



NATIONAL CENTER FOR
PROFESSIONAL EDUCATION
QUALITY ASSURANCE FOUNDATION

ACCREDITATION COMMITTEE

ANQA-2025/138

DECISION No. 138

July 11, 2025

ON ACCREDITATION OF INSTITUTIONAL CAPACITIES OF COLLEGE OF NORTHERN UNIVERSITY General Information about the Institution

Full name of the Institution: College of Northern University (LLC)
Official Address: 15/9 Alek Manukyan St., Yerevan, RA
3 Sayat Nova, Alaverdi, Lori 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 College of Northern University (hereinafter referred to as “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: May 13, 2022
Submission of the revised self-evaluation: December 4, 2024
Site visit by the expert panel: March 12-14, 2025

Submission of the expert panel report: May 20, 2025

Submission of the preliminary follow-up plan June 24, 2025

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

- **Armenuhi Sargsyan**, Candidate of Physical and Mathematical Sciences, Associate Professor, teacher at the M. Nalbandyan State University of Shirak, chair of the expert panel.
- **Gohar Mkrtchyan**, Candidate of Philological Sciences, Associate Professor, head of the Chair of Armenian and Foreign Languages, head of the Education Quality Assurance Centre at the Armenian Medical Institute.
- **Anahit Arshakyan**, pediatrician at Martuni Medical Centre, deputy director for Educational Activities at the Martuni State Medical College.
- **Angelina Tonoyan**, student of the AP "Organisation of Tourism Services with Deep Knowledge of a Foreign Language" at the Kotayk Regional State College.

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	Satisfactory
8. Societal Responsibility	Satisfactory
9. External Relations and Internationalization	Satisfactory
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 enhancement areas related to the credible award of qualifications.

The institution's academic programmes (APs) partially ensure the preparation of graduates with practical skills aligned with labour market requirements. To enhance the effective AP implementation, it is recommended that the institution develop an AP enhancement strategy grounded in labour market requirements, benchmarking results, and students' achievement of learning outcomes. It is also advisable to define clear criteria for the development and assessment of practical skills, review the requirements for teacher recruitment to ensure alignment with the relevant professional fields, introduce a mentoring system for novice teachers and training for existing staff and develop a resource development plan that includes the upgrading of material-technical facilities to support the effective delivery of the APs.

2. Strategic management and the QA system are in the stage of formation. There are enhancement areas to ensure results-based governance.

The institution's results-based governance system is still under development. Although strategic documents and action plans are in place, their implementation is hindered by the lack of a clearly defined governance structure and distribution of responsibilities. This is largely due to the integration of the institution's operational governance system into the HEI governance structure, which limits the autonomy of VET-related organisation, planning and monitoring processes. Data collection and analysis are not conducted separately for the institution, while the QA system does not adequately reflect the specific characteristics of the VET level. It is recommended that steps be taken to strengthen the institution's strategic and financial autonomy through the definition of separate development priorities, activities and budget planning. It is also advisable to introduce clear mechanisms for data-informed governance and accountability and review the organisational

model of the QA system to reflect the specific features of VET provision, while ensuring implementation of planned and systematic processes and practical use of stakeholder feedback.

3. Internationalisation and research activities do not yet support the credible award of qualifications.

The institution's external relations and internationalisation processes are largely driven by HEI-level initiatives and are not separately structured at the VET level. The institution does not have a dedicated policy or action plan for international cooperation, mobility and the recruitment of international students. Steps towards the improvement of foreign language proficiency are not systematic. There are no mechanisms for the assessment of language proficiency or targeted programmes for their development. The research component is limited both within the APs and in the activities of students and teachers. Clear research priorities, methodological guidelines, and incentive mechanisms have not yet been established. It is recommended that the institution develop a separate internationalisation strategy based on the specific characteristics of its VET provision, assess foreign language proficiency and introduce a targeted improvement programme. It is also advisable to define priorities for research development and ensure the involvement of students and teachers through appropriate methodological and organisational support. In addition, the governance functions related to the institution's external relations and research activities should be separated from those of the HEI, taking into consideration the specific features of VET.

4. 3. The follow-up plan should include urgent solution of the above-mentioned issues, ensuring relevant mechanisms for the prevention and management of potential risks.

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

DECIDED

- 1. To award institutional accreditation to the College of Northern University for 4 /four/ years with conditions, subject to an external review after two 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 Governing Council.

3. The follow-up plan should include urgent solution of the issues identified in Points **1, 2** and **3**, ensuring relevant mechanisms for the prevention and management of potential risks.
4. Organise self-audit of all APs prior to the next accreditation.
5. 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 by ensuring the evaluation of enhancement of the TLI's activity, innovations and achievements. Evaluation results should be discussed at the institution's Governing Council.
6. 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

July 11, 2025

Yerevan