

# **Comments international expert team**

**Yerevan, September 22, 2010**

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# Introduction

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- **Heusser (Sw) and Rutgers (Ne) international expert team**
  - **Assignment: assist ANQA to develop three year action plan**
  - **Activities:**
    - **Analyzing documents**
    - **Four visits to Armenia**
    - **Meetings with PM, government and HE-administrators**
    - **Working with ANQA and giving presentations**
    - **Writing report**
  - **Today: some elements of the report**
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# Topics

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- **External QA; choices to be made**
- **ANQA internal QA: towards a flexible and professional organization**
- **Conclusions**

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# External QA: choices

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## Key questions when establishing a new QA system

- **What are the purposes of the QA system? What impact do you want to see?**
- **What system choices do you make**
- **What methods do you want to use?**
- **In what time period?**
- **What is the HE-tradition in your country?**

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## Purposes of external QA

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- **Accountability**
- **Governmental control / steering of HE system**
- **Public reassurance / transparency tool**
- **International recognition of national qualifications**
- **Competition among HEIs (national and international)**
- **Quality enhancement of HE education**
- **Social responsibility**
- **Etc.**

***Experts support priorities for Armenia: quality enhancement, accountability and control.***

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## **System choices: dimensions of external QA**

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- **Institutional versus programme approach**
- **Internal versus external QA**
- **Quality control versus quality development**
- **Mandatory versus voluntary QA-system**
- **International orientation versus national specificities**
- **Market approach versus national sovereignty**

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# Armenian EQA; mandatory institutional audit

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- **Institutional** versus programme approach
- **Internal** versus external QA
- Quality control vs **quality development**
- **Mandatory** versus voluntary
- International orientation versus **national specificities**
- Market approach versus **national sovereignty**

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## Armenian EQA; voluntary programme accreditation

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- Institutional versus **programme** approach
- Internal versus **external QA**
- **Quality control** vs quality development
- Mandatory versus **voluntary**
- **International orientation** versus national specificities
- Market approach versus **national sovereignty**



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# The Armenian QA-system; audits and programme accreditations

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- **Institutional versus programme approach**
- **Internal versus external QA**
- **Quality control vs quality development**
- **Mandatory versus voluntary**
- **International orientation versus national specificities**
- **Market approach versus national sovereignty**

*Experts support choice for combination of mandatory institutional audits and voluntary programme accreditation: this choice stimulates development of a variety of QA-elements and dimensions. Adequate legal structure is prerequisite.*

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## **Time period: take your time**

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- **Developing quality culture is a long term investment (5 - 10 years)**
- **Stakeholder responsibility and involvement is the basis**
- **Attitude of academic staff is decisive for success**
- **System will change over time (10 year cycles)**
- **PDCA in development QA is essential**

***Experts stress importance of taking time: developing quality assurance is a learning process, not a simple matter of applying standards***

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## **Internal Quality Assurance, build on ESG**

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**European Standards and Guidelines are the basis:**

- **QA strategy**
- **Clear responsibility for the internal QA system**
- **QA mechanisms for all activities (PDCA)**
- **Criteria, processes and procedures in QA handbook**
- **Qualified staff**
- **Management Information system**
- **Communication and information**

***Experts recommend that ESG is the basis for ANQA's internal QA system. ANQA is now setting up its internal QA this way.***

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## **ANQA Internal Quality Assurance: a qualified staff**

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### **Some elements of the 3 year action plan**

- **Apply general job descriptions**
- **Combine this with specific yearly arrangements in individual work plan**
- **Develop a system of yearly performance appraisals**
- **Develop ANQA as a professional learning environment: individual learning programs, international exchange, stimulating organizational culture**
- **Take care of exchange of experiences with HE-institutions and quality organizations in other segments of society**

***Experts recommend to give priority in IQA to development of organizational culture that supports learning and development***

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## **Internal Quality Assurance: feedback mechanisms**

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**Some elements of the three year action plan:**

- **Feedback questionnaires**
- **Staff monitoring**
- **Impact surveys**
- **Focus groups**
- **Exchange of experiences**
- **Visits**
- **External review**

***Experts recommend that ANQA puts in place a variety of feedback mechanisms.***

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## **Conclusions (I): critical succes factors**

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- **Adequate legal structure**
  - **Intensive stakeholder relations on all aspects of QA development**
  - **Time for development of a quality culture that meets international standards: 5 - 10 years**
  - **Plan-Do-Check-Act is part of all daily routines; develop organizational culture that stimulates learning and development**
  - **Be open and interactive in development, strict and disciplined in implementation**
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## Conclusions (II): ANQA is well on its way

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- ***System of mandatory institutional audits and voluntary programme accreditation basically is in accordance with European standards***
- ***Guidelines and procedures show systematic use of methods and procedures that is in line with the choices on the dimensions of QA***
- ***ANQA as an organization is well on its way***
- ***Still a long way to go, but if you and ANQA continue this way an application for full membership of ENQA an ECA could be successful in 2012/2013***