



ACCREDITATION COMMITTEE

DECREE N 10

2015 April 11

On Awarding Institutional Accreditation to YEREVAN “HAYBUSAK UNIVERSITY” LLC

General Information on the Institution

Full name of the Institution:	Yerevan Haybusak University
Acronym:	Not available
Legal Form	LLC
Official address:	6 Abelyan street, Yerevan, 0038 RA
Decree and Date of Previous Accreditation:	Certificate N 122, 2004 without validity period

Guided by the regulation on “State Accreditation of RA Institutions and their Educational Programs” approved by the RA Government on 30 June, 2011 N978-Ն decree; by N959-Ն (30 June, 2011) decree on approving 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 11 April, 2015 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 Haybusak University with the presence of Chair of the expert panel and ANQA coordinator of the accreditation procedure.

Having examined the self-analysis presented by Haybusak University, the expert panel report, the action plan of the University 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 following the below-given time-frame:

Submission of the Application	12 May, 2013
Submission of the Self-assessment report	13 December, 2013
Site-visit	21-23 April, 2014, main campus 25-26 April, “Shirakatsi” branch
Submission of the Expert panel report	02 September, 2014
Submission of the Follow-up plan	29 September, 2014

The expertise was carried out by an Expert Panel formed in compliance with the requirements set forth by the ANQA regulation on the composition of expert panel. The assessment was carried out based in line with 10 criteria of institutional accreditation established by N959-Ն (30 June, 2011) decree on approving RA Standards for Professional Education Accreditation.

Haybusak University's main mission is the creation, transfer and dissemination of knowledge by providing education in 15 academic programs within the framework of bachelor's and master's degrees established by the RA National Qualifications Framework (ANQF). Out of the academic programs that are implemented at the University, Haybusak gives special importance to medical science, economics, design, pedagogy and jurisprudence.

Haybusak University underwent the process of accreditation according to the state standards and regulation operating until 2011. In 2009 Quality Assurance Center was established at Haybusak University, an Alumni Career Development Office was established in 2010 and an International Relations Office in 2011. The aforementioned structural changes have contributed to the institutional development of the University, the introduction of a number of educational quality assurance mechanisms and the acquisition of certain experience in self-assessment of internal quality assurance system operation.

The intended learning outcomes of academic programs implemented at the University are mostly in line with the requirements of ANQF for bachelor's and master's professional skills and competences. As a general goal and outcome of its activities, the University aims at ensuring the indivisible "knowledge-competence-skill" link in order to prepare competitive professionals for the labor market.

The results of research conducted at the University mostly lack essential applicable significance; the current mechanisms of involving students in scientific research are ineffective. The connection between teaching and research is weak in most of the chairs of the University. The financial resources formed basically from the students' tuition fees are mainly spent on current expenditures, thus not serving the purpose of solving such strategic issues as scientific research encouragement, professional growth of the young teaching staff or the continuous quality improvement thereof. The funds allocated for international cooperation are also insufficient, which endangers the stability of the sphere, as well as the international mobility of the lecturers and students.

With the developments taking place in the RA higher education sphere during the recent years, the formulated mechanisms of recruitment, submission and admission of students have not ensured a constant flow of applicants to the University, especially in the full-time BA program. The University has attempted to balance the reduction in the number of BA students by expanding part-time education. The University has not yet conducted a comprehensive evaluation of efficiency of the quality assurance mechanisms of educational, advisory, administrative and other

services. The main reason is the imperfection of the constant mechanisms of using feedback from internal and external stakeholders.

The infrastructures and human resources of the University are mainly sufficient for the achievement of the mission and strategic goals. The teaching staff of the University mainly consists of experienced and professional lecturers, who are able to meet the goals of the study programs due to their professional potential. During the 2012-2013 academic year, the University employed 154 lecturers, 78 of which (more than 50 per cent) are full-time employees, while 93 (60 per cent) have scientific degree. However, with the reduction in the number of students, the teaching staff is also being reduced. Low salaries and insufficient incentives for professional development hinder the involvement of young and high-quality professionals. This factor can seriously risk the further improvement of the education quality.

Most members of the teaching staff are involved in scientific research activities, however they have limited opportunities to be published in foreign peer-reviewed periodicals and participate in international conferences organized abroad. Only few members of the teaching staff have international experience. The University has set a goal to raise the level of command of foreign languages and ICT usage, especially among the experienced teaching staff, since this is an integral part of internationalization and assurance of quality development.

