

SCHOOL OF BUSINESS ADMINISTRATION AND HUMANITIES
MID-TERM STRATEGIC PLAN
2022 - 2026

Approved by:

Director
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Stamp



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2022

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LIST OF ABBREVIATIONS:

MUST – Mongolian University of Science and Technology
SBAH – School of Business Administration and Humanities
MN - Mongolia
DTM- Department of Technology Management
DH- Department of Humanities
DSS- Department of Social Studies
DBA- Department of Business Administration
FM- Facilities Management
VDRD- Vice Director of Research and Development
SC– Secondary School
TU– Trade Union
US- University
SK– South Korea
GDP– Gross Domestic Product
CS– Curriculum Subcommittee
CC– Curriculum Committee

ONE. GENERAL GROUND

From 2014 until now, SBAH has implemented the "Strategic Development Roadmap of MUST" and the "MUST-2021" master plan for 2016-2021. (Table 1) In this section, we describe the level of implementation of the fourth Master Plan.

Table 1. MUST - Master plan implemented by SBAH

| № | Year | Macrep plan |
|----------|-------------|---|
| 1 | 2012-2021 | "Strategic development roadmap of MUST" 2012-2021 |
| 2 | 2016-2021 | "MUST-2021" Master Plan 2016-2021 |
| 3 | 2020-2030 | "MUST-2030" Strategic Plan |

In 2015, the "MUST-2021" Master Plan was approved with 27 goals in 6 groups, and 28 performance evaluation indicators were defined. Judging by how these were implemented at SBAH:

- Number of accredited programs (abroad) - 7 specialists of 3 curriculum
- Number of accredited programs (domestic)- 15 specialists of 9 curriculum

Number of research projects implemented with international and state budget funding 27%

• In order to improve the implementation of the MUST-2030 strategic plan, it is necessary to take certain measures, specify in the mid-term program, and carry out certain tasks. For instance: It is crucial to increase the proportion of faculty with doctorate degrees. Regarding further measures:

1. Create and implement a flexible system that can continuously update and improve research and academic activities and curriculum;
2. Bringing services to students to a new level of quality, developing e-libraries and distance learning, changing the teaching and research environment in accordance with current needs and using it effectively;
2. As a result of foreign relations and multilateral cooperation, improving the efficiency of graduate-level education and actively using it;
3. To develop into an internationally recognized, research-based university, taking into account the current situation, the continuous developing government's higher education policies, legal framework on science, technology, requirements, and the global evolution.

Based on the conclusions mentioned above, the Board of Directors of SBAH agreed that it will be possible to successfully implement the new goals and objectives by developing a new mid-term Strategic Plan for SBAH and following it in the next 5 years. In this, the goals and objectives of the current MUST-2030 Strategic Plan should be successively inherited into the new strategic plan, and it should be developed at a high level with the consensus and participation of the community and all stakeholders.

VISION:

To become one of the top 1000 universities in the world.

MISSION:

“The mission of the School of Business Management and Humanities is to prepare ethical, socially responsible, and internationally competitive experts and researchers in the fields of business administration, management, society, and humanitarianism.”

TWO. MANDATE ANALYSIS

When determining the mandate, the functional works assigned by law to the management and organization of the territorial unit of the branch and the administration according to the Constitution of Mongolia and other laws, international treaties, conventions will be considered and the analysis was carried out in four steps. This includes:

1. To determine the functional works related to the management and organizational activities of the branch, administrative-territorial unit from the laws and regulations;
2. Classification of the respective functional works into the fields based on the activity;
3. Identify cross-branch and cross-governance-level stakeholders engagement;
4. Determining the status of implementation of functions;

When analyzing the mandate of the SBAH, the analysis was carried out in the framework of the following 2 steps. These include:

1. Determine the laws and regulations relevant to school activities, assess whether they are met, and determine the responsible unit. It includes:

| | | |
|---|--|----|
| Number of laws, rules, and regulations applicable to the industry | | 96 |
| Of this: | Number of laws, rules, and regulations in the field | 96 |
| | Number of commonly applicable laws, rules, and regulations | 93 |

There are 3 provisions of the law that are being violated.

