



**ACCREDITATION COMMITTEE
DECREE № 29**

ANQA-2018/29

27 October, 2018

On Accreditation of Institutional Capacities of "Marshal Khanperyants Military Aviation University of the RA Ministry Of Defence" State Institution

General Information about the Institution

Full name of the Institution: "Marshal Khanperyants Military Aviation University of the RA Ministry Of Defence" State Institution
Official address: 89 Arshakunyats str., Yerevan, Armenia
Previous accreditation decree and date: Not available

Guided by the regulation on "State Accreditation of the RA Institutions and their Educational Programmes" approved by the RA Government on 30 June, 2011 N 978-Ն decree; by RA Government decree N 959-Ն (30 June, 2011) on "Approval of RA Standards for Professional Education Accreditation"; by the Procedure on the Formation and Functioning of Accreditation Committee of "National Center for Professional Education Quality Assurance" foundation (ANQA) as well as by ANQA Regulation on the Formation of the Expert Panel, in the open session held on 27 October, 2018, the Accreditation Committee of "National Center for Professional Education Quality Assurance" foundation (hereinafter referred to as the Committee) discussed the issue of state institutional accreditation of "Marshal Khanperyants Military Aviation University of the RA Ministry Of Defence" State Institution (MAU) with the presence of representatives from the RA Ministry of Defence, the Head of the Expert Panel, and ANQA coordinator of the accreditation procedure.

Having examined the self-analysis presented by MAU, the comments of MAU concerning the draft expert panel report, the expert panel report, MAU action plan for the elimination of shortcomings mentioned in the Expert Panel report as well as ANQA conclusion, the Committee stated the following:

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

Submission of application	31 August 2017
Submission of self-evaluation report	21 February 2018
expert panel site-visit	4-7 June 2018
Submission of expert panel report	5 September 2018
Submission of action plan on elimination of shortcomings	8 October 2018

The expertise was carried out by an expert panel formed according to the requirements of the regulation on "The Formation of expert panel at "National Center for Professional Education Quality Assurance" Foundation". The

evaluation was carried out based on the 10 criteria of institutional accreditation approved by RA Government decree N 959-Ն as of June 30, 2011.

While carrying out the expertise the expert panel took into consideration that in accordance with its mission, MAU “is a military professional education institution implementing BA and additional educational programs within the system of RA Ministry of Defence (MoD) and based on the national educational experience and international tendencies of military education sphere, directs its activities towards preparation and training of specialists with qualifications in the professions of higher military aviation, communication and anti-aircraft defence, aimed at satisfaction of educational and military needs of the RA MoD”. The main goal of MAU is to provide educational services, create and implement military-educational and scientific programs in order to satisfy the needs of the RA Armed Forces (AF).

MAU policy and activity are generally in line with the University’s mission which is in compliance with the RA National Qualifications Framework (NQF). The development of the Strategic Plan was carried out in alignment with the RA AF Development Plan 2016-2020 in the aspects relating to the military education and MAU. It is positive that the stakeholders take part in process of strategic planning. The scope of MAU external stakeholders involves the RA AF General Staff, interested departments of the RA MoD, military units which recruit the MAU graduates, and the internal stakeholders are representatives of teaching, administrative and support staffs, as well as cadets. From the perspective of strategic planning it is necessary that MAU should pay attention to the advancement of education which will foster the clarification of the University's development directions and fulfillment of innovation-related studies.

The University constantly keeps in touch with its alumni, opinions about the alumni are always presented from military units based on which the academic programs are improved. However, it is important that the University should regularly discuss the opinions about the alumni received from military units with the heads of chairs and teaching staff representatives in order to make the changes made in the current academic programs purposeful.

MAU prepares BA specialists of higher military professional education with 4-year and 5-year academic programs, one-year courses on “Exploitation of Anti-aircraft Defence Equipment” and “Military Facilities of Radio Connection” as well as organizes courses for the enhancement of qualification of officers’ staff. In the four faculties of the University 13 BA academic programs are implemented and the profession of “Exploitation and Application of Unmanned Aerial Vehicles” was first invested since 2017-2018 academic year.

In the development of MAU academic programs, formulation of expected learning outcomes together with state educational standards, MAU mission was served as a basis in parallel ensuring the compliance with the descriptors of the NQF 6th level as well.

An attempt has been made to also align the learning outcomes (LOs) of academic programs with the Dublin descriptors and ABET criteria. It is positive that MAU academic programs are regularly revised and improved based on the feedback of external stakeholders. Besides, the Chief Military Inspection (CMI) operating under immediate supervision of the RA President, conducts overall evaluation of the University's activities including academic programs, proficiency of main and changeable staff based on approved criteria every 5 years.

