques by the state and the founders	Mission, vision, policy, management structure, goals, problems, industrial indicators, deadlines, main partner organizations.
1.12	Budgetary and extra-budgetary funding, grants	Goals and directions of scientific research financed by budgetary and extra-budgetary funds.
1.13	Labor market requirements	Preparation directions, admission control numbers (issued in accordance with the quantity and distribution of professional directions), employing organizations, main partners, labor market monitoring means and methods, consumer satisfaction assessment, additional vocational education system, training courses.
1.14	International recognition / accreditation of scientific and educational programs, academic mobility, certification of qualifications /	University management structure, science quality management system, accreditation of scientific and educational programs.
1.15	Environmental issues	University management structure, composition and content of scientific research directions, training of graduates in environmental management, and implementation of scientific research.
1.16	Security issues	University management structure, composition and content of scientific research directions, implementation of scientific research on economic security.

1.17	Other state factors influencing the science sector	University development priorities, its place in the rankings of research organizations, main partners, employers, competitiveness of the University and its alumni, sustainable development, attractiveness.
2. Economic factors		
2.1	The economic state as a factor of indirect impact of the external environment; change trends	University scientific-educational policy, scientific research demand, scientific research conductors' competitiveness in the labor market, university attractiveness, scientific research directions, and employee remuneration.
2.2	Higher than average salary rate in the region	Employee remuneration, main partner organizations, scientific research conductors' competitiveness in the labor market.
2.3	Inflation rate	Remuneration of researchers, the University scientific-educational policy, scientific research funding.
2.4	Investment environment in science	University scientific-educational policy, main partners in scientific research and educational system, scientific research conductors' competitiveness in the labor market, modernization of the University's scientific potential, the University research attractiveness, remuneration of researchers.
2.5	Foreign economic systems in the field of science	University scientific-educational policy, main partners in scientific research and educational system, personnel policy, personnel management, pre-university training for applicants, University policy in international activities.
2.6	Taxation system	University research activities and innovative policy, infrastructure development.
2.7	Seasonal factors	University scientific policy, goals, objectives, strategies, content, and

		means of implementation.
2.8	Demand for the results of the University research activities	University research policy in the field of scientific research and development, main partners, innovative policy.
2.9	University alumni demand	Graduate training directions and content, number of students admitted through the budgetary and non-budgetary (free of charge) system, alumni competitiveness.
2.10	Peculiarities of the University's scientific-educational activity	Partner organizations, employers, researcher demands, educational process and research activity organization.
2.11	Peculiarities of the University's scientific research activity	Infrastructure of research activities, personnel potential, customers and performers of scientific research, publications, conferences, experience exchange, training, intellectual property protection, innovative activity.
2.12	University expenses (purchases, energy consumption, transportation, food, medical service, scientific-educational equipment, means of communication, etc.)	University scientific-educational policy, budgeting, infrastructure, University personnel policy, purchase management, acquisition of scientific-educational materials, information technologies.
3. Socio-cultural factors		
3.1	Demographic factors	Graduate training directions and content, number of students admitted through the budgetary and non-budgetary (free of charge) system, pre-university training for applicants, advertising activity, alumni competitiveness, improvement of the University image.
3.2	Legislation defining the social factors	University and alumni competitiveness, personnel policy within research activities, social responsibility and social security policies.
3.3	Migration policy	Pre-university training for applicants, educational activities for students,

		personnel policy.
3.4	Society fundamental values	Intra-university corporate culture, personnel policy, policy of educational activities for students, applicants' social background, scientific-research activity.
3.5	Lifestyle, quality of life	Social responsibility and social security management, sustainable development of the University.
3.6	Applicants' behavior models	Intra-university corporate culture, personnel policy, policy of educational activities for students, applicants' social background, student psychological support.
3.7	Behavioral models of University research staff	Intra-university corporate culture, personnel policy, research staff management, social responsibility and social security policy.
3.8	Public behavior models	Intra-university corporate culture, personnel policy, personnel management, social responsibility and social security policy, educational activities for students, content and structure of educational programs.
3.9	Fundamental events and influence factors in the country and the world	Change management system, risk management, immediate response methods and means.
3.10	Consumer/employer feedback and attitude	Employers' and technical product consumers' satisfaction evaluation system.
3.11	Labor market and employer organizations needs	Number and structure of students according to their specializations, scientific research directions and development.
3.12	Mass media presentation	University reputation/image and attractiveness.
3.13	Ethnic, cultural and religious factors	Intra-university corporate culture, personnel policy, educational activities for students.

3.14	Advertising and PR	University mission, policy, goals and objectives, statutory directions of activity.
4. Technical-technological factors		
4.1	Development of modern educational technologies in Armenia and in the world	Educational technologies used in the educational process.
4.2	University education funding	University funding structure and content of the educational process.
4.3	Research and development funding	University funding structure and content of research and development.
4.4	The current state and trends in the development of learning methods, and competence development	University teaching methods, alumni competence development.
4.5	Alternative educational technologies	Educational technologies currently used at the University, and expediency of introducing alternative educational technologies.
4.6	Number of applicants by state order	Admission system, Admissions Committee activity arrangement
4.7	Demand for the research component in the main educational programs by the applicants	Vocational guidance system, advertising, pre-university training for applicants, introduction of the research component.
4.8	Current state and development trends of information technologies in educational and scientific research	Modern information technologies in the educational process and scientific research.
4.9	Current state and trends of change of University-partner organizations and alumni-employers communication	The current state of the interaction system of the University, partner organizations, graduates and employers.
4.10	Normative-methodological requirements for ensuring the research process	Current state of normative-methodological ensuring of the educational process at the University.
4.11	Legal requirements for ensuring	Current state of legal ensuring of the

	scientific research activity	scientific research activity at the University.
4.12	Requirements for innovative activities at the University	Innovative potential of the University.
4.13	Requirements for the creation and protection of intellectual property rights and activities	Current state of the creation and protection of intellectual property rights at the University.
4.14	Requirements for ensuring the quality of the University assurance system of educational, research activities	Current state of the requirements for ensuring the quality of the University assurance system of educational, research activities.