2. The school has identified relevant interested parties and their requirements that may affect the possibility of providing educational products and services in a sustainable manner. SBAH has identified and analyzed stakeholders, their needs, expectations in providing services that meet relevant legal requirements. It includes:

| | Low interest | High interest | |
|------------------|---|--|-------------|
| High impact | <p><u>Satisfy needs</u></p> <ul style="list-style-type: none"> • Low interest but High Impact • Try to increase interest | <p><u>Main player</u></p> <ul style="list-style-type: none"> • High interest and High Impact • Regular contact and consultation | High impact |
| Low impact | <p><u>Not important</u></p> <ul style="list-style-type: none"> • Low interest and low impact • Delivering news through media • Minimal effort | <p><u>Attention</u></p> <ul style="list-style-type: none"> • High interest but low impact • Constantly informed and consulted about areas of interest | Low impact |
| MANDATE ANALYSIS | Low interest | High interest | |

| No | Name of interested party | • Their needs and requirements | Category (influence, interest) |
|-----|---|---|--------------------------------|
| 1. | Internship organization | <ul style="list-style-type: none"> • Train and hire skilled students • Earn revenue through an internship • Assign work to the interns | take into consideration |
| 2. | Foreign and domestic accreditation organizations | <ul style="list-style-type: none"> • Provide quality training • Increase the number of accreditations of programs • Meet requirements and criteria | take into consideration |
| 3. | Certificating organizations | <ul style="list-style-type: none"> • Compliance with the standard • Effective implementation of standards | take into consideration |
| 4. | Other public administrative organizations | <ul style="list-style-type: none"> • To expand and develop research activities • Hire and recruit specialists • Receive specialized training courses • Use the material basis of the university | take into consideration |
| 5. | University authorities | <ul style="list-style-type: none"> • Skilled human resources • High performance/quality work • Profit and income of the organization • Quality products and services | Main player |
| 6. | Teachers | <ul style="list-style-type: none"> • Optimal / work, study, research/ conditions and environments • High wages and bonuses • Material basis and supplies | Main player |
| 7. | Student Union of SBAH | <ul style="list-style-type: none"> • Support student-oriented activities • Provide financial support | Main player |
| 8. | Labor market | <ul style="list-style-type: none"> • Alumni who meet job requirements • 2 or more years of work experience • Personal skills • Foreign languages /spoken and written/ • Continue employment after internships • Provide scholarships to students in relevant fields | Main player |
| 9. | An organization that conducts joint projects and contract works | <ul style="list-style-type: none"> • Use laboratory equipment • Consult and share knowledge and experience with the faculty | Main player |
| 10. | Organizations that implement joint training programs | <ul style="list-style-type: none"> • Mutually beneficial cooperation | Main player |
| 11. | Competitors | <ul style="list-style-type: none"> • Fair competition | Main player |

| | | | |
|-----|---|--|---------------|
| 12. | Target group /High school students and people interested in specialization/ | <ul style="list-style-type: none"> • Get specifics and information about courses offered by the university • Work ethically and in accordance with legal requirements Get all kinds of information | Main player |
| 13. | Ministry of Education and Science | <ul style="list-style-type: none"> • Quality learners • Being an independent organization • Support faculty and teacher development | Main player |
| 14. | Board of Directors | <ul style="list-style-type: none"> • University working efficiently • Growth and development • Maintaining a good reputation | Main player |
| 15. | Trade union | <ul style="list-style-type: none"> • Consistently protect the rights of members and citizens to work and legal interests related to it, and constantly improve their standard of living. • Union membership fee collection | Main player |
| 16. | Employee | <ul style="list-style-type: none"> • Good work environment • Salary and rewards • Material basis resource | Meeting needs |
| 17. | Bachelor's | <ul style="list-style-type: none"> • To graduate in 4 years /getting a diploma / • Learn from the knowledge and skills of the university faculty • Pleasant environment <ul style="list-style-type: none"> ○ Material basis ○ Library ○ Laboratories ○ Dormitory ○ Hospital ○ Cafeteria ○ Promotion of the specializing field ○ Independent development and creative thinking ○ To participate in international contests and competitions ○ Practicing specialties in professional fields ○ To be employed with the desired job <p>Writing research papers and theses that meet the requirements and interests of employers</p> | Meeting needs |
| 18. | Masters | <ul style="list-style-type: none"> • Graduate and obtain a diploma • Learn from the knowledge and skills of the university faculty • Pleasant environment | Meeting needs |

