

According to the order No. 509 from 07/03/2023 by
Rector of Azerbaijan Medical University
Professor Garay Garaybayli
was approved

**ACTION PLAN FOR
DEVELOPMENT STRATEGY
OF AZERBAIJAN MEDICAL UNIVERSITY FOR 2023-2030**

No	Main directions of development strategy		Measures to implement the main directions of the development strategy	Deadline	Responsible for the implementation	Stakeholders who will be involved in implementation of development strategy	Key performance indicators (KPI)
1		a. Curriculum improvement	1. Regular review of the curriculum: found a commission, consisting of teachers, experts and specialists for monitoring the curriculum. The commission should meet	15.09.2023 - 15.09.2025	Innovation and quality management office; Department of education;	Students; Employers; Graduates; International organizations.	Number of students: Determination of the percentage of students who

	Strategic priority: Education	periodically to assess the relevance of the curriculum, update content and discuss new trends and technologies in the field of health. 2. Comparison with international standards: Translation into Azerbaijani of a collection of information on best practices and criteria in the field of medical education. Compare the current curriculum with these standards to determine fields for improvement and accordance. 3. Establishing cooperation in fields: promote cooperation with health care organizations, leaders and experts to	2024-2025 until 2025	Commission on educational programs; Dean's offices Innovation and quality management office; Department of international relations Department of education; Dean's offices; Department of	State organization; Non-government	completed one academic year without failures and continued their studies in the next academic year. Monitoring the percentage of graduates wishing to continue their education within 5 years after completion of their degree. Number of graduates (percentage) Degree of student satisfaction (questionnaires) Percentage of employment of
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			understand current and future trends. 4. Implementation of student-centered learning: Development of a curriculum that will actively involve students in the learning process. Encouraging problem solving, critical thinking and teamwork through the use of project assignments, case studies, simulations and group discussions. 5. Providing access to resources: providing students with access to the modern educational resources, including textbooks (in three languages), research papers, online databases and multimedia	15.09.2023 - 15.09.2025 2024-2030	international relations Commission on educational programs; Innovation and quality management office; Department of education; Dean's offices. Material and technical supply department	al organizations Employers; Students ; Graduates State organizations; Non-governmental organizations	graduates in the relevant health care field Accreditation and recognition of programs Initiatives for staff development
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			materials. Create a digital platform and learning management system to facilitate access to resources and communication.				
		b. Development of academic staff	1. Investing in development programs for teachers: Pay great attention to teaching methodology, preparation of instructions, assessment strategies (monitoring examination tests; regularly apply a wide range of assessment methods and formats according to “performance assessment”, including reliability, validity, impact on learning, acceptability and a combination of the effectiveness of methods and assesment format of staff, who responsible for	2023-2029	Dean's offices; Department; Central Accounting ; Innovation and quality management office.	State organizations; Non-governmental organizations.	

			the education process) and allocate resources to provide trainings to academic staff to integrate technology into the education process. Organization of symposiums, seminars and conferences that contribute to the continuous learning and acquisition of knowledge. 2. Recruitment of world-class academic staff: recruit academic staff with relevant experience as well as extensive research and teaching experience. Prepare attractive employment packages and provide employees with opportunities for professional growth and development. Founding	2023-2029 2024-2029	Human resources department; Department of international relations		
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			an commission for employment. 3. Promoting cooperation between colleagues: promote communication between colleagues and feedback between teachers. Hold meetings and seminars where teachers can share experiences, exchange ideas and learn from each other.		Innovation and quality management office.		
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		c. Student support	1. Implementation of mentorship programs: assigning mentors to students to provide support and educational guidance. Mentors can help students solve curriculum problems, set goals, and provide individualized feedback. In addition, by organizing student mentorship programs and based on these programs, senior students can provide support to junior students. 2. Providing counseling services: provide counseling services for improvement of the emotional, social and psychological well-being of students. Trained counselors provide confidential support, guidance, and resources	2024-2026 15.09.2023 - 15.02.2024	Dean's offices; Innovation and quality management office. Office of Vice-rector for educational work; Psychologists.	Graduates; Students Academic staff ; Students.	
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			to help students relieve stress, resolve personal issues, and maintain a healthy work-life balance. 3. Providing resources for career development: developing career counseling programs to help students explore career opportunities, develop job search skills, and prepare for interviews. Organizing seminars on resume writing, communication and professional etiquette. Providing connections between alumni and specialists to expand communication opportunities.	2024-2026	Department of alumni relations; Dean's offices; Innovation and quality management office.	Employers.	
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			4. Encouraging extracurricular activities: encourage students to participate in extracurricular activities, join clubs, play sports, participate in social events and student organizations. Through these activities, awaken the spirit of community and belonging, and stimulate teamwork, leadership skills and personal growth. Establish an international student festival.	2024-2029	Dean's offices; Innovation and quality management office; Office of Vice-rector for educational work; Department of international relations		
			5. Creating a support system for different student needs: Recognize the individual needs of each student. Provide comprehensive support and resources to ensure equal opportunities for success and well-being.	2024-2027	Central Accounting ; Material and technical supply department;	Students of senior courses	

