



NATIONAL CENTER FOR
PROFESSIONAL EDUCATION
QUALITY ASSURANCE FOUNDATION

ACCREDITATION COMMITTEE

ANQA-2025/141

DECISION No. 141

November 14, 2025

ON ACCREDITATION OF INSTITUTIONAL CAPACITIES OF ARMENIAN STATE UNIVERSITY OF ECONOMICS

General Information about the Institution

Full name of the Institution: Armenian State University of Economics (SNCO)

Official Address: 128-130 Nalbandyan St., 77 P. Sevak St., Avan, 9
Babajanyan St. Yerevan, RA

Previous Accreditation **Institutional accreditation for a period of four years,**
decision and date: **Decision No. 54 of June 19, 2021**

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 Armenian State University of Economics (hereinafter referred to as “ASUE”, “TLI”) in the session of the Accreditation Committee held on November 14, 2025.

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

Submission of application: October 3, 2024

Submission of self-evaluation: April 11, 2025

Site visit by the expert panel: May 26-30, 2025

Submission of the expert panel report: September 9, 2025
Submission of the preliminary follow-up plan September 18, 2025

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

- **André W. Heinemann**, professor of Federal and Regional Financial Relations at the University of Bremen, Germany.
- **Anne-Dörte Balks**, head of the Quality Enhancement Department at the Centre for Quality in Teaching and Learning (ZQS) of the Leibniz University of Hannover, Germany.
- **Arpine Hakobyan**, a student at Vanadzor State University.
- **Naira Derdzian**, head of the Data Analytics Centre at the Grant Thornton Armenia.
- **Nona Khachatryan**, head of the Chair of Management and Business at the Yerevan State University.
- **Tatjana Volkova**, professor of Strategic Management and Innovation Management at the BA School of Business and Finance in Riga, Latvia.

The external review was conducted jointly by the German Agency for Quality Assurance through Accreditation of Study Programmes (AQAS) and ANQA. As part of the joint institutional accreditation conducted by AQAS and ANQA, the ASUE's QA system was evaluated against a synthesised set of institutional accreditation criteria. The applied criteria are aligned with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2015) and the institutional accreditation criteria approved by the RA Government Decree N 959 as of June 30, 2011. The evaluation results are as follows:

Evaluation	Conclusion
1. Policy and Procedures for Quality Assurance	Satisfactory
2. Governance and Administration	Satisfactory
3. Design, approval and termination of programmes	Satisfactory
4. Ongoing monitoring and periodic review of programmes	Satisfactory
5. Learning, Teaching and Assessment of	Satisfactory

Students

- | | |
|--|--------------|
| 6. Student Admission, Progression, Satisfactory Recognition, and Certification | |
| 7. Teaching Staff | Satisfactory |
| 8. Research and Development | Satisfactory |
| 9. Learning Resources and Student Support | Satisfactory |
| 10. Public Information | Satisfactory |

Having examined the institution's self-evaluation of institutional capacities, the expert panel report, the preliminary version of 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. Since the previous accreditation, the ASUE's strategic measures have contributed to **strengthening the foundations for the credible awarding of qualifications**. The substantive review of academic programmes (APs), enhancements in policies for the recruitment, evaluation and professional development of academic staff, as well as the involvement of external specialists, including teachers with international experience, have contributed to the enhancement of teaching quality of teaching and ensurance of the credible achievement of learning outcomes. The integration of research into the educational process is also regarded as a positive factor, supporting the academic soundness of academic APs and the development of graduates' competences.

2. The institution demonstrates a gradual development of governance and QA processes, as reflected in the data-informed planning of changes in APs, research activities and **physical** and digital infrastructure. Meanwhile, responsibility for QA processes remains largely concentrated in the Quality Assurance Centre, which limits the full integration of QA processes into institution-wide governance. In this context, it would be appropriate to gradually reduce functional centralisation through the development of QA mechanisms as a data-informed and shared-responsibility system, with AP managers, structural units and stakeholders actively involved in **data collection and analysis, as well as in the planning of follow-up actions based on the findings**.

3. To ensure the continuity of the progress achieved, it would be appropriate to develop the follow-up plan in a comprehensive and systematic manner, covering all key areas of the TIL's activities. The plan should clearly define a sequence of actions aimed at the solution of the identified issues, actors responsible for their implementation and measurable outcomes, thereby serving as a data-informed management tool for **future development**. This approach will contribute not only to the sustainability of the changes already implemented but also to the consistent achievement of the institution's long-term development objectives.

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

DECIDED

1. To award institutional accreditation to the Armenian State University of Economics for 6 ~~/six/~~ years.
2. After the publication of the decision on accreditation award, to submit a revised follow-up plan based on the expert panel report and respective time schedule to ANQA within two months. The plan should be approved by the institution's Board and consider the need to give urgent solution to the issues identified in Points **1**, **2** and **3**, ensuring relevant mechanisms for the prevention and management of potential risks.
3. Particular emphasis should be placed on the credible award of qualifications across the APs, conducting a self-audit of all APs prior to the next accreditation.
4. In accordance with the requirements set by point 12 of the Statute on State Accreditation of Tertiary Level Institutions and their Academic Programmes, every 2 ~~/two/~~ years to submit a written report to the ANQA on the results of carried out activities, ensuring the evaluation of enhancement of the TLI's activity, innovations and achievements. Evaluation results should be discussed at the institution's Board.
5. To assign the ANQA to carry out mandatory monitoring of the effectiveness of the TLI's activities in accordance with the KPIs.

Chair of the Accreditation Committee:

V. Gabrielyan

November 14, 2025

Yerevan