| | | | |
|-----|--|---|---------------|
| 19. | Doctor (Ph.D) | <ul style="list-style-type: none"> • Identifying the research topic • Finding a good supervisor and advisor • Keep regularly updated on course options and schedules • Getting Doctorates | Meeting needs |
| 20. | Consulting Professor, Senior Lecturer | <ul style="list-style-type: none"> • Get academic degree and awards • Meeting the social requirements of the senior lecturers • Get assistance and support during hardships • Supporting and improving the skills and teaching methods of young faculty | Meeting needs |
| 21. | Contract worker | <ul style="list-style-type: none"> • Good work environment • Additional income • Working in organizations that have a good reputation | Meeting needs |
| 22. | Parents and Guardians | <ul style="list-style-type: none"> • Socializing the students • Aiming for a prestigious university • Assured employment | Meeting needs |
| 23. | Banks and financial organizations | <ul style="list-style-type: none"> • Lending • Social responsibility | Meeting needs |
| 24. | Volunteers | <ul style="list-style-type: none"> • Work environment • Communication and cooperation | Meeting needs |
| 25. | Alumni Association | <ul style="list-style-type: none"> • Specialization in graduate-level respective fields • Networking with the university and fellow alumni | |
| 26. | Law enforcement | <ul style="list-style-type: none"> • Organizing crime prevention measures • Solving issues internally without labor disputes • Promptness and transparency of information | Not relevant |

THREE. ENVIRONMENTAL ANALYSIS

SWOT Analysis

| Internal environment | |
|---|--|
| Strength | Weakness |
| <ul style="list-style-type: none"> • Curriculum quality assurance is accredited by national and international external organizations. Currently, 15 majors of 9 programs are accredited by the domestic accreditation. 7 majors in 3 programs (33% of all programs) are accredited by the international accreditation. • Graduate employability is good. Management Program in Technology Management (60%), Business Management in Business Management (40%), Social Work in Social Sciences (74.2%), Public Administration (79.2%), and Public Relations (66.7%). • It has a 60-year history, highly experienced teachers, skilled teaching staff, and many years of experience • The credit system has been comprehensively developed and implemented since 1998 • Unimis system has been developed and fully introduced to training. • Student internship programs are implemented in Japan and South Korea. As of 2022, 66 students went to Japan and 42 students went to South Korea. • Since 2015, the Mongolian Innovation week event has been initiated and organized at the national level. • It has the first professional programs in Mongolia • It has the intellectual resources to carry out research and projects to solve the pressing issues of Mongolia's society, economy and management. | <ul style="list-style-type: none"> • The teaching and research environment needs to be improved. • The structure and organization of MUST is too centralized, and the financial independence of constituent schools is weak. • Inadequate policies and regulations to attract the best domestic and foreign students • There is a lack of research and analysis to assess whether the learning assessment of students and the needs of other stakeholders are being met, and feedback is weak. • Inadequate policies and regulations to support research, student stipends, and allowances for advanced programs. • School admissions marketing and public relations policies and programs are inconsistent. • Policies to support the academic work of teachers and young researchers, related grants and incentives are low. • In the framework of international cooperation, the exchange and professional development policy of teachers and researchers is weak. • School funding and diverse sources of income are inadequate • There is a high chance of losing talented teachers and researchers due to insufficient salary and incentives • There is a risk of students taking annual leave and dropping out of school due to the decrease in student's financial ability. |