The SWOT analysis of the development of science at the University was carried out by means of the analysis and the assessment of external and internal environmental factors based on the following approaches:

- separating the strengths and the weaknesses
- separating the threats and the opportunities
- establishing a connection between the various elements of the aforementioned
- analysis and evaluation of possible options

As a result of grouping different elements of the SWOT analysis, the following strategies have been identified:

- ❖ development strategy based on “opportunities and strengths” grouping
- ❖ internal reform strategy based on “opportunities and weaknesses” grouping
- ❖ constraints and obstacles of strategic development based on “threats and weaknesses” grouping
- ❖ potential benefit strategy based on “threats and strengths” grouping.

4.3 STRENGTHS

4.3.1 the rich experience and positive image of scientific-research activity

4.3.2 the “Amberd” research center as an internationally recognized think tank

4.3.3 the University science development and private sector-science-government partnerships

4.3.4 the availability of comprehensive research on the issues of most interest to the public and private sector in the fields of socio-economic development, public policy and security

4.3.5 the implementation of basic, applied, and targeted scientific research

4.3.6 the targeted training of PhD and post-graduate students with updated educational programs

4.3.7 the University and international research agreements and grants to finance the research

4.4 WEAKNESSES

4.4.1 the insufficient level of scientific research methodology at the university

4.4.2 the low level of student participation in the meetings of student scientific societies and the lack of modern motivation systems

4.4.3 the insufficient level of effectiveness of MA, PhD and post-graduate students' research activities

4.4.4 the insufficient level of resource provision for the educational process

4.4.5 the little role of the scientific component in the field of educational activities

4.4.6 the low efficiency of the University scientific and innovative infrastructures activity

4.4.7 the low share of joint international research projects implementation

4.4.8 the low proportion of articles published in international scientific databases, such as "Web of Science" and "Scopus"

4.4.9 the relatively low level of participation of the University faculty in international conferences

4.4.10 the low level of intellectual property commercialization

4.4.11 the lack of a system for supporting research and innovation activities of the University faculty.

4.5 OPPORTUNITIES

- 4.5.1 the application of modern information technologies for the management of scientific-research activities of the University
- 4.5.2 the potential for participation in intra-university and international grant programs for research and innovation activity
- 4.5.3 the availability of preconditions for the application of international standards and criteria in the University's science development process
- 4.5.4 the increase in demand for professionals with high scientific potential
- 4.5.5 the availability of the University's scientific and research services and the increase in their demand
- 4.5.6 the sufficient level of academic and scientific mobility of the University faculty, PhDs and post-graduate students
- 4.5.7 the use of modern innovative technologies for the implementation of research activities
- 4.5.8 the involvement of foreign partners in conducting basic and applied research
- 4.5.9 the integration of the University into the international academic community and the availability of the international editorial board of "Banber ASUE" scientific journal
- 4.5.10 the publication of the new "Young Scientist" scientific journal in order to increase the efficiency of the young scientific potential of the University
- 4.5.11 the publication of "Amberd Bulletin" science periodical as a platform for presenting economic issues of public concern.

4.6 THREATS

- 4.6.1 the intensive dynamics of external environment change (socio-economic situation, demographic situation, etc.)
- 4.6.2 the decline in the quality of pre-university (secondary) education in the country
- 4.6.3 the limited opportunities for a competitive environment for the development of the material and technical base of science and research activities

4.6.4 the current gap between the scientific research market demand and the supply of scientific and research services of the University

4.6.5 the rapid rates of legislative and normative-legal changes of scientific activity by the RA MESCS, the MESCS Committee of Science, the Higher Qualification Committee, and other competent bodies

4.6.6 the active scientific-research policy pursued by competing local and foreign universities

4.6.7 the regular rise in prices of logistics, information, library and other resources because of inflation

4.6.8 the frequent changes in the procedures and criteria for monitoring the effectiveness of scientific-research activities of higher educational institutions, and unnecessary document circulation

4.6.9 the lack of an effective system for monitoring urgent scientific and research services.

5. The Main Directions and Structures of Strategy Implementation

The primary directions of scientific activities of the University are: economic development and inclusion, social development and labor market, macroeconomic analysis, modeling and forecasting, technological development and digital economy, state management and local self-government, markets and competition, spatial development, fiscal-monetary policy, competitiveness, internationalization and foreign sector, economic security, moral security, educational programs and technology research, etc.

The specified directions require solutions to the following main problems:

- improving the instruction quality for specialists by involving lecturers, graduate students and students in research activities
- increasing the efficiency of youth scientific organizations
- forming new knowledge and an innovative environment
- conducting research in line with the country's development priorities and global development trends

- ensuring the participation of a significant number of lecturers in research and innovation activities
- providing most of the students with basic research and innovation skills
- internationalizing research
- increasing the number of the University representatives who take an internship in foreign research centers
- increasing the number of publications of scientific research results in international leading scientific journals, such as “Web of Science”, “Scopus”, and other foreign journals
- activating the involvement of young specialists in scientific research
- integrating research into educational processes
- strengthening academic ties, cooperating with the National Academy of Sciences of the Republic of Armenia and domestic and foreign scientific centers, involving specialists from the latter for joint research
- conducting activities aimed to attract funds from all levels of budgets, foundations, companies, private investors for the development of scientific research at the University, providing allocations from own resources - at least 3% of the University income
- introducing a system for monitoring scientific research and evaluating results
- developing an innovative infrastructure for the University (business incubators, research centers) and integrating it in the economic and educational space of the Republic of Armenia.