					Dean's offices; Department of education		
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2	Strategic priority: Science	a. Research infrastructure	1. Assessment of infrastructure: assess research facilities, laboratories and technology platforms to determine fields for improvement. Identification of specific requirements and resources to support extensive research in the health sciences.	2024-2027	Material and technical supply department.	State organizations; Non-governmental organizations.	Number of scientific publications in prestigious journals (Q1-Q4) Criteria for the significance of a publication Criteria for the significance of an author Funded research and awarded grants
			2. Development of a research facilities plan: prepare a comprehensive plan based on the results of an assessment of the construction of a modern research infrastructure. This plan includes the design, construction and equipment of laboratories, specialized research centers and technology platforms.	2024-2028	Material and technical supply department	State organizations; Non-governmental organizations.	Number of registered and profitable patents Joint international and local research projects Increasing the intellectual

			3. Resource allocation: provide the necessary funding to carry out the plan associated with research institutions. Assistance should be allocated from government grants, field partners and the university budget.	2024-2027	Central Accounting; Material and technical supply department.		property portfolio International accreditation of two master's degree programs
			4. Engagement of experts: engage experts to ensure optimal use of space, efficient workflow, and compliance with safety protocols in the design and management of research facilities. Communicate with experienced researchers and laboratory managers to determine particular requirements and best practices.	2024-2030	Civil Defence Headquarters	State organizations; Non-governmental organizations.	

		a. Collabora tion	1. Finding potential partners: establish a research collaboration office to identify and relationships with local and international research institutes, universities and industry experts. Learn the activities of institutions and researchers with additional experience and research interests. 2. Promoting interdisciplinary research: promote interdisciplinary collaboration by organizing joint research projects, workshops,	2024-2027 2024-2027	Office of Vice-rector for Academic Affairs Office of Vice-rector for Academic Affairs	State organizations; Non-governmental organizations. State organizations; Non-governmental	

			symposia and conferences. Encouraging faculty and researchers to form collaborative groups across disciplines and departments. 3. Signing partnership agreements: Drawing up formal partnership agreements that define the terms of cooperation, intellectual property rights, resource sharing, and issues related to co-financing opportunities. Promoting long-term relationships that will ensure mutual profit and sustainable cooperation. 4. Exchange programs: provide exchange programs for researchers and students to visit partner institutions.	2024-2027 2024-2027	Office of Vice-rector for Academic Affairs Office of Vice-rector for Academic Affairs	organizations State organizations; Non-governmental organizations State organizations; Non-governmental	
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			Provide opportunities for joint scientific leadership of research projects, shared access to specialized facilities and joint publication.			organizatio ns	
		b. Grants and Funding	1. Establishing a research grants office: establish special office to provide faculty with information, support, and guidance on identifying research grants and applying for grants and funding opportunities. 2. Trainings and seminars: organize trainings and seminars for teachers to develop grant research writing skills. Provide guidance on determining appropriate funding sources, writing compelling proposals,	2024-2027 2024-2027	Office of Vice-rector for Academic Affairs Office of Vice-rector for Academic Affairs.	State organizations; Non-governmental organizations State organizations; Non-governmental organizations	