| | |
|--|---|
| <ul style="list-style-type: none"> • It has an internationally indexed and peer-reviewed social science journal. • It has joint 2+2 bachelor's and 1+1 master's programs with South Korea. • Electronic, distance and open learning materials and infrastructure have been developed, and the methodological skills of teachers have been improved. • As a school with a separate building, it has an independent library, and some professional programs have an open data library center that serves other universities. | |
| External environment | |
| Opportunity | Threat |
| <ul style="list-style-type: none"> • The government has developed a document on education (Law on Higher Education, Higher Education Development Policy-2021) • The rapid development of technology in the digital age has created new policies for the development of skilled human resources. • Training can be organized in a combination of online and classroom, and open education can be provided. • The school of science and technology has the resources to develop joint and interdisciplinary training and research using its strengths. | <ul style="list-style-type: none"> • There is a lot of political influence in the education sector. • The government does not rank universities, and there are no criteria for ranking • There is a weak government policy to support collaboration with talented, skilled and experienced research professors • The general requirements of the Ministry of Education and Culture for the development of training programs are in some cases not optimal and unclear. The indicators deviate from the common requirements of international standards. • University-wide research and development costs are extremely low. |

FOUR. STRATEGY OBJECTIVES

LEADING DIRECTIONS-1: CURRICULUM INNOVATION AND CAREER DEVELOPMENT

Strategic goal 1: Curriculum reforms and activities will be brought in line with international standards, and quality and accessibility will be improved.

PRIORITY DIRECTION-2: RESEARCH DEVELOPMENT

Strategic goal 2: Increase the quality and availability of research work.

PRIORITY DIRECTION-3: INNOVATION AND TECHNOLOGY COMMERCIALIZATION

Strategic goal 3: Develop into an innovation cluster in the fields of business administration, management, social and humanities.

LEADING DIRECTION-4: SOCIAL RESPONSIBILITY

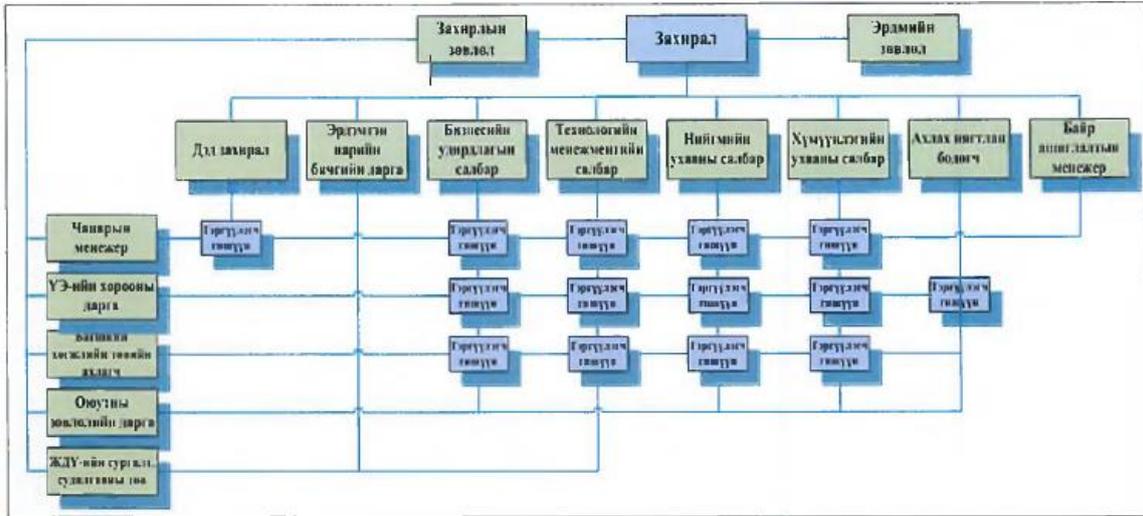
Strategic goal 4: To be a leading school in terms of social responsibility and ethics.

