

**PROTOCOL - LEADERSHIP, POLICY AND STRATEGY**

<b>Quality area</b>	Leadership, mission, strategy
<b>Contributes to the realization of the ENQA requirements and review of the ANQA processes and procedures</b>	ESG . 2.1, 2.2 , 2.3, 2.4, 2.7, 3.1, 3.2, 3.3, 3.5, 3.6, 3.7
<b>Approved on</b>	01.03.2016
<b>Valid untill</b>	30.12.2020
<b>Approved by</b>	ANQA management
<b>Version</b>	03
<b>Responsible for the Quality area</b>	Ruben Topchyan

**Strategic goals**

1. To promote the reforms in the tertiary education system in the RA ensuring the implementation of Armenian Quality Assurance Framework.
2. To foster Quality Culture in Armenian tertiary education system ensuring the implementation of independent and impartial programme and institutional accreditation processes.
3. To enhance agency's visibility nationally, internationally and regionally ensuring continuous collaborative relationships and wider involvement of stakeholders.
4. To enhance the quality of staff through aggressive recruitment of talented people in the education sphere, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training, and career advancement opportunities.
5. Ensuring financial independence and growth for the sustainability of ANQA.

**Targets**

1. To understand and keep up-to-date on local, regional, and international policies and trends that affect ANQA and shape stakeholders' views; being aware of the ANQA activities impact on the external environment;
2. To collaborate across boundaries through building strategic relationships and achieving common goals (ENQA full membership, EQAR registration, INQAHEE membership, CEENQA membership, CHIA QG membership etc.);
3. To retain the started institutional changes through pushing forward academic programme reforms by launching programme accreditation processes focusing on the improvement of programmes, outcome-based and student-centred learning approaches to education;
4. To launch vocational education reforms through piloting the accreditation of vocational education institutions.
5. To promote a collaborative and productive working ethos for ANQA staff through inspiring and fostering team commitment, spirit and trust. Facilitating cooperation and motivating team members to accomplish group goals through prioritising the capacity building activities;
6. To ensure on-going monitoring of ANQA strategy taking into consideration the realization of objectives, the views of the stakeholders including ANQA Board of Trustees, the changing situation and amendments to legislation;
7. To ensure the Accreditation Committee independent and well-substantiated decisions while ensuring transparency for and accountability in front of the external stakeholders;
8. To design and implement an agency-wide financial management to meet organizational objectives;
9. To contribute to the developments of RA legislation and respective amendments to ensure that the legislative framework serves to the implementation of the stated aims;

**Indicators for evaluating targets**

ANQA is accepted as a reliable partner among stakeholders.  
 Programme/cluster accreditation is launched and the approach is accepted by the HEIs.  
 A strong and collaborative communication is established with the stakeholders (national, regional and international).  
 A team structure with specific duties is established and the staff members are satisfied with their duties and the duties are appropriate to their abilities.  
 ANQA policies and procedures are legitimate and are approved by Accreditation Committee.  
 ANQA revenue model provides for extra funding.  
 Accreditation decisions on the conducted procedures are available on the national register and the stakeholders are satisfied with the 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.

A system wide analysis is conducted every three year among TLIs to ascertain the impact of ANQA activities on the TLIs.

A satisfaction survey is conducted among ANQA staff members to ascertain ANQA staff satisfaction from leadership.

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

**Accountability/ Responsibilities**

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”

Approved by ANQA Director

Ruben Topchyan