Strategy Goals, Objectives, Measures and Implementation Phases

Objectives and measures	Implementation phases		
	2020-2021	2022-2023	2023-2024
Goal 1 Establishment of a high-quality research center in the field of economics			

Objective 1.1. Ensuring the implementation of high-quality scientific research in a number of modern aspects of economics

<p>1.1.1 Basic research development and establishment of scientific schools</p>	<p>Carrying out basic research in all areas of the University's scientific activity. Supporting the primary directions/aspects (institutional analysis, reform modeling, applied microeconomics, theoretical and economic sociology, labor market and demographic research, economics of education, science and innovation, statistics and sociology, forecasting research, quantitative methods in socio-economic science, international economic relations and global economic processes, etc.).</p>	<p>Establishing scientific schools in accordance with relevant scientific directions in line with international standards, which will unite lecturers, researchers, postgraduate students, master students, in partnership with leading scientific and educational centers of Armenia and other countries.</p>	<p>Establishing scientific schools in 4-5 directions at a level that will ensure the primary positions of socio-economic science. Ensuring publications of not less than 20% of lecturers and researchers in international peer-reviewed journals and reports at international conferences.</p>
<p>1.1.2 Obtaining theoretical conclusions and practical recommendations as a result of scientific research by launching complex measures:</p>	<p>Carrying out comprehensive analysis of economic literature, and modernizing scientific research, increasing the efficiency of individual and</p>	<p>Developing the University primary scientific research directions, identifying and formulating strategic directions of economic development,</p>	<p>Developing a scientific methodology for diagnosing the real state of the economy in order to ensure sustainable development, regularly reviewing</p>

<p>“discover, define, formulate, develop, implement”.</p>	<p>group scientific research conducted by the chairs, carrying out comprehensive analysis and evaluation of complex and interdisciplinary scientific research methodology, obtaining basic scientific results (trends, patterns, principles, concepts, models, methodologies and approaches) and applying in practice, conducting comprehensive study of research methodology, and holding the ability to formulate scientific hypotheses.</p>	<p>carrying out analysis and evaluation of quantitative and qualitative indicators of scientific and research activities, developing and implementing scientific-pedagogical and scientific-research activity unification structures, identifying and analyzing modern economic problems and development patterns.</p>	<p>and updating the chairs’ scientific research topics, increasing the participation of the University’s faculty in research with budgetary and extra-budgetary funding, managing and coordinating scientific research in the fields of applied and fundamental sciences, developing scientific, research, scientific-technical and innovative activities of the University.</p>
<p>1.1.3 Publication of the results of the research activities of the faculty, postgraduate students, doctoral students and PhDs of the University, and improvement of the quality of research and publishing activities.</p>	<p>Increasing the activity of publishing the results of applied and basic scientific research, discovering urgent issues connected with the research and innovation activities intensification and new opportunities, improving the efficiency of the University curricula and methodological instructions, ensuring the</p>	<p>Preparing high-quality specialists with entrepreneurial, modern political and economic thinking, based on the integration of the University education and science, promoting the faculty’s and students’ scientific-research activity as a component of the scientific-educational process, internationalizing</p>	<p>Developing and launching a new regulation on the qualitative assessment of the University faculty’s publishing activity, developing and utilizing mechanisms for the implementation of systemic reforms in the field of scientific publications, increasing the relevance of theoretical, scientific-practical and scientific-</p>

	compliance of scientific publications issued by the chairs with international standards, continuously replenishing the University library in accordance with educational requirements.	the University's scientific activity and increasing the share of international publications, increasing the international scientific rating of the University, implementing positive systemic reforms within the field of scientific publications.	methodological publications, tightening the requirements for theses and articles presented at University conferences and scientific sessions, increasing the competitiveness of international publications and integrating the citation system.
--	--	--	---

Objectives and measures	Implementation phases		
	2020-2021	2022-2023	2023-2024
Goal 2			
Support for the dissemination of new socio-economic knowledge and innovative practices			
Objective 2.1. Ensuring the efficiency and competitiveness of the University's scientific and innovative activity through the wide-ranging use of modern methods of organizing and implementing research activities			
2.1.1 Increasing the efficiency of new socio-economic knowledge and innovative activities	Consolidating and integrating scientific-educational processes, introducing and launching modern scientific research technologies, increasing the efficiency of scientific schools, developing and implementing basic and applied scientific research	Increasing the efficiency of the University's scientific research activities, ensuring high competitiveness of scientific research in the markets of educational services and scientific research, establishing strategic partnership and network	Continuously developing the material-technical base of the University's scientific research activity, providing the necessary conditions for the formation of a school for young scientists, involving alternative sources of extra-budgetary funding for the implementation of

	improvement systems, coordinating the activities carried out to improve the organizational structure of the management of scientific and innovative activities of the University.	cooperation with other institutions conducting scientific research, improving the efficiency of scientific schools based on research conducted by the “Amberd” research center.	research, innovation and infrastructure projects and programs, establishing a database of scientific staff required for the provision of expert and consulting services, creating and supporting the necessary preconditions for the establishment of scientific schools.
2.1.2 Improving the effectiveness of scientific information exchange, test of the University faculty’s and students’ research and methodological activity results, and large-scale public discussions and debates on scientific research.	Managing the innovative, creative scientific potential of the University faculty, postgraduate students, doctoral students and students, developing evaluation structures for the activities of the chairs conducting basic and applied scientific research, developing and discussing new structures for linking the results of scientific research to the educational process, developing and implementing innovative methods to optimize scientific management	Analyzing the development of modern economic thought in Armenia and defining the primary directions, increasing the participation of the University’s faculty in international conferences and sessions, supporting the publication of the best articles submitted by the University faculty in “Web of Science” or “Scopus” databases, setting and approving a schedule for primary scientific-informative events, assisting the process of economic policy development by the	Ensuring effective communication process of the University’s faculty in national and international scientific sessions, combining research, innovation and entrepreneurship, conducting independent research and decision-making, establishing and gradually developing a school for young scientists, consolidating academic, socio-cultural, psychological adaptation processes of the University faculty.