PRIORITY DIRECTION-5: INNOVATION OF GOVERNANCE AND MANAGEMENT

Strategic goal 5: Improve learning environment and service management.

/diagram of the internal structure of the unit/

Organizational structure of the School of Business Administration and Humanities (linear matrix):



FIVE. STRATEGY PLAN

| № | Objectives | Measures (implementation strategy) | Criteria | Basic level | Target level | | Budget /million/ |
|--|---|---|---|-------------|--------------|------|---------------------|
| | | | | 2021-09 | 2024 | 2026 | |
| Strategy plan 1: Curriculum reforms and activities will be brought in line with international standards, and quality and accessibility will be improved. | | | | | | | |
| 1.1.1 | Objective 1. Bringing the curriculum to international standards | Action-1. Increase the number of advanced programs taught in foreign languages | Number of programs in foreign languages | 0 | 2 | 8 | 5 |
| 1.1.2 | | Action-2. Studying a foreign language in the Seoul 2+2 program | Number of lessons in foreign languages | 0 | 3 | 5 | |
| 1.1.3 | | Action-3. Working in the field of improving foreign language knowledge of professors teaching lessons in a foreign languages / take a standard foreign language test/ | The number of teachers who have obtained points that meet the requirements of TOEFL and IELTS | 5 | 10 | 15 | 10 |
| 1.1.4 | | Action-4. Support advanced student exchange and new student recruitment activities with foreign universities | Number of advanced international students | 2 | 5-10 | 10+ | |
| 1.2.1 | Objective 2. Improving the quality of education | Action-1. Updating the curriculum of professional programs | The number of orders and decisions approved by the Program Sub- | 3 | 3 | 3 | 3 |

| | | | | | | | |
|-------|---|--|--|-----|-------------------|--------------|----|
| | | | Committee and the Program General Committee | | | | |
| 1.2.2 | | Action-2. Updating the learning content of the curriculum | Number of courses (in percentage) | 60% | 90% | 100% | 2 |
| 1.2.3 | | Action-3. Training programs will be accredited by local and international (ACBSP) agencies. | Self-Assessment Report | | Extension of time | Confirmation | 20 |
| 1.2.4 | | Action-4. Carry out tasks aimed at improving the common standards and content of courses in professional training programs. | Curriculum Percentage | 40% | 60% | 80% | 5 |
| 1.2.5 | | Action-5. Focus on the teaching material base and create an environment that can stimulate the personal development of students with available resources | Percentage of material base | 10% | 20% | 30% | 20 |
| 1.2.6 | | Action-6. Conduct personal development training for students | Course name and number | 1 | 5 | 8 | 10 |
| 1.3.1 | Objective 3. To open a new professional program in demand | Action-1. Development of professional training programs | The decision to discuss and approve the professional program by the sub-committee and the general committee, and accreditation | 30% | 80% | 100% | 50 |

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|---|---|--|---|-------|-------|-------|-----|
| 1.3.2 | | Action-2. Increase collaborative and interdisciplinary programs | Number of programs | 3 | 5 | 8 | 50 |
| 1.4.1 | Objective 4. To reform the workplace and professional career development of graduates | Action-1. Identify problems of graduates and discuss them with joint solutions | Organization of national conferences and policy recommendations | 0 | 60% | 100% | 10 |
| 1.4.2 | | Action-2. Analyze job descriptions of professional programs and to possess students with skills needed by employers. | Research report | 0 | 50% | 100% | 5 |
| 1.5.1 | Objective 5. Strengthen the school-graduate-employer relationship and establish a mechanism for stable cooperation with them. | Action-1. Support graduates to engage in life-long learning, employment and connection to the labor market | Number of short courses | 2 | 4 | 8 | 5 |
| 1.5.2 | | Action-2. Increase the number of cooperating organizations. | Number of organizations with cooperation agreements | 33 | 60 | 90 | 10 |
| 1.6.1 | Objective 6. To improve and increase the number of professional books and textbooks | Action-1. Increase books, textbooks and manuals | Number of professional textbooks | 15 | 30 | 50 | 100 |
| 1.6.2 | | Action-2. Regularly take surveys of necessary books and textbooks | Library in numbers | 27415 | 28000 | 28500 | |
| Strategic goal 2: Increase the quality and availability of research work. | | | | | | | |
| 2.1.1 | Objective 1. To increase the | Action-1. Actions will be taken to increase the | Number of articles published | 40 | 60 | 80 | 20 |

