



NATIONAL CENTER FOR
PROFESSIONAL EDUCATION
QUALITY ASSURANCE FOUNDATION

ACCREDITATION COMMITTEE

ANQA-2025/127

DECISION No. 127

April 18, 2025

ON ACCREDITATION OF INSTITUTIONAL CAPACITIES OF LORI REGIONAL STATE COLLEGE

General Information about the Institution

Full name of the Institution: Lori Regional State College (SNCO)
Official Address: 11 Mkhitar Heratsu St., Vanadzor, Lori region, RA

Previous Accreditation **Conditional institutional accreditation for a period of**
decision and date: **two years, Decision No. 50 of June 2, 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 Lori Regional State College (hereinafter referred to as “LRSC”, “TLI”) in the session of the Accreditation Committee held on April 18, 2025.

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

Submission of application: 31 January, 2024
Submission of self-evaluation: June 2, 2024
Site visit by the expert panel: November 18-20, 2024

Submission of the expert panel report: March 3, 2025

Submission of the preliminary follow-up plan February 28, 2025

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

- **Lilit Abelyan**, quality assurance manager and teacher at the Kotayk Regional State College, chair of the expert panel.
- **Oleg Gevorgyan**, deputy director for Science, Technological Cooperation and External Relations at the Institute of Information and Telecommunication Technologies and Electronics of the National Polytechnic University of Armenia, Candidate of Technical Sciences, Associate Professor.
- **Susanna Pichikyan**, teacher at the Shirak Regional State College.
- **Artak Khachatryan**, student at the European University of Armenia.

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	Satisfactory
3. Academic Programmes	Satisfactory
4. Students	Satisfactory
5. Faculty and Staff	Satisfactory
6. Research and Development	Satisfactory
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 ensures the credible award of qualifications.

The LRSC established a relevant basis for the implementation of academic programmes (APs) aligned with its mission and regional needs. The introduction of dual education, systematic monitoring of labour market feedback and the capacity of human resources constitute important prerequisites for effective educational environment. Meanwhile, several areas require further enhancement. In particular, it is necessary to monitor the APs that do not attract applicants and indicate a need for revision. To support the AP modernisation, it is recommended to conduct benchmarking in cooperation with local and international partners. To ensure the continuous development of students' skills, it is advisable to introduce appropriate tools for the assessment of practical skills and establish mechanisms for the monitoring of APs based on stakeholder feedback, the results of final attestation and the analysis of graduate tracking. With regard to human resource development, it is important to regularly evaluate the training needs of teaching staff and allocate relevant resources for their professional development. To improve technical capacity, computer equipment should be upgraded and innovative software solutions introduced to ensure the effective organisation of the teaching and learning process.

2. Strategic management and the QA system are in the stage of formation.

Strategic management currently requires systematic strengthening based on well-defined, measurable KPIs and data-informed decision-making. The achievement of strategic goals requires the development of a results-based evaluation culture, supported by assessment tools that clearly define key results, methods of measurement and relevant threshold values. These tools should become an integral part of governance and continuous enhancement processes, enabling systematic analysis and evidence-based decision-making. In addition, regular procedures for data flow and use should be developed to ensure that the information generated is not merely stored, but systematically analysed and purposefully applied in strategic planning, decision-making and performance evaluation against KPIs. The QA system should operate as an institutionally

independent unit with analytical and strategic functions. To increase the effectiveness of the QA system, it should be fully embedded across all levels of governance, including strategic, educational and support processes.

3. Internationalisation and research activities have development trends and support the credible award of qualifications.

The LRSC has made some progress in the area of internationalisation through participation in international programmes and the establishment of new partnerships. Existing cooperation should be further strengthened by expanding mobility opportunities for both students and teachers. Meanwhile, it is advisable to develop an internationalisation plan that includes clear actions for the adaptation of international best practice to the institutional context, benchmarking and mobility. Research activities are undertaken to a certain extent. However, research has not yet been established as a strategic priority. It is recommended to clarify the priority research areas, establish criteria for the evaluation of research activities and introduce mechanisms to promote the teachers' engagement in research processes. The link between teaching and research should be strengthened, particularly through applied and practice-oriented projects, to foster the development of students' research thinking.

4. The Accreditation Committee requires the LRSC to revise its follow-up plan to include actions for the implementation of all recommendations provided by the expert panel. The plan should be evidence-based and realistic, setting out concrete actions, clear deadlines, responsible persons and the resources required for implementation. The follow-up plan should include urgent solution of the above-mentioned issues, also 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 Lori Regional State College for 4 /four/ 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 and consider the need to give urgent solution to the existing problems.

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 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.
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

April 18, 2025

Yerevan