	<p>systems, establishing partnerships with scientists, businessmen, representatives of governmental and non-governmental institutions.</p>	<p>Government of the Republic of Armenia.</p>	
<p>2.1.3 Promotion and development of the continuity, succession and coherence of the educational process, and the University's academic autonomy, as well as preparation of professionals capable of carrying out scientific research activities.</p>	<p>Ensuring the quality of higher and postgraduate education, contributing to the development and integration of international scientific-educational cooperation, developing higher and postgraduate professional education system and increasing the competitiveness in the international arena, introducing international criteria for internal and external assessment and accreditation of the quality of education in the higher and postgraduate professional education system of the Republic of Armenia, improving the postgraduate education system.</p>	<p>Ensuring the accessibility of higher and postgraduate professional education, developing and implementing science and education development programs, ensuring the compliance of educational programs and scientific research to the requirements of the labor market, improving the quality of knowledge assessment and evaluation, new forms of education organization, including the credit system, within the higher and postgraduate professional education system, introducing new scientific-educational concepts and technologies.</p>	<p>Ensuring the integration of science and education at the University, organizing research subdivisions, organizing professional development and training courses for specialists, ensuring the participation in local and international educational and research projects, conducting scientific research, providing paid educational services.</p>

Objectives and measures	Implementation phases		
	2020-2021	2022-2023	2023-2024
Goal 3 Creating personnel base for scientific research			
Objective 3.1. Ensuring effective terms of the contract with the University faculty and staff			
3.1.1 Ensuring competitive salary in the local labor market	Increasing the average remuneration of University scientific research by 10%.	Increasing the average remuneration of University scientific research by 20%.	Increasing the average remuneration of University scientific research by 30%.
3.1.2 Ensuring effective contracts with lecturers and researchers (providing prospective lecturers and researchers with salary equal to that of the private sector at the competitive level, and leading lecturers and researchers with amount provided in foreign universities)	Reducing the workload of 5% of the lecturers on the condition of mandatory submission of their scientific publications in "Web of Science" and "Scopus" databases.	Reducing the workload of 10% of the lecturers on the condition of mandatory submission of their scientific publications in "Web of Science" and "Scopus" databases.	Reducing the workload of 20% of the lecturers on the condition of mandatory submission of their scientific publications in "Web of Science" and "Scopus" databases.
3.1.3 Increasing the efficiency of preparation of students with scientific potential and higher education, application of the knowledge, skills and initiatives they have acquired in practice, as well as the use of their	Ensuring students' recognition of scientific methods and in-depth mastery of educational material, teaching and mastering means and methods to solve scientific, educational and technical problems	Increasing the efficiency of writing term papers, Master's thesis and final papers that contain research elements, actively participating in the process of solving research-related problems during educational, scientific-	Supporting students in mastering the scientific methodology of scientific-research activities, developing and implementing a new regulation for the coordination of the student scientific society's activity using new, modern

<p>creative and intellectual abilities in solving the urgent problems of modern science.</p>	<p>independently, developing students' ability to properly form and present scientific results, increasing the level of students' participation in scientific-research activities, ensuring the implementation of independent scientific research by students under the direct supervision of the faculty.</p>	<p>pedagogical and scientific-research practices, comprehensively studying the visual-methodological bases of scientific research, and the bases of scientifically obtained data processing, ensuring students' active participation in student scientific sessions, and participation in the process of planning and organizing research activities.</p>	<p>structures of increasing student participation, actively disseminating certain forms and elements of scientific works among students in accordance with the principle of unity of science and experience, ensuring the students' creative attitude towards their chosen profession due to research activities, increasing the level of rather capable students' involvement in basic and applied scientific research.</p>
<p>3.1.4 Consolidating scientific research works for the development of scientific thought on urgent economic issues, as well as creating an open platform for exchange of scientific information and research results of academic experts and analysts.</p>	<p>Increasing the level of applied and basic scientific research result publications, publishing new scientific views based on modern scientific approaches, publishing and disseminating scientific articles of Armenian and foreign authors, creating an open platform for conceptual-expert debates on fundamental and applied academic</p>	<p>Intensifying the activities carried out along with the international editorial council of "Banber ASUE" scientific journal in order to ensure the high scientific potential of the magazine, promoting scientific and research activity of faculty and students, increasing the international scientific rating of the University, implementing</p>	<p>Elaborating main strategic development directions and recommendations of the University journals, developing primary thematic directions and submitting proposals for the issue of special thematic issues, analyzing the results of the scientific activity of the journal and elaborating instructions for their further</p>

	<p>research in economics, creating an opportunity to acquaint readers with scientific projects and research publications related to urgent issues.</p>	<p>systemic reforms in the field of scientific publications.</p>	<p>improvement, ensuring the review of scientific articles and high quality publications that meet international standards, presenting magazines in foreign universities, state bodies, mass media.</p>
<p>3.1.5 Developing the scientific potential of the University, as the main link of the scientific degree system, in order to tighten the requirements for doctoral dissertations and increase the effectiveness of public defense.</p>	<p>Creating a transparent and favorable environment for public defense of dissertations, improving the effectiveness of public dissertation control, developing the young scientific potential of the University.</p>	<p>Bringing young scientists together and intensifying their research activities, ensuring skillful persons' acquisition of new knowledge and their integration into the system of joint scientific activities, promoting the involvement of young scientists in the field of basic and applied scientific research, stimulating the development of young scientists' creative activity and professional growth, identifying the most important and urgent economic problems and developing fundamental solutions.</p>	<p>Ensuring interdisciplinary integration of the results of research activities of the University young scientists, making an effective use of the academic degree holders' potential to achieve the goals and objectives of the University, ensuring the active participation in local and international scientific-educational and research programs, generating economic thought and tightening the requirements for scientific novelties in dissertations.</p>