			and meeting application requirements.				
			3. Internal funding opportunities: allocation of internal funds for initial grants and research funding. Encouraging faculty to apply for funding to stimulate innovative research projects and collect initial data for larger grants.	2024-2027	Office of Vice-rector for Academic Affairs; Central Accounting.		
			4. Cooperation with funding agencies: build relationships with both public and private funding agencies to understand their priorities, funding cycle, and requirements. Conduct discussions with program representatives and provide	2024-2028	Office of Vice-rector for Academic Affairs; Central Accounting		

			recommendations for agreement research proposals with funding agency objectives				
		c. Encouraging research activities	1. Publication of research: encourage teachers and researchers to publish their research in reputable scientific journals. Assistance in manuscript preparation, editing and presentation of results. Monitoring and recording scientific publications within the institution. 2. Conference presentations: encourage faculty to present their research at local and international conferences and scientific meetings. Covering travel costs or	2024-2028 2024-2028	Office of Vice-rector for Academic Affairs. Office of Vice-rector for Academic Affairs;		

			providing financial support for researchers to participate in these activities. Facilitate the organization of internal research symposia and conferences.		Office of Vice-rector for International Relations		
			3. Communication and dissemination of scientific information: Promoting the dissemination of research results to a wide audience through public lectures, science exhibitions and the media. Encourage scientists to disseminate their research in accessible language so that the public can understand and appreciate scientific achievements.	2024-2028	Office of Vice-rector for Academic Affairs; Office of Vice-rector for International Relations		

			4. Collaborative research forums: Hold collaborative research forums within the institution to showcase ongoing research projects, promote interdisciplinary collaboration, and foster communication among researchers. These forums include poster sessions, research presentations, and panel discussions.	2024-2028	Office of Vice-rector for Academic Affairs; Office of Vice-rector for International Relations		
		d. Obtaining the status "Research University"	1. At least 10% of articles published during the previous calendar year in journals included in the world-class scientific database (Web of Science, SCOPUS) must be posted by AMU employees. 2. At least 5 professors or associate professors who	2024-2029 2024-2029	Office of Vice-rector for Academic Affairs Office of Vice-rector for	State organizations; Non-governmental	

			will check doctoral dissertations in each specialty. 3. There must be internationally accredited master's degree programs in "Management (in health care)" and "Clinical psychology". 4. Application of the AMU Turnit anti-plagiarism system 5. Obtaining at least 20 grants in science from local and foreign sources over the past five years.	2024-2029 2024-2026 2024-2029	Academic Affairs Innovation and quality management office; Department of education; Dean's offices. Office of Vice-rector for Academic Affairs.	organizations	
3	Strategic priority: Cooperation	a. Student and staff exchange programs	1. Finding partner universities: search and identify leading international and domestic universities that align with AMU's goals	2024-2028	Office of Vice-rector for International Relations	State organizations; Non-governmental	Number of officially active international collaborations Number of students and

			and provide robust health care programs. Learn existing exchange programs and identify new partnerships based on mutual interest and profit.			organizatio ns	teachers participating in exchange programs Monitoring the number of foreign students in five faculties and the dynamics of change Joint research publications and projects with international and local partners Participation in international conferences and events (not at your own expense)
			2. Drawing up agreements on exchange: cooperate with partner universities to prepare formal exchange agreements that specify the terms, duration, and expected outcomes of student and faculty exchanges. Access to transfer of academic credits, financial and support services during the exchange period.	2024-2028	Office of Vice-rector for International Relations	State organizations; Non-governmental organizations.	
			3. Providing exchange opportunities: provide information on the	2024-2028	Office of Vice-rector for	State organizations;	Agreements on transfer of

			benefits of exchange programs among students and faculty. Organize information sessions, seminars and educational events to provide insight into different health care systems, cultures and professional networks. 4. Providing logistics and support: assistance with visas, travel and accommodation issues for students and teachers. Provide support (referral programs) during the exchange period.	2024-2028	International Relations Office of Vice-rector for International Relations	Non-governmental organizations State organizations; Non-governmental organizations	knowledge and technology of double diplomas Amount of student mobility within the country
		b. Admission of international students	1. Development of a marketing strategy: build a comprehensive marketing strategy aimed at external audiences. Identifying key markets and segments to	2024-2028	Office of Vice-rector for International Relations;	State organizations; Non-governmental	