| | | | | | | | |
|-------|--|--|---|-----------------------------|-----|-------|------|
| | number of scientific articles | number of articles to be published in domestic peer-reviewed journals. | | | | | |
| 2.1.2 | | Action-2. Publish articles in foreign peer-reviewed journals and journals registered in WOS and SCOPUS | Number of articles published | 6 | 15 | 25-30 | |
| 2.1.3 | | Action-3. Carry out activities to bring domestic ISSN numbered journals to the international level in stages | Number of magazines | 1 | 2 | 2 | |
| 2.2.1 | Objective 2. Increase the number and quality of projects | Action-1. Supporting foreign and domestic joint projects and programs | Number of joint projects | 1 | 3-5 | 7-10 | 1000 |
| 2.2.2 | | Action-2. The school will implement projects on its own initiative | Санаачилсан төсөл, хөтөлбөрийн тоо | 0 | 2-3 | 5 | |
| 2.2.3 | | Action-3. To use the income from projects and programs to support new research | Number of projects financed from own income | 0 | 2-3 | 5 | |
| 2.2.4 | | Action-4. To support scientific meetings, scientific seminars and research activities of teachers and researchers in the field | The number of organized conferences, seminars and research projects | 10 | 12 | 15 | |
| 2.2.5 | | Action-5. Implementation of the “MENTORSHIP AND SUCCESSION PROGRAM” programs | Senior teacher - junior teacher by number of | Traditional and hidden form | 4 | 5 | |

| | | | | | | | | |
|-------|--|----|--|--|-----|-----|-----|-----|
| | | | cooperation programs/contracts | | | | | |
| 2.3.1 | Objective Engaging advanced students research | 3. | Action-1. A post-doctoral program will be implemented | Number of students covered | 0 | 3 | 10 | 30 |
| 2.3.2 | | in | Action-2. Improve the coordination of advanced student teaching and research, and provide and support research grants to successful students | Number of students covered | 0 | 5 | 10 | |
| 2.3.3 | | | Action-3. RESEARCH STUDENT rooms for each major | number of rooms issued | 2 | 3 | 5 | |
| 2.4.1 | Objective Increase the number of intellectual property and patents and introduce them to production / institutes, centers, laboratories, start-up companies/ | 4. | Action-1. Activities aimed at increasing the number of works registered as intellectual property of professors/training etc./ | Number of works registered in intellectual property | 100 | 120 | 150 | 30 |
| 2.4.2 | | | Action-2. To support the activities of institutes, centers and laboratories affiliated to branch schools | Number of newly established institutes, centers and laboratories | 2 | 3 | 4 | 10 |
| 2.4.3 | | | Action-3. Support the operation of a start-up company consisting of professors, teachers and students | Number of new startups | 0 | 1-2 | 3-5 | 100 |
| 2.5.1 | Objective 5. To increase the number of basic and | 5. | Action-1. Increasing the number of socially commissioned and grant-based research | Number of researches | 2 | 4 | 6 | 20 |