Objectives and measures	Implementation phases		
	2020-2021	2022-2023	2023-2024
Goal 4 Commercialization of scientific research			
Objective 4.1. Further development of the University science and deepening of the private sector-science-government partnerships			
4.1.1 Implementation of joint scientific research and introduction of the results in interested organizations.	Developing scientific, research and educational activities of the University by uniting the efforts of the scientific thought and the expert community of the University, creating a culture of cooperation between Armenian think tanks, preparing a more competitive personnel at the University by linking the results of scientific research to the educational process, ensuring the involvement of students and postgraduate students in research activities, deepening their research experience and skills, involving local and international research contracts and grants to fund the research	Developing effective cooperation models for research organizations, government agencies and the business sector in Armenia, carrying out comprehensive research on issues of most interest to the public and private sectors in the fields of socio-economic development, public policy and security, commercialization and publication of the University research results, transforming the University into a leading research center in the field of socio-economic development, public policy and security research, actively participating in the country's economic policy development process.	Studying and localizing the experience of the leading think tanks in Armenia and in the world, implementing and publishing research and innovative developments, conducting research in the fields of economics, public policy, national security, educational process and technology, carrying out monitoring of financial markets, establishing and deepening partnerships with local and international organizations.

	process.		
4.1.2 Increasing the participation of the faculty, postgraduate students, doctoral students, and PhDs in scientific grant programs within internal and external alternative sources for financing research activities.	Studying and analyzing the sources of demand for the results of applied and basic scientific research, motivating the scientific community, including young scientists and students, to conduct scientific research, intensifying joint international research projects and works with local and international organizations, increasing the efficiency of the University scientific grant process, supporting the flow of alternative sources of extra-budgetary funding to the University research sector.	Ensuring active participation of the University in interdisciplinary scientific grant programs, increasing the demand for the results of the University's scientific-research activities and the level of competitiveness, promoting international scientific cooperation and activating the participation in international grant programs, increasing the efficiency of commercialization of scientific research applied results, effectively using the intellectual capital in order to increase the effectiveness of teaching and scientific potential in the University and in primary sectors of the economy.	Implementing preparatory works for localization of modern models of target capital (endowment) at the University, monitoring the alternative sources of external funding for scientific research, activating internal grant competitions on the topics proposed by the public administration bodies of the Republic of Armenia, developing and implementing a procedure for providing initial grants to ensure young scientists' motivation.

6. The Evaluation of the Priorities of the Strategic Development of the University's Scientific Activity

The evaluation of the priorities of the strategic development of the University's scientific activity is presented according to

- the relevant sections,
- the section mission and problems,
- the section development priorities,
- the section development initiatives and strategic directions.

SECTION 1. The Coordination and Management of Scientific and Innovative Activities

The Section Mission and Problems

The Section 1 mission is to ensure the efficiency and competitiveness of the University's scientific and innovative activities through the extensive use of modern methods of organizing and implementing research activities.

The following are the most important of Section 1 strategic problems:

- ✚ the unification and integration of scientific and educational activities/processes
- ✚ the introduction and large-scale use of modern research technologies
- ✚ the increase of the efficiency of scientific schools
- ✚ the development and implementation of mechanisms for the improvement of basic and applied scientific research
- ✚ the coordination of the activities carried out to improve the organizational structure of the management of the University scientific and innovative activities.

The Section Development Priorities

1. The increase of the efficiency of the University scientific research activities

2. The provision of high competitiveness of scientific research in the market of educational services and scientific research
3. The establishment of strategic partnership and network cooperation with other institutions conducting scientific research.

The Section Development Initiatives and Strategic Directions

- ❖ The continuous development of the material-technical base of the scientific-research activity of the University
- ❖ The provision of the necessary conditions for the formation of a school for young scientists
- ❖ The involvement of alternative sources of extra-budgetary funding to start research, innovation and infrastructure projects and programs
- ❖ The establishment of a scientific personnel database required for the provision of expert and consulting services
- ❖ The creation and support of the necessary prerequisites for the establishment of scientific schools.

SECTION 2. "AMBERD" Research Center

The Section Mission and Problems

The Section 2 mission is to contribute to the solution of the problems faced by the Armenian community and the state through the development of innovative ideas, implementation of research, analysis, educational programs, preparation of policy guarantees for public and private sector stakeholders, and the communicative role between the legislative and executive authorities, the academic community, the business sector and society in the field of public policy.

The following are the most important of Section 2 strategic problems:

- ✚ the development of the scientific, research and educational activities of the University by uniting the efforts of the University's scientific and expert communities
- ✚ the development of a culture of cooperation between Armenian think tanks
- ✚ the preparation of more competitive personnel at the University by integrating scientific research results into the educational process
- ✚ the involvement of students and postgraduate students in research activities, deepening their research experience and skills
- ✚ the involvement of local and international research contracts and grants for research funding.

The Section Development Priorities

1. The development of effective cooperation format between research organizations, government agencies and the business sector in Armenia.
2. The implementation of comprehensive research on issues of most interest to the public and private sectors in the fields of socio-economic development, public policy and security.
3. The commercialization and publication of the University research results.
4. The transformation into a leading research center in the field of socio-economic development, public policy and security research.
5. The active participation in the country's economic policy development process.

The Section Development Initiatives and Strategic Directions

- ❖ The study and localization of the experience of the leading think tanks in Armenia and in the world.
- ❖ The implementation and publication of research and innovative developments.
- ❖ The implementation of research in the fields of economics, public policy, national security, educational process and technology.
- ❖ The monitoring of financial markets.

- ❖ The establishment and deepening of partnerships with local and international organizations.

Section 3. Scientific-Informative Events

The Section Mission and Problems

The Section 3 mission is to improve the effectiveness of scientific information exchange, test of the University faculty's and students' research and methodological activity results, and large-scale public discussions and debates on scientific research.

The following are the most important of Section 3 strategic problems:

- ✚ the innovative and creative scientific potential management of the University faculty, students and degree seekers
- ✚ the development of evaluation structures for the activities of the chairs conducting basic and applied scientific research
- ✚ the development and discussion of new structures for linking the results of scientific research to the educational process
- ✚ the development and implementation of innovative methods to optimize scientific management systems
- ✚ the establishment of partnerships with scientists, businessmen, representatives of governmental and non-governmental institutions.