During the examination MAU is viewed both as military unit and as a military education institution. However, the involvement of cadets in the revision process of academic programs is poor which hinders full participation of cadets in the organization of their education. Besides, the subjects of the block in Engineering in the academic programs are few which can hinder the formulation of competences set by the programs. In teaching the task-based approach is applied which fosters the development of cadets' analytical and managerial skills. It is necessary that MAU should promote the application of innovative methods in the learning process which will foster the development of cadets' research skills and will enhance the level of their responsibility.

It is positive that there are highly qualified teaching and support staffs for the attainment of goals set for the academic programs. The positioning at MAU is based on competition which is organized jointly by MAU and the RA MoD. The requirements set for professional qualities of teaching staff at MAU per academic program are generic there are no job descriptions for different categories of teaching staff. At the same time there is a risk of ensuring fluent generation change in some professions as far as there are few specialists of some narrow professional subjects. The workload of teaching staff is big which hinders the fulfillment of research activities by teachers. From the perspective of the staff recruitment the expert panel highlights the importance for MAU to constantly collaborate with civic universities in terms of basic subjects. It is also important to ensure the existence of two or more teachers for one subject which will foster the sustainability of staff, will decrease their workload and will activate collegial communication among teachers.

Trainings and activities directed to the enhancement of qualification of teaching staff are regularly organized at MAU for which short-term and long-term business trips are also ensured. Evaluations of teaching staff are organized at MAU by means of surveys conducted among the cadets, regular class observations, monitorings made by the Quality Assurance (QA) and Analysis Division as well as through analyses of dynamics of annual academic progress of cadets which promote continuous improvement of teaching quality.

In general, the resources of MAU ensure the implementation of academic programs. At the same time it is important for MAU and the RA MoD to find ways towards assurance with necessary resources for the development of the University. Professional classrooms, laboratories and training centers need to be re-equipped with necessary technical means which was stated by the participants of meetings with the expert panel. The surveys conducted at MAU show that the cadets and teaching staff are not satisfied with library resources which is worrisome from the perspectives of implementation of academic programs and acquisition of LOs. Because of the lack of some equipment, laboratories and facilities at MAU some lessons are organized in military units or in civil universities. The cadets and teachers prefer to have classes in the University which will save time and will reduce transportation costs.

There are clear mechanisms of recruitment and admission of cadets at MAU. In the recent years there is a decrease of number of cadets in the faculty of Anti-aircraft Defense and Communication as compared with the Aviation Faculty.

The cadets are mainly satisfied with the learning environment and organization of education. The cadets have the opportunity to participate in research activities together with teachers and at the same time the cadets' more active involvement in scientific research activities will promote the development of their analytical skills. There are mechanisms of evaluation of consultancy and educational services of cadets at MAU which fosters the improvement of quality of the provided services and takes into account cadets' needs.

There are MAU strategy and short-term plans reflecting the University's interests and ambitions in research sphere, however, the sequence of steps for the research topics is not defined and the professional directions of MAU are not reflected in them. The equalization of military ranks with scientific degree at MAU is not always justified and it endangers the efficiency of implementation of scientific-research activities at MAU. The link between the University and scientific institutions in terms of research is weak, while it could be expressed by the implementation of joint scientific projects. The lack of articles published by the staff of the University is worrisome as far as it points out the low level of activeness of implementing research activities. The implemented research activities are not viewed as an educational component and it can have a negative impact on the formation of LOs. It is important that MAU should promote innovative research in which both teachers and cadets will be involved.

The functions of the University in the sphere of international relations and cooperation are very limited and in MAU this process is regulated by the RA MoD respective department. At the same time the opportunities for overcoming the obstacles in the international cooperation have not been studied by the University yet and this

hinders further development of internationalization and external relations. Currently there are no planned activities, sufficient financial and human resources to ensure multidirectional development of external relations, enlargement of the scope of integration into the RA higher education system, as well as to foster cooperation with foreign military education institutions and studies of international practice. MAU should try to apply non-standard and innovative methods in the sphere of internationalization in order to promote the development of the sphere.

Although some activities are taken towards enhancement of foreign language proficiency at MAU, there is still a need to enhance the level of proficiency of the English language among both teachers and cadets (enhancement of proficiency of Russian among cadets should be highlighted) which will foster the study of foreign literature, development of external relations, and enhancement of involvement of teaching staff and cadets in the processes of internationalization. There is also a necessity to involve the study of regional languages (Georgian, Turkish, Azerbaijani, Persian) in academic programs.