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|---|--|--|--|---|---|----|----|
| 2.5.2 | supplementary research | Action-2. Increase the number of research projects with foreign cooperation | Number of researches | 2 | 4 | 6 | 20 |
| 2.5.3 | | Action-3. Selection and promotion of faculty researchers | Number of faculties | 1 | 1 | 1 | 10 |
| 2.5.4 | | Action-4. Engaging student researchers in research | Number of students | 2 | 4 | 7 | 10 |
| Strategic goal 3: Develop into an innovation cluster in the fields of business administration, management, social and humanities. | | | | | | | |
| 3.1.1 | Objective 1. Innovation and partnership management | Action-1. Diffusion of social innovation | Number of training sessions for stakeholders within the practice sessions | 3 | 4 | 4 | 4 |
| 3.1.2 | | Action-2. Creating historical and cultural innovations | The number of joint trainings, seminars, and focus discussions with cultural organizations | 4 | 8 | 10 | 8 |
| 3.1.3 | | Action-3. Develop content with historical, cultural and ethical content | Number of contents executed | 0 | 2 | 3 | 60 |
| 3.2.1 | Objective 2. Training and other services for students improvement works will be carried out. | Action-1. We will train students of professional fields in academic work methods, discover and develop their talents, cultivate civil culture, participate in professional competitions, culture, sports, and community work, and support clubs and circles. | Number of clubs | 4 | 5 | 6 | 10 |

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| 3.2.2 | | Action-2. Research and identify the characteristics of students with special needs | Information and registration of students with special needs | 0% | 100% | 100% | 5 |
| Strategic goal 4: To be a leading school in terms of social responsibility and ethics. | | | | | | | |
| 4.1.1 | Objective 1. Contribute to civic education and enlightenment | Action-1. Increase the number of voluntary works involving students. | Number of volunteer jobs | 2 | 4 | 4 | 10 |
| 4.1.2 | | Action-2. Provide psychological, relational and ethical support to teachers and students | The number of tasks to be organized | 0 | 4 | 4 | |
| 4.2.1 | Objective 2. To provide scientific training, seminars, and consulting services on pressing issues of social development. | Action-1. Training, seminars and consulting services will be provided on pressing issues of social development. | Number of training and consultancy services | 2 | 4 | 5 | |
| 4.2.2 | | Action-2. Increase the initiative of stakeholders in the implementation of programs. | Number of trainings and meetings | 1 | 4 | 4 | |
| 4.2.3 | | Action-3. We will work together to improve the quality of education in secondary schools. | Percentage of cooperation | 0% | 10% | 30% | |
| 4.3.1 | Objective 3. Increase access to professional services and social efficiency. | Action-1. A professional promotion day will be organized | Number of days | 4 | 5 | 6 | 30 |
| 4.3.2 | | Action-2. Content for recruits | Content and number of posters | 1 | 2 | 3 | |
| 4.3.3 | | Action-3. A guide for entrants | Number of manuals | 500 | 800 | 1000 | |
| Strategic goal 5: Improve learning environment and service management. | | | | | | | |

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|-------|---|---|---|---------------------------|---------------------------------------|--------------|-----|
| 5.1.1 | Objective 1. To develop cooperation with foreign and domestic organizations in similar fields, to invite guest researchers and foreign teachers to work | Action-1. Creating opportunities to work in institutes, centers, and laboratories that support the research work of visiting researchers, foreign teachers, and advanced foreign students | The number of foreign teachers and students working in institutes, centers and laboratories | 1 | 2 | 2 | 30 |
| 5.1.2 | | Action-2. Organizing joint international academic conferences, seminars and professional development courses with foreign and domestic organizations | Number of meetings, seminars and trainings | 3 | 4 | 5 | 100 |
| 5.1.3 | | Action-3. Support for teachers to participate in professional development, teaching methods and other necessary trainings abroad and domestically. | Number of faculties | 30 | 50 | 80 | 200 |
| 5.1.4 | | Action-4. Improve the availability and environment of teachers' working research rooms. | Faculties' office environment (in percentage) | 60% | 80% | 100% | 50 |
| 5.2.1 | Objective 2. To introduce ISO 9001:2015 quality management system and ISO21001:2018 international | Action-1. Work planned in stages | Certificate | Entered by internal audit | Obtain ISO9001:2015 and ISO21001:2018 | Confirmation | |
| 5.2.2 | | Action-2. Reports on nonconformities, corrective actions, and their effectiveness | Input to management analysis | 30% | 50% | 70% | |

