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Mechanisms for the Strategic Development of European University LLC and for monitoring the implementation of action plans and response to the outcomes



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Article 1. General provisions

1. The purpose of the document - Mechanisms for the Strategic Development of European University LLC and for monitoring the implementation of action plans and response to the outcomes - is to describe the seven-year strategic development and three-year action plan, work processes and the issues related to responding to the evaluation outcomes of European University LLC (hereinafter referred to as the University).

2. The purpose of monitoring is to increase the effectiveness of the measures to be taken and to achieve the strategic goals and objectives set by the University through flexible mechanisms and responding to the evaluation outcomes.

Article 2. Monitoring process and units/persons responsible for its implementation

1. Monitoring the implementation of the Strategic Development and Action Plans of the University is an effective mechanism for assessment the accomplishment of the objectives and measures set by the University strategic development and action plans and for planning the activities to be carried out based on the results of the assessment. The action plan monitoring process is carried out on a quarterly basis, and at the end of the year an annual monitoring of the action plan takes place, based on which the directions / tasks of the strategic development of the University might be reviewed. Based on the quarterly monitoring report, it is possible the measures / deadlines and target points, set by the current year action plan to be reviewed.

2. The Rector of the University and within their authorities - Vice-Rectors and Heads of the structural units/Deans are responsible for conducting the monitoring process. The process is administered by the Strategic Development Service, who communicates with the University structural units, provides them with access to all necessary information, requests reports from structural units / individuals, organizes monitoring group meetings and other activities related to the monitoring process.

3. In order to Review/Evaluation an action plan annual monitoring report, rector's legal act establishes a group responsible for the review/evaluation of the annual action plan monitoring report (hereinafter - "Monitoring Group"), which includes the rector, vice-rectors, representatives of the human resources management and legal services of the Strategic Development Service. The group responsible for the review/evaluation of the annual monitoring report is headed by the rector.

4. In order to monitor the execution of the strategic development plan, in the last year of the strategic development plan's validity, a working group is created based on the legal act issued by the rector. The working group includes: rector, vice-rectors, representatives of strategic development service, human resources management service and legal service. The working group is headed by the rector of the university.

5. The working group established in accordance with paragraph 4 of this article is obliged, based on the annual reports of the action plan, to carry out an analysis of the performance of the target indicators provided for in the strategic development plan.



Article 3. Deadlines for monitoring the action plan

1. Interim assessment of the accomplishment of the tasks and objectives, set out in the Action Plan, is conducted once a quarter, and the final performance is monitored annually, which should be completed no later than November 15th of the following year. The quarterly report must be prepared no later than within 15 working days after the end of the quarter.
2. As an exception, monitoring is carried out in the event of new circumstances leading to significant changes to the strategic plan. The process is initiated by the Rector of the University.

Article 4. Quarterly monitoring of the action plan

1. At the end of each quarter, the structural unit / person responsible for the implementation of the action plan shall submit a report upon the request of the Strategic Development Service in accordance with the form, developed by the Strategic Development Service.
2. The purpose of monitoring is to make an assessment of the action plan implementation in both, quantitative and qualitative terms. Thus, on the one hand, the monitoring report should provide information about the implementation of the measure, and on the other hand about the term, period and outcomes of the implementation of the measure. It is important that impeding factors (if applicable), identified by the structural unit during the implementation of the measure, to be reflected in the report. In this way, the risk factors related to the implementation of each type of measure are assessed and, if necessary, reviewed. The following components are included in the monitoring form (Appendix #1)
 - ✓ Information about the task;
 - ✓ Information about events provided by a specific task;
 - ✓ Information about the deadline provided by the reporting period for the performance of the event;
 - ✓ Information on the indicators and verifiers of the implementation of the measure considered by the Action Plan;
 - ✓ The descriptive part of the work performed with relevant evidence and indication of performance deadlines;
 - ✓ Information about the reasons for non-implementation of the event (if applicable);
 - ✓ Additional comments made by the responsible entity (if applicable).

The head of the Strategic Development Service is authorized to request evidence of the implementation of the measure.

3. On the basis of the report submitted by the structural units/persons, the Strategic Development Service prepares a quarterly report and submits it to the Governing Board for consideration.



Article 5. Preparation of an annual monitoring report

1. Based on the quarterly monitoring, the Strategic Development Service prepares project of annual monitoring report. The Strategic Development Service requests supportive documents from the relevant structural units, confirming the implementation of the measures. The project of annual monitoring report shall contain the information specified in the paragraphs 2 of Article 4 of this Rule, as well as information about the achievement of the final target mark. The Strategic Development Service verifies the evidences presented by the structural units and confirms their relevance.

2. The project of the report prepared by the Strategic Development Service will be submitted to the monitoring team for review, which will it and all attached documents.

Based on the final analysis, all tasks are assigned the status appropriate the fact. The Status can be:

- A) Completed - 90% or more of the planned activities are completed;
- B) Largely fulfilled – more than 60% - of the planned activities are completed;
- C) Partly completed – more than 30%- of the planned activities are completed;
- D) Not completed - less than 30%- of the planned activities are not completed.

3. All measure are assigned the status appropriate the fact. The Status can be:

- A) Completed;
- B) Largely fulfilled;
- C) Partly completed;
- D) Not completed.

During assigning the status of the measures, the monitoring group takes into account the complexity, importance and quality of the measures. Opinions of the working group and issues related to the review of the draft report are reflected in the minutes attached to the report.

4. The monitoring team documents the implementation status of each measure, indicating the underlying causes. The monitoring group is authorized to additionally talk to the representative of the relevant structural unit, as well as additionally request information/documentation, in order to fully study the issue.

5. The draft of the project of monitoring group will be submitted to the relevant structural units / faculties for the purpose of elimination of factual inaccuracies, clarification and making comments.

6. No later than November 1 of the next academic year, the monitoring group will consider the comments submitted by the structural units/faculties, reconcile them and develop the final version of the monitoring report.



Article 6. Responding to monitoring outcomes

1. Quarterly and annual monitoring reports are submitted to the Governing Board for the purpose to be reviewed.

2. The quarterly monitoring report submitted by the Strategic Development Service is considered by the Governing Board. On the basis of the quarterly monitoring report, it is possible to revise the measures, performance deadlines and/or target marks defined by the action plan of the current academic year.

3. Based on the annual report submitted by the monitoring group, taking into account the recommendations/advices of the group, the governing board may take the following decision/s:

- A) About the implementation of changes in the strategic development and/or action plan;
- B) About adding the unfulfilled measures described in the report to the action plan of the current academic year (if there is no lost interest in the implementation);

4. In the absence of objective circumstances/reasons on the part of the structural unit, non-fulfillment of the obligations provided for in the action plan may be considered non-fulfilment of obligations, which may result in the imposition of appropriate disciplinary responsibility determined by the internal legal acts of the university.

5. In case of need for an amendment in the strategic development and / or action plan, the decision will be made by the Governing Board in accordance with the legal acts of the University.

	Information about task
	Information about measures provided for a specific task
	Information about the deadline provided by the reporting period of the event
	Information about performance indicators and verifiers of the measures provided for in the action plan
	Descriptive part of the performed service with relevant evidence and indication of performance deadlines
	Information about the event Reasons for non-implementation About (if applicable)
	of the responsible entity Additional comments (if any)

Annex №1