To ensure the transparency and availability of its activities, the University tries to apply a number of mechanisms, including capacities of its own website, however it does not yet have necessary bases and tools for identifying the needs of the external stakeholders. Neither does it have an officially approved policy and procedures for public accountability. This has resulted in the formation of the insufficiently productive practice of feedback.

The University aims to regulate and promote the development of external relations and internationalization processes by planning certain partnership cooperation projects. However, the planned steps are mainly on the conceptual level, not being finalized in relevant working documents; the material and financial resources are yet insufficient to provide a proper level of international mobility to the lecturers and students.

The University gives importance to the education quality and quality assurance, which is currently conditioned by external requirements, rather than the internal necessity to improve the governance system of the University. The University provides human, material and financial resources for organizing and implementing quality assurance processes, although these processes are not clearly regulated and planned. The internal quality assurance system is yet at its development stage: relevant quality assurance structures have been formed and some procedures have been developed, however the involvement of the internal and external stakeholders in the system is unsatisfactory, while the main mechanisms are yet to be developed.

Haybusak University is advised to follow the below mentioned recommendations which are meant to assist the University in coping with the issues and problems revealed by the expert panel during the accreditation procedures and foster the further development of the University's activities.

Mission and Goals

1. Specify the University's mission, strategic goals and objectives, including in them the three most important fields peculiar to University activities (education, research and service to society).
2. To develop a "Strategic map" which will clearly reflect the University's vision, mission, strategic goals and objectives, core values, academic environment, action plans and performance indicators, taking into account the needs of the internal and external stakeholders.
3. To link the University's mission with its strategic and financial plan.
4. To include performance indicators for strategic goals in the strategic plan which will make the latter more clear and the further activities aimed at the fulfillment of goals- possible.
5. To differentiate major academic programs and their minors in the level of learning outcomes
6. To improve involvement of stakeholders (especially external)
7. To analyze the effectiveness of stakeholders' involvement putting more emphasis on the involvement of alumni and labor market representatives.

Governance and Administration

8. To make relevant adjustments in the organizational structure of the University pursuant to the University's Charter;
9. To develop the University Code of Ethics and bring the decision-making procedures in compliance with them;
10. To create necessary grounds for providing proper human, material and financial resources corresponding to the University's educational and other activities;
11. To clarify the goals, content and implementation mechanisms of the short-, mid- and long-term plans;
12. To conduct a structured analysis of the factors affecting the operations of the University;
13. To ensure the transparency of the decision-making process (specifically for the stakeholders of the branch);
14. To introduce processes coordinated according to the quality management principle on different management levels.

Academic Programs

15. To review the academic programs of the University, applying the "plan-do-check-act" quality management principle;
16. To clearly distinguish the learning outcomes of individual academic programs of BA and MA

17. To specify the assessment procedures and mechanisms of the learning outcomes of academic programs;
18. To introduce modern student-centered teaching and learning methods,
19. To develop and introduce academic programs, curricula and syllabi promoting the academic mobility of the teachers and students.

Students

20. To analyze the efficiency of the procedures and mechanisms of student recruitment, selection and admission, as well as develop improvement plans based on that analysis;
21. To introduce distinct mechanisms of revealing student needs;
22. To develop clear regulation on applying to the administrative staff for providing support and guidance to students, as well as a document reflecting the rights and responsibilities of the students;
23. To analyze the efficiency of mechanisms of protecting students' rights;
24. To make the additional lessons and consultations regular by developing corresponding timetable;
25. To enlarge relations and cooperation with professional fields so that students can develop more practical skills and capacities;
26. To introduce mechanisms of engaging students in research projects;
27. To study the demands of the labor market and make corresponding educational improvements based on the results;
28. Harmonize the activities of the Career and Quality Assurance Centers both at the University and its branch;
29. To promote and formalize the involvement of students with special needs in the governing bodies of the University;
30. To evaluate the effectiveness of the mechanisms of students needs assessment
31. To evaluate to what extent the additional courses and internships foster the acquisition of expected qualifications
32. To develop formal procedure and time-schedule which will help students to turn to the administrative staff with different issues;
33. To interlink research activities of teaching staff and students and to evaluate the effectiveness of research activities;
34. To study the effectiveness of the mechanisms of protection of students' rights and to analyze their impact.