The management system of the University has its peculiarities as the MAU structure which is typical to university system is combined with the requirements set for military units. The Head of MAU ex officio has the authority to make solitary decisions which are put into action by orders and are obligatory for all the staff members of the military unit. On the other hand, the decisions can be discussed in the collegial governing boards. As a military unit, the MAU's governance and administration are based on defined policy and procedures, and governing bodies act in accordance with set work-regulations which ensure the regularity of management system. The current management system of MAU which is aimed at the fulfillment of MAU mission and goals, ensures regulated decision-making process. Respective departments of the RA MoD participate in decision-making process as external stakeholders. At the same time, representatives of teaching staff and cadets have passive participation in decision-making procedures which can hinder the progress of the University and effectiveness of its activities.

MAU gets financial inflow from the RA MoD. The expert panel finds it positive that there is a formulated mechanism for the distribution of financial means. Some expenses are envisaged in the annual budget and they are directed to the fulfillment of MAU goals, however. However, the expenses are not written in details according to strategic goals and academic programs which would make the financial investments more targeted. MAU does not have other financial inflows from the educational process, grants and other sources. The diversity of financial inflows will foster the efficient solution of operative problems and formation of reserve fund.

The expert panel finds it positive that the efforts taken by MAU are directed to the investment of internal QA system, its continuous improvement and formation of quality culture. The great amount of work carried out in the last two years has formed a basis for the development of QA system which will further foster the regularity and continuous improvement of processes. It is positive that the University provides necessary human and material resources for the management of QA processes. At the same time, MAU top management regularly supports the implementation of QA activities, the staff members of the QA and Analysis Department participate in trainings organized by national and international organizations. All the mentioned promotes the development of the QA structure and professional development of the QA staff.

On the other hand, conditioned by the peculiarities of military education, there are some discrepancies with the QA requirements currently existing in the RA education sphere (transparency, availability of information, active involvement of stakeholders in processes, etc.).

Observing the presented package of documents and considering the opinions of Head of the Expert Panel and representatives of MAU, as well as taking into account that:

a/being the only higher education institution for the preparation and training of specialists of military aviation, communication and air defence "Marshal Khanperiyants Military Aviation University of the RA Ministry Of Defence" solves the problem of assuring the RA Armed Forces with necessary specialists;

b/ for the implementation of academic programs properly MAU has created a sufficient learning environment with necessary material-technical resources and with teaching staff of the respective professional qualifications;

c/ in the institutional capacities some shortcomings were revealed:

1. The shortcomings in **“Research and Development”** weaken the role of MAU in one of the main directions of the University activities- scientific research, weaken also the link between research and educational activities as well as can hinder the formation of analytical skills among the alumni.
2. The shortcomings in **“External Relations and Internationalization”** do not allow fulfilling the goals of internationalization set for MAU: strengthening the cooperation with foreign similar military institutions, expansion of integration in RA higher education system, study of international experience and its investment in academic programs.

d/ the shortcomings mentioned in the expert panel report do not influence the effectiveness of organization of academic programs and credibility of awarded qualifications;

e/ the analysis of strong points, opportunities and current problems of the Institution show that in case of necessary support from the RA Ministry of Defence the action plan for the elimination of shortcomings of MAU is realistic;

f/ through the investres QA system the Institution can manage the main risks of its activities.

AS a result of voting the Accreditation Committee

DECIDED

1. To award **“Marshal Khanperyants Military Aviation University of the RA Ministry Of Defence” State Institution an Institutional Accreditation with a 4 /four/ year period.**
2. Within two months after the publication of the Decree on Awarding Institutional Accreditation to submit an action plan on elimination of shortcomings mentioned in the Expert Panel report and corresponding time-schedule to ANQA taking into account:
 - a. the necessity of finding solutions primarily to the problems existing in the fields of **“Research and Development”** and **“External Relations and Internationalization”**;
 - b. the necessity of having KPIs for the evaluation of effectiveness of processes carried out by MAU;
 - c. the results of evaluation and recommendations of the international expert in terms of being integrated into European Higher Education Area.
3. To pay special attention to the reinforcement of the link between learning and research, improvement of management system, modernization of necessary logistics, mobility of teaching staff and students, training of teaching staff, improvement of internal quality assurance system.
4. According to the requirements of clause 12 of the Regulation on **“State Accreditation of RA Institutions and their Educational Programmes”** every 2 /two/ years to submit a written report to ANQA on the results of the carried out activities evaluating the improvements, innovations and achievements of MAU.
5. To assign ANQA to monitor the effectiveness of MAU activities based on the KPIs.

President of the Accreditation Committee

S. Avetisyan

October 27, 2018, Yerevan