

ASUE Strategic plan for the period of 2015-2017

Description of Institution

The Armenian State University of Economics (ASUE) is a non-commercial state organization.

The Armenian State University of Economics was established in 1930. It is the largest and leading economic educational institution in Armenia with more than 8000 students and 650 academic staff members. ASUE established affiliations in the regions of Armenia: in the city of Gyumri (in 1997) and in Yeghegnadzor city (in 2008). The institution currently implements Bachelor's, Master's and PhD Programs. More than 30.000 highly-skilled specialists have been trained at the University. Most of them are currently working in the spheres of Economy, Science, Culture, Education etc.

Teaching and research organized at the 6 Departments, 28 Chairs, 20 of which are of economic and the other 8 of common disciplines. Academic staff of ASUE consists of 35 Professors, Doctors of Science; 141 Associate Professors, Candidates of Science; 87 Assistant Professors; 103 Lecturers and more than 60 qualified specialists.

Vision of ASUE

By 2018 ASUE will become the most competitive Higher Education Institution in Armenia with economic profile, being provider of applied knowledge, skills and competences and field concerned research.

Mission of ASUE

ASUE, basing itself on academic freedom and autonomy, student-centered education, education-labor market cooperation, transfer of hands-on knowledge and scientific and research works, through the centralization of specialized potential, teaching and innovative environment of creation and development of studies through implementation of research works, trains specialists who are competitive, with specialized and general knowledge, necessary skills and abilities as well as specialists led by democratic citizenship principles, and gives further training to leaders carrying out social and economic changes, both in Armenia and in international labor market.

Main principles of the new mission of ASUE are to provide and develop alumni employability, effective management of educational processes, administrative, financial and other services, competitiveness and internationalization, quality of education and availability, validity of scientific and research works, practical nature and commercialization. A new stage of educational developments is conditioned by the shift of the educational paradigm, a process of shifting from teacher-centered approach to student-centered approach.

Governance and Administration

The ASUE boasts a structured governance system. The institution's governance is implemented through the RA legislations related to education, higher and post-graduate vocational education, state non-profit organizations, as well as 1436 resolution adopted by the RA government on 15 November, 2012. The resolution was passed in accordance with the ASUE charter and implies self-governance by the rector, the University board, and the Scientific Council. The University is authorized to self-governance through self-management and joint leadership.

The system of management of ASUE, the current regulations and orders enable the lecturers and the students to be involved in different levels of management and have a direct participation in both managing the process of the university, the questions discussed at the university and take decisions on them. In other words, the concerned people of the university inside, take part directly in the management of ASUE at various levels which makes the activities in the university transparent and understandable.

The joined governing body of the Armenian state university of economics is the council, the power of which is five years. The governing council is formed according to the regulation established by the RA government, i. e. from the representatives of the teaching staff, students, the founder, and the state governing authorized body. The number of the council members is 32. The structure of the council is from the teaching staff, and workers, students, and post-graduate students, the representatives of the founder-state officials, representatives of the authorized body, outstanding representatives from various spheres of education, science, culture, and economy. The number of the members of the university scientific council and its structure is established by the regulations of the university (cannot exceed 60).

The scientific council of the university ex-officio includes the rector of the university (chairman), deputy rectors, the scientific secretary, the director of the branch, the councilor of the rector, the head of the educational and methodological department, the chairman of the trade union, the heads of the departments of the higher educational establishment – deans of the faculties, heads of chairs. The council may also include heads of other structural departments by the appointment of the rector, certain lecturers and scientific workers. At least 25 percent of the members of the scientific council is students including the chairman of the students' council, their nomination and selection is carried out by the students' council, which is a representative body of the students' self-government.

The structure of the faculty council, its formation and functioning is established by the regulations of the faculty. The faculty council consists of the dean of the faculty (chairman), the deputy (deputies) of the dean, the secretary of the faculty council, the heads of the faculty chairs, professors with many years of work experience, the representatives of the trade union. Twenty-five percent members of the faculty council are students of the faculty. More than 55% of the faculty council members are the heads of chairs and professors and associate professors with many years of work experience. The decisions of the faculty council are compulsory for the leaders of the faculty, the workers, students, post-graduate students, those seeking a doctor's or candidate's degree. The students participate in the selection of courses in faculties, as well as a questioning is conducted among them to evaluate the lecturers.

The decisions taken by the governing council of the university and by the scientific council are then introduced into the councils of faculties, chairs. To improve the management of the university, if necessary, suggestions are made, thus making the process of management effective and providing a feedback.