The Section Development Priorities

1. The analysis of the development of modern economic thought in Armenia and the definition of the primary directions.
2. The increase of the participation of the University's faculty in international conferences and sessions.
3. The support for the publication of the best articles submitted by the University faculty in "Web of Science" or "Scopus" databases.

4. The formation and approval of a schedule for primary scientific-informative events.
5. The assistance of the process of economic policy development by the government of the Republic of Armenia.

The Section Development Initiatives and Strategic Directions

- ❖ The provision of the effective communication process of the University's faculty in national and international scientific sessions,
- ❖ The combination of research, innovation and entrepreneurship,
- ❖ The implementation of independent research and decision-making,
- ❖ The establishment and gradual development of a school for young scientists.

SECTION 4. Student science

The Section Mission and Problems

The Section 4 mission is to increase the efficiency of preparation of students with scientific potential and higher education, application of the knowledge, skills and initiatives they have acquired in practice, as well as the use of their creative and intellectual abilities in solving the urgent problems of modern science.

The following are the most important of Section 4 strategic problems:

- ✚ The students' recognition of scientific methods and in-depth mastery of educational material,
- ✚ The teaching and mastering of the means and methods to solve scientific, educational and technical problems independently,
- ✚ The development of students' ability to properly form and present scientific results,
- ✚ The increase of the level of students' participation in scientific-research activities,

- ✚ The implementation of independent scientific research by students under the direct supervision of the faculty.

The Section Development Priorities

1. The increase of the efficiency of writing term papers, Master's thesis and final papers that contain research elements,
2. The active participation in the process of solving research-related problems during educational, scientific-pedagogical and scientific-research practices,
3. The comprehensive study of the visual-methodological bases of scientific research, and the bases of scientifically obtained data processing,
4. The students' active participation in student scientific sessions and debates,
5. The students' participation in the process of planning and organizing research activities.

The Section Development Initiatives and Strategic Directions

- ❖ The student support in mastering the scientific methodology of scientific-research activities,
- ❖ The development and implementation of a new regulation for the coordination of the student scientific society's activity using new, modern structures of increasing student participation,
- ❖ The active dissemination of certain forms and elements of scientific works among students in accordance with the principle of unity of science and experience,
- ❖ The students' creative attitude towards their chosen profession due to research activities,
- ❖ The increase of the level of rather capable students' involvement in basic and applied scientific research.

SECTION 5. Scientific Research

The Section Mission and Problems

The Section 5 mission is to obtain theoretical conclusions and practical recommendations as a result of scientific research by launching complex measures: “discover, define, formulate, develop, implement”.

The following are the most important of Section 5 strategic problems:

- ✚ The comprehensive analysis of economic literature, and modernization of scientific research,
- ✚ The increase of the efficiency of individual and group scientific research conducted by the chairs,
- ✚ The comprehensive analysis and evaluation of complex and interdisciplinary scientific research methodology,
- ✚ The acquisition of basic scientific results (trends, patterns, principles, concepts, models, methodologies and approaches) and use in practice,
- ✚ The comprehensive study of research methodology, and the ability to formulate scientific hypotheses.

The Section Development Priorities

1. The development of the University primary scientific research directions,
2. The analysis and evaluation of quantitative and qualitative indicators of scientific and research activities,
3. The development and implementation of scientific-pedagogical and scientific-research activity unification structures,
4. The identification and analysis of modern economic problems and development patterns.

The Section Development Initiatives and Strategic Directions

- ❖ The development of a scientific methodology for diagnosing the real state of the economy in order to ensure sustainable development,
- ❖ The regular review and update of the chairs' scientific research topics,
- ❖ The increase of the participation of the University's faculty in research with budgetary and extra-budgetary funding,
- ❖ The management and coordination of scientific research in the fields of applied and fundamental sciences,
- ❖ The development of the University scientific, research, scientific-technical and innovative activities.

SECTION 6. Scientific grants

The Section Mission and Problems

The Section 6 mission is to increase the participation of the faculty and degree seekers in scientific grant programs within internal and external alternative sources for financing research activities.

The following are the most important of Section 6 strategic problems:

- ✚ The study and analysis of the sources of demand for the applied and basic scientific research results of,
- ✚ The motivation of the scientific community, including young scientists and students, to conduct scientific research,
- ✚ The intensification of joint international research projects and works with local and international organizations,
- ✚ The increase of the efficiency of the University scientific grant process,
- ✚ The support of the flow of alternative sources of extra-budgetary funding to the University research sector.

The Section Development Priorities

1. The active participation of the University in interdisciplinary scientific grant programs,
2. The increase of the demand for the results of the University's scientific-research activities and the level of competitiveness,
3. The promotion of international scientific cooperation and participation in international grant programs,
4. The increase of the efficiency of commercialization of scientific research applied results,
5. The effective use of the intellectual capital in order to increase the effectiveness of teaching and scientific potential in the University and in primary sectors of the economy.

The Section Development Initiatives and Strategic Directions

- ❖ The implementation of preparatory works for the localization of modern models of target capital (endowment) at the University,
- ❖ The monitoring of the alternative sources of external funding for scientific research,
- ❖ The intensification of internal grant competitions on the topics proposed by the public administration bodies of the Republic of Armenia,
- ❖ The development and implementation of a procedure for providing initial grants to ensure young scientists' motivation.

SECTION 7. Scientific publications

The Section Mission and Problems

The Section 7 mission is to publish the results of the research activities of the University faculty and degree seekers, improve the quality of research and

publishing activities, as well as to create an open platform for exchange of scientific information and research results of academic experts and analysts.