			highlight AMU's unique strengths, curricula, faculty expertise and student support, and coordinating promotional campaigns.		Department of public relations.	organizations	
			2. Application of digital marketing platforms: Using digital marketing channels including social media, websites and online advertising to reach a wider audience. Creation of the AMU podcast. Preparing interesting content demonstrating the benefits of studying at AMU, including obtaining feedback from students who study at AMU.	2024-2028	Office of Vice-rector for International Relations; Department of public relations.	State organizations; Non-governmental organizations	
			3. Participation in international educational exhibitions and events: AMU should be	2024-2029		State organizations;	

			represented at international educational exhibitions and employment events. Communicate with prospective students, parents, and educational advisors to provide information, answer questions, and build personal relationships. 4. Cooperation with educational agencies: establish partnership with prestigious educational agencies and institutions in target countries to expand AMU's scope and facilitate student enrollment. Proper presentation of AMU and its programs, conducting trainings and providing resources to educational agencies.	2024-2029	Office of Vice-rector for International Relations Office of Vice-rector for International Relations	Non-governmental organizations State organizations; Non-governmental organizations	
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		c. Joint research projects	1. Determination of potential partners: search for international institutions with experience and research interests according to research activity of AMU. Learn existing collaborations and networks to identify potential partners for joint research projects.	2024-2029	Office of Vice-rector for Academic Affairs; Office of Vice-rector for International Relations.	State organizations; Non-governmental organizations	
			2. Drawing up research cooperation agreements: Draw up formal research collaboration agreements that describe the scope of collaboration, intellectual property rights, funding agreements, and expectations from publication. Establish sustainable relationships	2024-2029	Office of Vice-rector for Academic Affairs; Office of Vice-rector for International Relations.	State organizations; Non-governmental organizations	

			and distribute goals among all parties.				
			3. Promoting communication and knowledge sharing: Promote regular communication and collaboration among researchers through virtual meetings, seminars, and joint research workshops. Ensure the exchange of research results, methodologies and resources to promote intercultural learning and scientific advances.	2024-2028	Office of Vice-rector for International Relations	State organizations; Non-governmental organizations	
			4. Finding sources of funding: Researching international funding agencies, grants and programs for funding collaborative research aimed at supporting	2024-2028	Office of Vice-rector for International Relations; Central Accounting.	State organizations; Non-governmental	

			collaborative programs. Assist researchers in preparing and submitting proposals for joint research grants to ensure funding for joint projects.			organizations	
		d. International recognition	1. Obtaining international accreditation: carry out work aimed at obtaining international accreditation for AMU educational programs. Search and identify appropriate medical education accreditation institutions and standards. Bring into line with international standards educational programs, teaching methodologies and assessment practices. 2. Demonstration of research results: Active promotion of AMU	2024-2029 2024-2029	Office of Vice-rector for International Relations; Innovation and quality management office Office of Vice-rector for	Non-governmental organizations	

			research results through publications in prestigious international journals, presentations at conferences and participation in international scientific forums.		International Relations; Office of Vice-rector for Academic Affairs.		
			3. Designing joint educational programs: Establish cooperation with international universities to prepare joint educational programs that allow students to obtain diplomas from both universities. Ensure proper coordination of curriculum, teaching practice, credit transfer and quality assurance.	2024-2029	Office of Vice-rector for International Relations; Dean's offices; Innovation and quality management office; Department of education.	State organizations; Non-governmental organizations	
			4. Establish connections with global networks and associations: participate	2024-2028		State organizations;	

			in international conferences, seminars and forums related to medical education and research. Join global networks and associations to implement AMU recognition policies, expand collaboration and get access to funding opportunities.		Office of Vice-rector for International Relations	Non-governmental organizations	
4	Strategic priority: Infrastructure	a. Improve ment of campus	1. Drawing up plan on campus improvement: prepare a long-term plan for infrastructure improvement based on assessment. Prioritize projects in accordance with AMU's strategic goals and improve the environment for teaching, learning and research. Consider sustainability, accessibility, and technology integration during the planning.	2024-2028	Office of Vice-rector for Economic Affairs	State organizations; Non-governmental organizations	Percentage of completed infrastructure innovations. Application of new technologies and equipment in offices, laboratories and medical institutions. Reliability of the implemented IT

