



*The document is Approved by the Board of Directors of the University:*

*Minutes N6 17.03.2020*

*Amendments were made by the Board of Directors*

*Minutes N14 15.07.2020*

*Minutes N23 10.12.2020*

*Minutes N7, 5.04.2021*

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



## Content

Article 1. General provisions .....	3
Article 2. Monitoring process and units / persons in charge of its implementation .....	3
Article 3. Deadlines for monitoring the action plan.....	3
Article 4. Quarterly monitoring of the action plan .....	4
Article 5. Preparation of an annual monitoring report .....	4
Article 6. Responding to monitoring outcomes.....	5





### Article 1. General provisions

1. The purpose of the document - Mechanisms for the Strategic Development of European University Ltd 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 Ltd (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 in charge of 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 Head of 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 prepare a report on annual monitoring of the action plan, a group responsible for the preparation the report on the annual action plan monitoring (hereinafter referred to as the "monitoring group") shall be established under the legal act issued by the Rector, no later than December 31-st of the current year. The members of the monitoring group are: the Rector, Vice-Rector, Head of Strategic Development Service, Heads of Human Resource Management and Legal Services. The group responsible for preparing the annual monitoring report is managed by the Rector.

### 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 March 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 both contributing and impeding factors, 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 (see Appendix # 1)

- ✓ Information about the task;
- ✓ Information about events;
- ✓ Information on the indicators of the implementation of the measure considered by the Action Plan;
- ✓ Information on the period provided for in the reporting period of the event and its actual period of implementation;
- ✓ Additional comments made by the responsible entity.

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

3. Information on the final targets and resources utilized during the implementation of each measure shall be added to the form of the fourth quarter monitoring report (see Annex # 2).

4. The head of the Strategic Development Service prepares a quarterly report based on the report submitted by the structural units / individuals and submits it to the Board of Directors for consideration.

#### Article 5. Preparation of an annual monitoring report

1. Based on the quarterly monitoring, the Strategic Development Service prepares an annual monitoring report. The Head of the Service requests supportive documents from the relevant structural units, confirming the implementation of the measures. The annual monitoring report shall contain the information specified in the paragraphs 2 and 3 of Article 4 of this



Rule. The Strategic Development Service verifies the evidences presented by the structural units and confirms their compliance with the verifiers provided in the plan.

2. The report prepared by the Strategic Development Service will be submitted to the monitoring team for review, which will study the annual report 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) **Partly completed** – more than 50%- of the planned activities are completed;
- C) **Not completed** - more than 50%- of the planned activities are not completed.

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

- A) Completed;
- B) Partly completed;
- C) Not completed.

The monitoring team takes the complexity and importance of the measures into consideration when assigning the status.

4. After studying the available information / documentation, the monitoring team prepares a draft report outlining recommendations / advice on measures to be taken based on the monitoring outcomes. At the same time, it substantiates the status of implementation of each measure, indicating the causes. The monitoring group is authorized to talk to the representative of the relevant structural unit in order to study the issue thoroughly, as well as to request additional information / documentation.

5. The draft report 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 March 1st of the following year, the monitoring team will review 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 Board of Directors for the purpose to be reviewed.

2. The quarterly monitoring report submitted by the Strategic Development Service is reviewed by the Managing Board. Based on the quarterly monitoring report, it is possible to review the activities, implementation deadlines and / or targets points, specified in the action plan of the current year to be reviewed.

Based on the annual report submitted by the monitoring group and taking into consideration the recommendations / advice of the group, the Board of Directors might make the following decision (s):

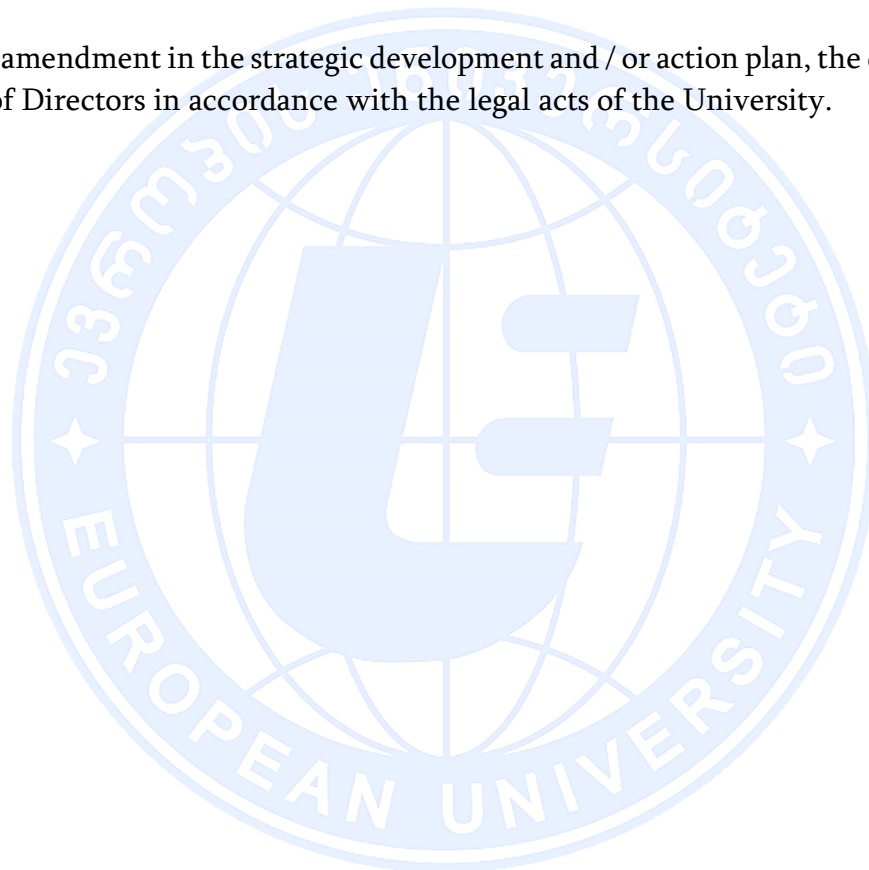
- A) On making amendments in the strategic development and / or action plan;
- B) On the addition of the not-completed measures reflected in the report to the action plan for the current year (if the interest of implementation is not lost);



C) Instruct the relevant structural unit to implement the recommendation given in the annual report, determine the deadline for implementation and instruct the Strategic Development Service to monitor the process of implementation.

4. The Strategic Development Service shall submit a report on the implementation of the recommendations to the Board of Directors within the given period. Failure to comply with the obligation set forth in subparagraphs "b" and "c" of paragraph 3 of this Article in the absence of objective circumstances / reasons shall be considered as improper accomplishment of the obligation by the employees of the structural unit and may result in liability as defined under 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 Board of Directors in accordance with the legal acts of the University.





*Appendix №1*

Information about the task	Information about the events	Information on the implementation indicators of the action envisaged by the action plan	Information on the period provided for in the reporting period of the event and its actual period of performance	Additional comments made by the responsible entity.



Appendix №2

Information about the task	Information about the events	Information on the period provided for in the reporting period of the event and its actual period of performance	Information on the performance indicators provided for in the Action Plan	Information on the resources used during the implementation of each event	Information on reaching the final targets	Additional comments from the responsible entity