The following are the most important of Section 7 strategic problems:

- ✚ The increase of the activity of publishing the results of applied and basic scientific research,
- ✚ The provision of the compliance of scientific publications issued by the chairs with international standards,
- ✚ The publication of scientific articles by Armenian and foreign authors and dissemination of information,
- ✚ The publication of new scientific views based on modern scientific approaches,
- ✚ The uploading of ASUE scientific publications on Google Scholar, Research Gate and Academia.edu platforms,
- ✚ The creation of an open platform for conceptual-expert debates on fundamental and applied academic research in economics,
- ✚ The opportunity to acquaint readers with scientific projects and research publications related to urgent issues,
- ✚ The continuous replenishment of the University library in accordance with educational requirements.

The Section Development Priorities

1. The internationalization of the University's scientific activity and increase of the share of international publications,
2. The increase of the international scientific rating of the University,
3. The promotion of the faculty's and students' scientific-research activity
4. The implementation of positive systemic reforms within the field of scientific publications
5. The development and approval of new criteria and standards for articles published in "Banber ASUE" scientific journal.

The Section Development Initiatives and Strategic Directions

- ❖ The development and launch of a new regulation on the qualitative assessment of the University faculty's publishing activity,
- ❖ The development and use of mechanisms for the implementation of systemic reforms in the field of scientific publications,
- ❖ The increase of the relevance of theoretical, scientific-practical and scientific-methodological publications,
- ❖ The restriction of the requirements for theses and articles presented at University conferences and scientific sessions,
- ❖ The increase of the competitiveness of international publications and integration of the citation system.
- ❖ The development of the main directions and instructions of strategic development of "Banber ASUE" scientific journal,
- ❖ The inclusion of "Banber ASUE" scientific journal in "Web of Science" and "Scopus" scientific databases in 2020,
- ❖ The development of primary thematic directions and submission of proposals for the issue of special thematic issues,
- ❖ The provision of review and publication of high-quality scientific articles that comply with international standards,
- ❖ The presentation of "Banber ASUE" scientific journal in foreign universities, state bodies and mass media.

SECTION 8. Postgraduate education (third level of education)

The Section Mission and Problems

The Section 8 mission is to promote and develop the continuity, succession and coherence of the educational process, and the University's

academic autonomy, as well as preparation of professionals capable of carrying out scientific research activities.

The following are the most important of Section 8 strategic problems:

- ✚ The provision of the quality of higher and postgraduate education,
- ✚ The contribution to the development and integration of international scientific-educational cooperation,
- ✚ The development of higher and postgraduate professional education systems and increase of the competitiveness in the international arena,
- ✚ The introduction of international criteria for internal and external assessment and accreditation of the quality of education in the higher and postgraduate professional education system of the Republic of Armenia,
- ✚ The improvement of the postgraduate education system.

The Section Development Priorities

1. The provision of the accessibility of higher and postgraduate professional education,
2. The development and implementation of science and education development programs,
3. The compliance of educational programs and scientific research to the requirements of the labor market,
4. The improvement of the quality of knowledge assessment and evaluation, new forms of education organization, including the credit system, within the higher and postgraduate professional education system,
5. The introduction of new scientific-educational concepts and technologies.

The Section Development Initiatives and Strategic Directions

- ❖ The integration of science and education at the University, and modernization of research subdivisions,
- ❖ The continuous organization of professional development and training courses,

- ❖ The participation in local and international educational and research projects, and implementation of scientific research,
- ❖ The provision of the students' and post-graduate students' participation in scientific-research activities,
- ❖ The provision of paid educational services.

SECTION 9. Professional Board

The Section Mission and Problems

The Section 9 mission is to develop the scientific potential of the University, as the main link of the scientific degree system, in order to tighten the requirements for doctoral dissertations and increase the effectiveness of public defense.

The following are the most important of Section 9 strategic problems:

- ✚ The further improvement of the activities of the Professional Board awarding scientific degrees,
- ✚ The provision of a transparent and favorable environment for public defense of dissertations,
- ✚ The improvement of the effectiveness of public dissertation control,
- ✚ The development of the young scientific potential at the University.

The Section Development Priorities

1. The unification of young scientists and intensification of their research activities,
2. The acquisition of new knowledge by people possessing research skills and their integration into the system of joint scientific activities,
3. The promotion of young scientists' involvement in the field of basic and applied scientific research,
4. The stimulation of young scientists' creative activity and professional growth,

5. The identification of the most important and urgent economic problems, and development of fundamental solutions.

The Section Development Initiatives and Strategic Directions

- ❖ The interdisciplinary integration of the results of research activities conducted by the University young scientists,
- ❖ The effective use of the academic degree holders' potential to achieve the goals and objectives of the University,
- ❖ The generation of economic thought and tightening of the requirements for scientific novelties in dissertations.

SECTION 10. Euraxess

The Section Mission and Problems

The Section 10 mission is to bring the terms, principles and environment of research activities for faculty, postgraduate students and students, as well as their working and ethical relations with the University into line with the European Charter Code for Researchers.

The following are the most important of Section 10 strategic problems:

- ✚ The development of open science, which should contribute to the generation, transfer, exchange and dissemination of knowledge, as well as technological development,
- ✚ The implementation of research in favor of the society development and the expansion of the frames of science,
- ✚ The establishment and development of research and work environment, where individual researchers and groups will be evaluated, encouraged, protected, and will have the necessary financial and material support for their research and problem-solving purposes,

- ✚ The provision of all forms of mobility, as a guarantee for researchers' professional development and career advancement,
- ✚ The development of the University research potential.

The Section Development Priorities

1. The definition of general principles and requirements for research activities,
2. The development of the concept of “open science” and application structures,
3. The development of a system for evaluating the results of research activities,
4. The development of an anti-plagiarism system and its normative-legal base,
5. The development of research responsibility and researcher accountability structures,
6. The definition of research ethical norms.

The Section Development Initiatives and Strategic Directions

- ❖ The interdisciplinary integration of the University's research activity results,
- ❖ The effective use of scientific potential in achieving the goals and objectives of the University,
- ❖ The consolidation of research conditions and development of a global research environment,
- ❖ The creation of an open-access repository of research results, and continuous expansion of the database,
- ❖ The mandatory verification of the results of research activities through the anti-plagiarism system,
- ❖ The membership of the University in the Euraxess system.