			2. Ensuring funding: Access to funding from different sources such as government grants, private investment, and industry partners. Develop initial proposals and engage stakeholders to provide financial support for campus improvement projects.	2024-2028	Office of Vice-rector for Economic Affairs ; Central Accounting.	State organizations; Non-governmental organizations	system and security measures. Feedback from students and teachers on infrastructure and technology
			3. Implementation of construction and reconstruction projects: step-by-step implement the campus improvement plan. Work closely with architects, engineers and contractors to ensure high quality construction, compliance with safety measures and timely completion of projects. Regularly review and evaluate work processes to ensure accountability.	2024-2028	Material and technical supply department	State organizations; Non-governmental organizations	Digital learning resources and platforms Accessibility and comprehensive measures

		b. Resource allocation	1. Assessment of needs: regularly assess the resources needed for each department, research center and training programs. Find the gaps and prioritize resource allocation according to specific needs, potential impact and strategic goals. 2. Technology and educational resources: invest in modern	2024-2028 2024-2028	Material and technical supply department Material and technical	State organizations; Non-governmental organizations State organizations;	

			equipment, technology infrastructure, and digital resources to improve teaching, research, and student learning experiences. Ensuring accessibility and availability of resources for students and teachers. 3. Information management system: Implement a reliable information management system that improve administrative processes, ensure data security, and promotes efficient resource allocation. This system ensures efficient resource management, efficient budget allocation, purchasing and efficient inventory management.	2024-2028	supply department Department of information technology	Non-governmental organizations	
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		c. Sustainable development practices	1. Energy efficiency and energy saving: Implementation of energy saving measures, application of smart systems for lighting and management of renewable energy sources and building management. Increase awareness of energy saving practices (turning off lights and using energy efficient appliances) among the campus community.	2024-2028	Office of Vice-rector for Economic Affairs	State organizations; Non-governmental organizations	
			2. Waste disposal and recycling: prepare protocols for promotion of recycling, waste reduction and proper disposal of dangerous materials. Placing waste containers on campus and teaching students the importance of	2024-2028	Office of Vice-rector for Economic Affairs	State organizations; Non-governmental organizations	

			recycling and sorting waste. 3. Promoting ecology initiatives: encourage ecology practices and the use of eco-friendly materials on campus. Support initiatives such as education campaigns on the use of eco-friendly vehicles, public parks and environmental issues. Engaging the campus community through workshops, events and competitions related to sustainability. 4. Integrating sustainable development into curriculum and research: Integrate sustainable development principles into the curriculum, thereby encouraging students to think critically	2024-2028 2024-2028	Office of Vice-rector for Economic Affairs ; Dean's offices. Office of Vice-rector for Economic Affairs ;	State organizations; Non-governmental organizations State organizations; Non-government	
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			about environmental issues and sustainable development solutions. Promoting research projects and collaborations, solving environmental issues and promoting sustainable development.		Innovation and quality management office; Department of education; Deans' offices.	al organizations	
5	Strategic Priority: World rankings	a. Placement in the ranking of the best universities in the world of the British consulting company Quacquarelli Symonds (QS):	Emphasize the reputation of the university in the world, as well as informing about the main activities of the university: education, science and international cooperation	2025-2029	Innovation and quality management office	Non-governmental organizations	Position in QS until 2025

		b. Placement in the ranking of the best universities in the world according to the British publication Times Higher Education:	Emphasize the reputation of the university in the world, as well as inform about the main activities of the university: education, science and international cooperation.	until 2029 year	Innovation and quality management office	Non-governmental organizations	Position in THE until 2026
		c. Placement in the Academic Ranking of World Universities according to Shanghai Jiao Tong University of China:	Emphasize the university's reputation in the world, as well as inform about the main activities of the university: education, science and international cooperation.	until 2029 year	Innovation and quality management office	Non-governmental organizations	Position in ARWU until 2026
6	Strategic priority: Contribution to society	a. Promoting community participation	1. Organization of mobile hospitals and medical examinations in places where medical services are provided in	2024-2028	Material and technical supply department; Office of Vice-rector	State organizations; Non-governmental	Public education programs and the number of the economically

