



NATIONAL CENTER FOR
PROFESSIONAL EDUCATION
QUALITY ASSURANCE FOUNDATION

ACCREDITATION COMMITTEE

ANQA-2025/120

DECISION No. 120

March 20, 2025

ON ACCREDITATION OF INSTITUTIONAL CAPACITIES OF ARMAVIR REGIONAL STATE COLLEGE General Information about the Institution

Full name of the Institution: Armavir Regional State College (SNCO)
Official Address: 36 Yerevanyan St., Armavir, Armavir region, RA

Previous Accreditation **Not available**
decision and date:

Guided by the Statute on State Accreditation of Tertiary Level Institutions and their Academic Programmes approved by the RA Government Decree N 978-N as of June 30, 2011, the RA Government Decree N 959-N as of June 30, 2011 on the Approval of Accreditation Criteria for Tertiary Education of RA, the Procedure on the Formation and Operation of the Accreditation Committee of the “National Center for Professional Education Quality Assurance” foundation (hereinafter referred to as “ANQA”) as well as by the Regulation on the Formation of ANQA’s Expert Panel, ANQA’s Accreditation Committee (hereinafter referred to as the Committee) discussed the issue on accreditation of institutional capacities of the Armavir Regional State College (hereinafter referred to as “ARSC”, “TLI”) in the session of the Accreditation Committee held on March 20, 2025.

The main phases of the accreditation process were carried out within the following periods:

Submission of application: February 5, 2024
Submission of the revised self-evaluation: July 2, 2024
Site visit by the expert panel: October 1-3, 2024

Submission of the expert panel report: December 26, 2024

Submission of the preliminary follow-up plan January 31, 2025

The external review of the ARSC's institutional capacities was carried out by the following expert panel:

- **Armenuhi Sargsyan**, teacher at the M. Nalbandyan State University of Shirak, chair of the expert panel.
- **Karine Mnatsakanyan**, teacher at the Yerevan Basic Medical College.
- **Aida Dabaghyan**, manager of quality assurance and assistant to the director for human resources at the French-Armenian Vocational Education Center.
- **Inna Melkonyan**, student at the Armenian-Russian University.

The evaluation was conducted according to the 10 criteria of institutional accreditation approved by the RA Government Decree N 959 as of June 30, 2011. Evaluation according to accreditation criteria:

Evaluation	Conclusion
1. Mission and Purpose	Satisfactory
2. Governance and Administration	Unsatisfactory
3. Academic Programmes	Satisfactory
4. Students	Satisfactory
5. Faculty and Staff	Satisfactory
6. Research and Development	Unsatisfactory
7. Infrastructure and Resources	Unsatisfactory
8. Societal Responsibility	Satisfactory
9. External Relations and Internationalization	Unsatisfactory
10. Internal Quality Assurance System	Unsatisfactory

Having examined the institution's self-evaluation of institutional capacities, the expert panel report, the follow-up plan; having heard the conclusions on the expert panel evaluation, which were made by the two members selected by the Chair of the Accreditation Committee and were formed as a result of the meetings with the expert panel members and the institution's representatives; as well

the comments and suggestions made by the Accreditation Committee members, the Committee stated the following:

1. The institution has areas for urgent enhancement to ensure a sustainable system for the credible award of qualifications.

The ARSC needs to enhance its policy and processes for the revision of academic programmes (APs) to ensure their timely and periodic updating. All currently implemented APs require a comprehensive evaluation of their educational effectiveness to identify existing shortcomings and make the necessary adjustments. These enhancements are also closely linked to the capacity of the teaching staff. There is an urgent need to introduce a policy for the regular professional training of the teaching staff, with the aim of continuous professional and pedagogical development across all specialties. This will help ensure a modern teaching and learning process that is responsive to current needs and demands.

The material-technical resources meet the minimum requirements only in certain cases. Therefore, there is an urgent need to upgrade the available material-technical resources, particularly to support teaching approaches that require interactive and student-centred approaches. Meanwhile, the institution should promote a culture of effective use of digital and online resources to modernise the teaching process and increase student engagement. It is particularly important that these enhancements not depend solely on the commissioning of the new building. They should also be implemented under the existing conditions through more effective utilisation of the available resources. In this regard, improvements with employer support may contribute to better use of the current facilities. Given the possibility of delays in the construction of the new building, immediate measures should be taken to enhance the existing learning environment.

2. In view of the merger of the VET institutions, the strategic management and quality assurance systems should be restructured to incorporate effective tools required for the governance of the new, unified and multifunctional institution.

As a result of the merger of the VET institutions, challenges to the effectiveness of the governance and QA systems have emerged, particularly in the ensurance of unified strategic approaches. These issues require urgent solutions. Appropriate preparatory measures should have been undertaken prior to the merger process.

There is currently a need to significantly strengthen the use of data analysis in decision-making through the development of a culture of data-informed governance. This will support more evidence-based, predictable and results-oriented decision-making. In addition, the administrative structure should be streamlined, eliminating overlapping positions, clarifying the distribution of responsibilities and ensuring the effective coordination of functions. It is also important to introduce interconnected and continuous mechanisms for short- and long-term planning that ensure a clear link between strategic objectives and actual actions, as well as governance based on clear and measurable KPIs. With regard to the organisational structure, emphasis should be placed on the development of horizontal cross-functional link to ensure a high level of cooperation among units.

Given that the ARSC currently functions through fragmented and independently operating units, a key short-term priority is to establish a fully integrated governance system. A unified and coherent governance model will enable the institution to ensure clear strategic direction and make more effective use of its resources.

3. Internationalisation and research/creative activities lack sufficient institutional support to ensure balanced long-term development.

The ARSC attaches importance to external relations and cooperation with employers. However, this cooperation is currently largely limited to the organisation of student internships. The expected outcomes of these internships need to be clearly defined to ensure their effectiveness. In the area of external relations, the institution should expand and deepen existing cooperation. This requires a more proactive approach that ensures the engagement of both employers and international partners.

In the area of internationalisation, it is advisable to develop a clear strategy and action plan that include targeted initiatives, mechanisms for the establishment of international cooperation, and approaches to the study of international practice. Meanwhile, the development of research and creative activities requires the definition of clear goals and priority areas, together with measures to promote the engagement of both academic staff and students. Teachers' research engagement can be strengthened through the study of local and international practice, transforming the knowledge into the development and delivery of new skills.

To strengthen students' research capacities, it is important to move beyond purely descriptive written assignments and promote the integration of analytical and research components into graduation papers and master's theses. This can serve as a key mechanism for deepening students' professional skills and ensuring their alignment with international standards.

The ARSC develops a new multidisciplinary structure with a new strategy. In this context, it is important from the outset to establish a clear and unified development strategy that incorporates goals for internationalisation and the development of research capacities.

It is important to highlight that it would have been more effective to plan these directions prior to the merger and incorporate them into the merger roadmap. The ARSC should be given sufficient time to establish the necessary foundations to ensure that public financial investments lead to tangible, long-term results and impact.

Taking into consideration the above mentioned, as a result of an open voting, the Accreditation Committee:

DECIDED

1. **To reject institutional accreditation for the Armavir Regional State College.**
2. The institution may reapply for accreditation two years after the elimination of shortcomings and implementation of recommendations mentioned in the expert panel report, in accordance with the established procedure.

Chair of the Accreditation Committee:

V. Gabrielyan

March 20, 2025

Yerevan