Teaching and Support Staff

35. To develop certification, peer-review, performance analysis, young teachers' guidance, professional development, promotion and other procedures, which will enable to make a more clear evaluation of the conformity of professional qualifications of the teaching, administrative and support staffs to the academic program goals and expected outcomes;
36. To develop professional development plans for the teaching and support staffs of the University on the department and study program levels;

37. To analyze the turnover of the teaching and support staffs for a period of a few years in order to evaluate the efficiency of the mechanisms aimed to ensure staff stability;
38. To enhance teaching staff's level of proficiency in foreign language in order to promote their international mobility.

Research and Development

39. To specify the policy of fulfilling the University's research interests and ambitions in the University's Strategic Plan;
40. To develop clearly defined short- and mid-term research plans;
41. To develop efficient procedures aimed at the development of research and innovation;
42. To develop a policy on internationalization of research activities;
43. To develop mechanisms to link research activities with the educational process at the University;
44. To review and specify research strategy of the University.
45. To enlarge research activities focusing the efforts mainly on the number of centers of excellence including the investments of universities and education centers within the territory of Armenia and outside it. These centers can foster innovation and can form a basis for the process of further development of teaching and learning methods. This approach can be invested through multidisciplinary courses. The more modern approach to the development of academic programs ensuring horizontal involvement is also promoted.
46. To adopt a policy which will be targeted to the enhancement of external funding for research activities.
47. To enhance the number and quality of publications in internationally peer-reviewed journals to ensure the visibility of the University.
48. To develop tools for implementing research strategy and quality control.
49. To develop policy to ensure that research has become a significant method in academic education. The training of students in terms of research and scientific thinking should become should become an integral part in all academic programs.

Infrastructure and Resources

50. To develop policy on targeted provision and allocation financial resource based on the University's mission and strategic goals.
51. To equip the classrooms and laboratories - especially those at the branch - with modern technical, computational and telecommunication means necessary for the educational environment.
52. To create an actually functioning modern digital library.
53. To provide the stakeholders with sufficient guiding information regarding the University subdivisions and their location.
54. To make the University website more modern and dynamic, replenishing it with comprehensive informational materials reflecting the functions of the University life.
55. To develop a clearly defined and coordinated documentation procedure introduce a digital system of documentation in order to increase the efficiency of information management;

56. To raise financial means and dedicate them to creating necessary condition for students and staff with special needs.
57. To increase the level of educational comfort and fire safety in the branch.

Social Responsibility

58. To develop policy, procedures and mechanisms ensuring actual accountability to the state and public.
59. To analyze the efficiency of the information provided to the public during the last 5 years in terms of the quality improvement of scientific and educational activities conducted at the University.
60. To activate and modernize the tools promoting feedback from public.
61. To develop a trustworthy system of knowledge (value) transfer with functions peculiar thereto.

External Relations and Internationalization

62. To develop a clear strategy of external relations and internationalization; to conduct international benchmarking.
63. To increase the number of teachers and students having command of foreign languages, as well as the number of academic programs taught in foreign languages.
64. To ensure the awareness of lecturers and students about different grant and scholarships and encourage their participation.

Internal Quality Assurance System

65. To develop an internal quality assurance framework on different levels of the University management (strategic and operational goals and issues, action plans, reports, etc.).
66. To introduce performance indicators in the internal quality assurance system.
67. To develop an action plan and time schedule in order to coordinate the works of preparation of quality assurance manual.
68. To train the University staff, involving all the subdivisions of the University (including the branch) according to the materials developed and published by the “RA National Center for Professional Education Quality Assurance Center”.
69. To develop a methodology of conducting surveys within the quality assurance system, as well as procedures for introducing the results of the analyses.
70. To develop mechanisms to ensure the proportional participation of all the stakeholders in the quality assurance phase.

Having examined the presented package of documents and considering the opinions of head of the Expert Panel and the University representatives, the Accreditation Committee finds that the identified shortcomings are highly risky for the University. According to the Expert Panel evaluation 6 criteria do not meet the requirements of institutional accreditation and the implementation of the action plan for the elimination of shortcomings within the mentioned deadlines is not realistic besides the problems requiring urgent solutions have not been given sufficient importance to by the University.

DECIDED

1. **To reject the Institutional Accreditation of Haybusak University.**
2. **After the elimination of shortcomings and fulfillment of recommendations the University can apply for the institutional accreditation in accordance with the set regulation.**

Chair of Accreditation Committee

V. Urutyán

17 April 2015
Yerevan