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|-------|--|--|---|-----|-----|------|----|
| 5.2.3 | standards for educational institutions | Action-3. Considering risks and opportunities at the level of the unit and planning measures aimed at them | A proven risk plan | 10% | 30% | 50% | 30 |
| 5.2.4 | | Action-4. Carry out environmental analysis (SWOT, PESTLE) of SBH | Medium-term strategic plan of SBH | 20% | 50% | 100% | |
| 5.2.5 | | Action-5. Organize the storage and protection of electronic or printed documents in the necessary place, in an accessible and suitable form when necessary (according to the list of names of cases to be filed) | Eligibility of electronic databases Archival records | 80% | 90% | 100% | |
| 5.2.6 | | Action-6. Continuously evaluate stakeholder satisfaction and improve results. | Number of surveys (percentage) | 50% | 80% | 100% | 10 |
| 5.3.1 | Objective 3. To ensure the health and safety of the internal environment of the school or classroom. | Action-1. Air conditioning and overhaul of classrooms | Percentage | 30% | 50% | 80% | 30 |
| 5.3.2 | | Action-2. General cleaning will be done twice a year | Percentage | 50% | 80% | 100% | |
| 5.4.1 | Objective 4. To ensure the health and safety of the external | Action-1. Flower pots, dirt, flower seeds, | Number of fertilized flowers | 50% | 80% | 100% | 50 |
| 5.4.2 | | Action-2. Seedlings of trees | Number of trees planted | 20% | 50% | 80% | |
| 5.4.3 | | Action-3. Plant grass. | Percentage | 10% | 50% | 80% | |

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|-------|---|---|--|-----|-----|------|-----|
| | environment of the school. | | | | | | |
| 5.5.1 | Objective 5. Meet the standard requirements of the workplace. | Action-1. Creating order in the workplace /5S / | Percentage | 30% | 50% | 80% | 50 |
| 5.5.2 | | Action-2. Waste sorting | Percentage | 0 | 30% | 50% | |
| 5.5.3 | | Action-3. Enlarge the landfill | Percentage | 20% | 60% | 100% | |
| 5.5.4 | | Action-4. Monitor and evaluate the use and accessibility of classrooms, and optimize allocation | Monitoring and evaluation reports on the use and accessibility of classrooms | 50% | 90% | 100% | |
| 5.5.5 | | Action-5. Determine the environment for inquiry and study, evaluate and make suggestions for improvement | Environmental assessment and proposal | 50% | 90% | 100% | |
| 5.5.6 | | Action-6. Creating a safe working environment and taking measures | Occupational safety inspection records and news | 10% | 50% | 60% | 100 |
| 5.6.1 | Objective 6. Prevent infectious and non-infectious diseases. | Action-1. Regular preventive examinations. | Percentage | 50% | 80% | 100% | 20 |
| 5.6.2 | | Action-2. A fitness room will be opened. | Percentage | 10% | 50% | 100% | |
| 5.6.3 | | Action-3. Health education about bad habits will be provided. | Percentage | 20% | 50% | 100% | |
| 5.6.4 | | Action-4. Immunization should be carried out before the outbreak of infectious diseases. /Flu, hepatitis B/ | Percentage | 10% | 50% | 100% | 20 |

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|-------|--|---|------------|-----|-----|------|--|
| 5.6.5 | | Action-5. Adhere to the infection control regime and do it regularly until it is free from infection. | Percentage | 30% | 50% | 100% | |
| 5.6.6 | | Action-6. Improvement of treatment equipment | Percentage | 60% | 80% | 100% | |
| 5.6.7 | | Action-7. Create a non-smoking environment | Percentage | 30% | 60% | 100% | |