			to an incomplete extent. Offering free or discounted medical services, including check-up examinations, vaccinations, promotion of a healthy lifestyle and referral to special treatment. 2. Assessment of community health care needs: comprehensive assessment must be conducted to identify the specific health care needs and problems of the community. Consider results to align initiatives, related to society, and for solving their major concerns.	2024-2028	for educational work Dean's offices	organizations State organizations; Non-governmental organizations	active population Public health campaigns and their number Medical services for vulnerable groups of the population Cooperation with local health care organizations (participation in individual projects, their number) Feedback from society stakeholders Determine the percentage of green areas at the territory of campus
		b. Public health development	1. Preparation of educational programs: Prepare and implement programs aimed at increasing awareness of	2024-2028	Faculty of public health	State organizations; Non-government	

			preventive health measures and diseases that are more common in a particular region. These programs include medical educational seminars, information campaigns and the distribution of information materials. 2. Cooperation with local stakeholders: Build partnerships with local health care providers, community organizations, educational institutions, and state authorities to maximize the coverage and impact of public health initiatives. Use existing networks and platforms to share information and engage the public.	2024-2028	Faculty of public health	al organizations State organizations; Non-governmental organizations	
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			3. Conducting medical examinations and checks: Organizing medical examinations and checks to identify health risks, early symptoms of diseases and opportunities for intervention. Providing recommendations on projects aimed at maintaining a healthy lifestyle, proper nutrition, sports and disease prevention.	2024-2028	Clinics	State organizations; Non-governmental organizations	
			4. Protection of interests: ensure policies that promote public health and resolve public health issues. Collaborate with local structures and authorities to influence decision-making processes and ensure prioritizing public health.	2024-2028	Faculty of public health	State organizations; Non-governmental organizations	

		c. Students engagement (bachelor, master and residency degree)	1. Preparing programs for social activity: Prepare programs that provide opportunities for bachelor, master and residency degree students to engage in social activity. Including service learning components in the curriculum that allow bachelor, master and residency degree students to apply their knowledge and skills in real practice. 2. Volunteer activity: Encourage the engagement of bachelor, master and residency degree students in volunteer initiatives aimed at developing health care and society. Organize volunteer campaigns, support	2024-2028	Dean's offices	State organizations; Non-governmental organizations	
				2024-2028	Dean's offices	State organizations; Non-governmental organizations	

			initiatives of bachelor, master and residency degree students and establish cooperation with organizations for social activity. 3. Analytics and learning: Include analytical practice and surveys into initiatives with participation of bachelor, master and residency degree students. Encourage students to think critically about their experiences, identify learning outcomes, and consider the impact of their achievements on themselves and society. 4. Recognition and support: recognize and appreciate students' merits in social activity through awards,	2024-2028 2024-2028	Innovation and quality management office Department of education; Dean's offices	Students ; Graduates; Employers.	
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			certificates, or inclusion on faculty transcripts. Provide necessary support, such as trainings, mentoring, and logistical support, to ensure engaging in important and safe social activities				
		d. Expanding green space	1. Drawing up a plan on expanding green space: Assess existing green space of campus and identifying areas suitable for further green expansion, such as gardens and parks. Draw up a plan with particular goals, deadlines and resources needed to expand the green space. 2. Search for funding and resources: Ensure funding through grants, sponsorships or fundraising to expand	2024-2028	Office of Vice-rector for Economic Affairs	Students; Graduates; Employers.	
				2024-2028	Office of Vice-rector	Students; Graduates; Employers.	

			and maintain green spaces. Establishing partnership with local horticultural societies, environmental organizations and landscape architects for practice and recommendations.		for Economic Affairs Central Accounting		
			3. Engagement of student and academic staff: participation of student and academic staff in the planning, drawing up and implementation of projects on green expansion. Encourage their engagement in the preservation of green areas and in recreational, sanatorium and environmental education activities.	2024-2028	Dean's offices	Students; Graduates; Employers.	

			4. Review and assessment: Monitor the implementation of projects on green space expansion and regularly assess their impact on campus aesthetics, environmental sustainability, and the well-being of the campus community. Getting feedbacks from students, academic and administrative staff to assess their satisfaction and make necessary changes in plans on green space expansion.	2024-2028	Office of Vice-rector for Economic Affairs	Students ; Graduates; Employers.	
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