Mission of HRM Division

The mission of HRM of ASUE is to create effective environment where administrative and academic staff members can experience safe, productive, cooperative atmosphere and fulfill academic freedoms. HRM is realizing ASUE`s mission to recruit, nurture and support for professional development of staff.

Human Resources prioritized Strategic Lines

- Working conditions
- Recruitment (policies and procedures)
- Career Development and promotion

Vision per Strategic Line

Strategic lines	Vision
Working conditions	Effective working conditions are provided
Recruitment	Best qualified professionals are recruited
Career Development and Promotion	Professional Development of the staff are in progress and have permanent dynamics

PLANNING			INDICATORS, TOOLS AND RESOURCES								
Category	Goal	Objective	Action	Person in charge	KPI definition	Acceptance and Target KPI	Milestones	Monitoring Tool	Evaluation Tool	Resources	Priority
1. Working conditions	Create effective working conditions	1. Establish tolerant and open academic environment	1. Development and introduction of the Code of Ethics to the employees at all levels through focus group/small group discussions. 2. Institutionalizing the Code of Ethics, publication and dissemination of the Code, make the Code available publicly. 3. Reviewing the Code to ensure that new issues are covered and that its relevance is maintained.	Gohar Sargsyan	Percentage of awareness of the Ethics Code among the staff members of ASUE.	60%-65%	Spring 2016, Fall 2017	Meetings and focus groups with the staff members, survey conduction.	Minutes of the meetings, focus group protocols, questionnaires, survey analysis.	HRM Division, Juridical Division, Chair of Philosophy and Armenian History.	HIGH
		2. Develop appropriate environment for disputes resolution	1. Development and incorporation of the CR and ADR policy into the Code of Ethics. 2. Creation of Counseling service. 3. Development and validation of the Counseling service regulation.	Gayane Torozyan	Percentage of awareness of CR and ADR policies, percentage of disputes resolved.	1. 65% 2. 60%	Spring 2016, Fall 2017	Internal meetings with Counseling service, survey conduction.	Minutes of the meetings, questionnaires, survey analysis.	Juridical Division, HRM Division.	HIGH
		3. Provide working conditions according to the legal norms	1. Conduction of resources need assesment. 2. Provision with necessary facilities, workplace and equipment.	Mikhail Karapetyan	Level of satisfaction with resources provision.	1. 65%-70%	Fall 2016 - 2017	Survey conduction, evaluation.	Questionnaires, survey analysis.	Vice Rector on Administrative and Business Affairs, HRM Division.	HIGH
2. Recruitment	Create appropriate conditions for attraction of the best qualified candidates	1. Attract the best qualified candidates for a vacancy	1. Evaluation of existing resources, analysis and estimation of the need for and availability of employees. 2. Development of job descriptions and identification of duties and responsibilities. 3. Introduction and highlighting of university's policies for career development, remuneration and benefits, insurance and working conditions.	Gohar Sargsyan	Rate of employee (full time) turnover, percent of employees passing the annual assessment with excellent grades.	1. 5-10% 2. 40%	Fall 2016 - 2017	Annual assessment.	Results of the assessment.	HRM Division.	HIGH
		2. Ensure qualitative and fair recruitment process	1. Reviewing and development of the rules, principles and regulations of recruitment and hiring policy. 2. Piloting the renewed recruitment policy and procedures and its evaluating.	Gohar Sargsyan	Level of satisfaction with renewed recruitment policy principles.	70%	Fall 2016	Survey conduction	Questionnaires, survey analysis.	HRM Division.	HIGH
3. Career Development and Promotion	Create necessary and sufficient conditions for staff members career development and promotion	1. Develop and enrich human resources in light of both the employee's and the university's need	1. Development of procedures and tools for the identification of the training needs for each type of staff members (academic, administrative and technical). 2. Provision of training facilities to improve employee's knowledge and performance in the establishment. 3. Conduction of trainings and workshops according to the identified needs. 4. Evaluation of the trainings' effectiveness.	Gohar Sargsyan	Level of satisfaction of trained staff with trainings' effectiveness.	70%	Fall 2016 - 2017	Survey conduction.	Questionnaires, survey analysis, minutes of the trainings.	HRM Division, Faculty commitment.	HIGH
		2. Ensure employees' motivation and self-actualization	1. Informing the staff members about policies, position openings, training course and other development opportunities, potential career path within the university. 2. Development of promotion policy. 3. Creation of an effective reward system based on performance.	Gohar Sargsyan	Percentage of awareness of career development and promotion opportunities, level of satisfaction.	1. 65-70% 2. 70%	Fall 2016 - 2017	Internal meetings, survey conduction.	Minutes of the meetings, questionnaires, survey analysis.	HRM Division.	HIGH