Conclusion

The strategy implementation requires systemic changes in the University activities related to the research organization as well as the content and methods of the educational process. Scientific research and development should become an integral part of each faculty member's and some students' activities.

Student participation in research activities provides an opportunity to:

- realize their future professional activity in progress and the importance of mastering fundamental knowledge
- gain intensive research experience (if the research is carried out directly in commercial organizations, public administration and local self-government bodies)
- decide on the professional path they want to pursue, and clarify its main components
- work more meaningfully and purposefully with information, and be able to acquire knowledge from it.

Changes in the scientific research organization and management system include the strengthening of the units accountable for research and intellectual property protection. The University must constantly improve and develop an innovative infrastructure. Interdisciplinary research and drafts will be developed within the framework of this Plan.

Personnel policy will be based on targeted support of the most effective scientists and promotion of certain research results, which will be implemented both within the framework of separate research projects, as well as within the remuneration of the faculty. Certain measures will be undertaken to support the scientific activities of young researchers and lecturers.

It is envisaged to create conditions for the formation of research groups in the economic, social, spatial and technological development, security and other fields of the country, which will later become resource centers for commercial organizations, branches of the economy, and will carry out consulting, informative-analytical activities.

In partnership with private sector companies, the University will develop research infrastructure, including knowledge and educational resource databases. An important guideline for the implementation of this Plan will be the integration of education, research, development and investment.

ASUE library will be digitized and supplemented with national and foreign scientific publications.

The third level of higher education, postgraduate studies, will be transformed into a modern center for the training of highly qualified specialists, the formation of a new generation of scientists, the transfer of the best academic traditions, and the support of scientific ethics.

The University will carry out activities to organize seasonal schools, Olympiads, scientific-practical conferences for learners, which will ensure the professional orientation of future students, will contribute to the development of research skills, research work and interest in science from school.

**2020-2024 ASUE SCIENTIFIC RESEARCH POTENTIAL DEVELOPMENT
ROAD MAP**

	Measure	Responsible person or department	Start of implementation
1.	Clarification and regulation of the research activities of the University chairs	Faculties, Chairs	2020
2.	Discussion of increasing the faculty's interest for carrying out research activities	Division of Organization of Scientific-research Affairs, "Amberd" Research Center	2021
3.	Introduction of a scientific activity component in the rating system of chairs, faculties and lecturers	"Amberd" Research Center Division of Organization of Scientific-research Affairs	2022
4.	Improvement of the scientific research management system, and search for funding sources, modern scientific directions and partners	Division of Organization of Scientific-research Affairs, International Relations Division, "Amberd" Research Center	Entire period
5.	Establishment of research groups involving other national and foreign universities and scientific organizations	Division of Organization of Scientific-research Affairs, International Relations Division, "Amberd" Research Center	Entire period
6.	Organization of scientific-methodological seminars for improving the University lecturers' scientific research works	Division of Organization of Scientific-research Affairs, International Relations Division, Continuing Education and Lifelong Learning Division	Entire period

7.	Organization of scientific-practical seminars, workshops and conferences on current scientific issues	Division of Organization of Scientific-research Affairs, International Relations Division, Faculties, Chairs, "Amberd" Research Center	Entire period
8.	Organization of scientific-methodological seminars to increase the efficiency of postgraduate studies	Postgraduate Division, Division of Organization of Scientific-research Affairs, Continuing Education and Lifelong Learning Division	Entire period
9.	Discussion of enhancing the students' and post-graduate students' involvement in research activities	Division of Organization of Scientific-research Affairs, Postgraduate Division, "Amberd" Research Center, Faculties, Chairs	2021
10.	Implementation of innovative programs for the selection and development of students and post-graduate students endowed with scientific thinking	Division of Organization of Scientific-research Affairs, Postgraduate Division, "Amberd" Research Center, Faculties, Chairs	Entire period
11.	Support system for young scientists and postgraduate lecturers	Division of Organization of Scientific-research Affairs, Postgraduate Division, Labor Market and Alumni Affairs Division, "Amberd" Research Center	2022
12.	Involvement of highly qualified specialists from other scientific and higher education institutions	Division of Organization of Scientific-research Affairs, International Relations Division, Continuing Education and Lifelong Learning Division	2022
13.	Development of	Division of Organization	2021

	mechanisms for the introduction and commercialization of intellectual property	of Scientific-research Affairs, Postgraduate Division, "Amberd" Research Center	
14.	Inclusion of "Banber ASUE" scientific journal in "Web of Science" and "Scopus" scientific databases	Editorial Board, Division of Organization of Scientific-research Affairs	2022
15.	The membership of the University in the Euraxess system	Vice-Rector for Science, Division of Organization of Scientific-research Affairs, International Relations Division, Postgraduate Division	2023
16.	Discussion of holding summer research schools for students and postgraduate students	Division of Organization of Scientific-research Affairs, International Relations Division, Postgraduate Division, Labor Market and Alumni Affairs Division, Faculties, Chairs	2022-2024
17.	Discussion of improving the efficiency and quality of ASUE scientists' research activities (publications, monologues, patents)	Division of Organization of Scientific-research Affairs, Postgraduate Division, "Amberd" Research Center, Faculties, Chairs	Entire period
18.	Quality control of the scientific research results and the requirements for the collections published in ASUE	Division of Organization of Scientific-research Affairs	Entire period
19.	Advertising of books published at University	Division of Organization of Scientific-research Affairs, International Relations Division, Media and Public Relations Division, Faculties, Chairs	Entire period

20.	System of paid scientific publishing services	Division of Organization of Scientific-research Affairs	2022-2024
21.	Cooperation agreements with leading international scientific and educational institutions	Division of Organization of Scientific-research Affairs, International Relations Division, "Amberd" Research Center, Faculties, Chairs	Entire period
22.	Further development of international academic mobility of University lecturers and students	International Relations Division	Entire period