

PROTOCOL - LEADERSHIP, POLICY AND STRATEGY

Quality area	<i>Leadership, mission, strategy</i>
Contributes to the realization of the ENQA requirements and review of the ANQA processes and procedures	<i>ESG . 2.1, 2.2 ,2.3, 2.4, 2.7, 3.1, 3.2, 3.3, 3.5, 3.6, 3.7</i>
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Approved by	<i>ANQA management</i>
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Responsible for the Quality area	Ruben Topchyan
Document number in the Quality Handbook	

Goals**Strategic goals**

1. ANQA Capacity Building: Enhance the national professional education quality assurance system.
2. Establishment of Quality Culture: Establish an external quality assurance system for tertiary education level while aligning the quality assurance policies and procedures with the international standards.

Targets

1. To engage in yearly planning for ANQA activities;
2. To initiate development of ANQA strategic plan for 2016-2020;
3. To set down relevant and reliable indicators for evaluating and following up on ANQA processes;
4. To evaluate and modify the ANQA policy and strategy every two years taking into consideration the realization of objectives, the views of the stakeholders, the changing situation and amendments to legislation;
5. To promote ANQA financial stability and growth through initiating capacity building events for TLLs;
6. To clearly define the key processes in the organization and to designate respective personnel to carry out long-term and short-term strategies;
7. To promote a collaborative and productive working ethos for ANQA staff;
8. To ensure enough capacity for ANQA to yearly manage about 50 accreditation processes;
9. To shape the development of a quality culture within the organization;
10. To promote active use of ANQA internal electronic documents flow system;
11. To lead the process of ANQA self-assessment for proof review under the auspices of NVAO;
12. To initiate ANQA self-assessment for ENQA full membership and, consequently, promote ANQA's international recognition;
13. To participate in ENQA and INQAAHE workgroups development to contribute to as well as to take into account state of art tendencies and international demands;
14. To establish field expert committees to manage program accreditation processes.
15. To contribute to the developments of RA legislation and respective amendments to promote a holistic view on reform implementation in the RA;
16. To operationalize ANQA accreditation committee for making independent and well-substantiated decisions while ensuring transparency for and accountability in front of the external stakeholders;
17. To refine ANQA policies and procedures;
18. To cooperate with the Rectors' Council for determining the needs and estimate the expectations of the HE sector in general and top level management in particular;

19. To cooperate with students' unions and to be actively involved in the activities carried out within the unions for determining the needs and estimate the expectations of students.

Indicators for evaluating targets

1. A team structure with specific duties and time is established and the staff members are satisfied with their duties and the duties are appropriate to their abilities.
2. ANQA policies and procedures are legitimate and are approved by Accreditation Committee.
3. A strong and collaborative communication is established with the stakeholders.
4. ANQA revenue model provides for extra funding.
5. Accreditation decisions on the conducted procedures are available on the national register;
6. Stakeholders satisfied with accreditation process in RA;

Description of main activities

Leadership, Strategy and Policy are the main activities of Director. Data is passed on from the key processes (internally), meetings are held with the external stakeholders and international developments are flowed up.

Director, in respect of his key duties, leads the strategy and policy of:

1. Finances to ensure financial stability and growth
2. Institutional and program accreditation assure quality of TLI
3. International relations promote visibility of Armenian quality assurance and ensure benchmarking of ANQA practice with best international standards
4. Communication determine the needs and estimate the expectations of stakeholders
5. Legal Affairs ensure that ANQA documents and functioning guidelines satisfy the requirements of normative legal acts
6. Internal Quality Assurance cover key quality areas of ANQA functioning and enhance the quality of internal processes which fit to ANQA purposes
7. Information Technologies enhance the effectiveness and efficiency of ANQA internal and external activities
8. Resources ensure normal functioning of organization and do not concern sustainability
9. Human Resources management manage the process of talent acquisition and talent sustainability

Director sets down the long-term strategic plan and the annual management and communication plans, regularly consults with internal and external stakeholders as well as steers the management without concerning itself with the operational processes.

Evaluation

The strategic plan is evaluated every year using measurement data and indicators and the input from stakeholders and any amendments to legislation.

In addition, in an informal way, regular internal evaluation will take place through the staff meetings (once or twice a week).

Responsibilities/ Accountability

Overall: Ruben Topchyan

Per area: ANQA management

Reporting

In accordance with the decision of Board financial audit take place every year and annual report is

presented to the Board of Trustees.
ANQA present reports during biennial forum and conference.

Improvements

The annual and strategic plans will be periodically revised based on the evaluations, any amendments to legislation and the accountability meetings.

Documents

Internal

- ANQA accreditation manual
- ANQA charter
- ANQA statute on accreditation committee formation and functioning

External

- Statute on accreditation
- Quality assurance criteria and standards
- RA Laws on “Education” and “Higher and Post-Graduate Tertiary Education”