"NATIONAL CENTER FOR PROFESSIONAL EDUCATION QUALITY ASSURANCE"
FOUNDATION

EXPERT PANEL REPORT
INSTITUTIONAL ACCREDITATION OF
YEREVAN STATE COLLEGE OF FINE ARTS AFTER PANOS TERLEMEZYAN

Yerevan – 2023

INTRODUCTION

The institutional accreditation of Yerevan State College of Fine Arts after Panos Terlemezyan (hereinafter referred TLI or college) is carried out based on the application submitted by College. The process of institutional accreditation is organized and coordinated by "National Centre for Professional Education Quality Assurance" Foundation (hereinafter ANQA), guided by regulation on "State Accreditation of Higher Education Institutions and Academic Programmes in RA" set by RA Government Decree N 978-Ն (dated June 30, 2011) and by Decree N 959-Ն on "Approval of RA Standards for Professional Education Accreditation" (dated June 30, 2011).

The expert examination was carried out by the independent expert panel formed in accordance with the requirements set by the "National Centre for Professional Education Quality Assurance" foundation in regulation on "Formation of the Expert Panel". The Panel is formed of 4 local experts.

The accreditation process was funded by the College.

The institutional accreditation is aimed not only at external evaluation of quality assurance but also at continuous improvement of the quality of management and academic programmes at the institution. Special emphasis was paid to the cooperation of the institution and employers and its impact on the content of education.

The hereby report comprises the results of the evaluation of the institutional capacities of the TLI by the State Accreditation Criteria and Standards.

SUMMARY OF EVALUATION

The expertising of the Yerevan State College of Fine Arts after Panos Terlemezyan institutional capacities was carried out by the independent expert panel formed in accordance with the requirements of "Regulation on the Formation of the Expert Panel", «National Centre for Professional Education Quality Assurance» Foundation. The evaluation was conducted according to 10 institutional accreditation criteria set by the RA Government Decree N 959-Ն, dated June 30, 2011.

While conducting the assessment, the expert panel considered that the college is undergoing institutional accreditation for the first time and is also in the initial stage of forming a culture of quality assurance. The college implements secondary professional educational programs in the field of art education by the 5th level of the RA NQF.

The expert panel emphasizes the role and importance of the college in the field of art education and expresses the hope that this report and recommendations will enable the college to outline the needs, plan and implement programs that will contribute to the improvement processes.

All academic programs of the college are based on state educational standards, educational outcomes, goals, content, and performance standards are defined in the descriptions. By applying appropriate teaching and learning methods, the college can prepare graduates who are in demand in the labor market, who also continuously replenish the college's faculty and ensure sustainable generational change.

Lecturers with appropriate qualifications and pedagogical experience, as well as young professionals, teach in college. The devoted approach of the faculty to transferring their skills and experience to the students is noticeable. According to the assessment of the expert panel, the college needs to introduce mechanisms to assess the needs of the faculty and promote their professional development, to find resources to develop the pedagogical, linguistic, and other necessary abilities of the lecturers.

To implement the academic programs, the college has classrooms, studios, laboratories, and other necessary infrastructure, but funds are not allocated for their improvement. From this perspective, the expert panel emphasizes the implementation of processes aimed at diversifying financial resources, which will guarantee the continuous implementation of the academic programs implemented in the college.

Thus, considering that the college has a faculty with appropriate qualifications for the implementation of academic programs, educational processes are generally provided with the necessary material and technical resources, and the college can prepare graduates who are in demand in the labor market, it can be noted that the college ensures the credibility of the awarded qualifications.

The college carries out its activities by the approved Development Plan, which presents the mission of the college, and the goals and objectives set for the next 5 years. The expert panel emphasizes the introduction of mechanisms aimed at highlighting the needs of internal and external stakeholders and reflecting them in the programs. The expert panel considers positively

the definition of some indicators in the current plan compared to the previous development plan but considers that they also need to be clarified. To contribute to the improvement of strategic processes, it is important to evaluate the effectiveness of the implementation of Development programs to make further planning more effective.

The quality assurance system at the college is still in the process of being implemented. Existing policies generally do not reflect the real problems of the institution and the needs of the stakeholders. The duties and responsibilities of the quality assurance responsible are not fully understood and specified. The college's quality assurance system is still unable to collect and analyze the necessary and reliable data, which affects the effectiveness of the institution's management. The college needs to coordinate the processes of planning and accountability, to allocate appropriate human, material, and financial resources according to the directions of the DP, which will help ensure the balanced development of the institution. The expert panel also emphasizes that the stakeholders are not actively involved in the decision-making process. Hierarchical relationships in the structure of the college are not clearly expressed, there are no mechanisms for evaluating and improving the effectiveness of processes, clear criteria for incentives, and the scope of functions and responsibilities for ensuring the effectiveness of management is not specified.

The expert panel highlights the ongoing processes in the college towards the continuous improvement of the educational environment. The efforts of the college are also visible from the point of view of ensuring inclusion, which is also evidenced by the students with special needs who are studying at the college in various specialties. The faculty is ready to provide additional consultation to the students, and when applying to the administrative staff, the students also receive appropriate support and assistance.

In today's conditions, it is important to represent the college on the Internet by having a website and platforms on social networks. The expert panel emphasizes the need for more effective use of these tools, particularly the website, to find more effective ways to communicate the college's mission and purposes to the public and provide feedback to external and internal stakeholders. The expert panel also appreciates the use of the college exhibition hall and other resources to impart values and knowledge to society through organized events and meetings.

The wish of the college management to establish cooperative relations with similar educational and cultural organizations in Armenia and abroad is also noteworthy. The expert panel believes that the college has the human potential to establish these partnerships, but there is a need to increase the efficiency of external relations and to put the existing relations on an institutional basis. To be involved in international programs and to localize international experience in academic programs, the college needs to take steps to ensure the necessary level of foreign language proficiency among internal stakeholders.

The expert panel considered that research in the field of art education has certain characteristics. From this point of view, it is noticeable that the creative work has a research component; because of the research, the lecturer's artwork and the student's creative work are born. Emphasizing this fact, the expert panel considers that the mentioned process should be planned

and integrated into academic programs.

The expert panel appreciates the efforts made by the college in the direction of implementing processes aimed at the long-term development of the institution. From this point of view, improving the management and quality assurance systems, defining clear and measurable purposes will greatly contribute to the stable and progressive development of the college.

Strengths of the Institution:

1. stakeholders' perception of the college's mission and purposes,
2. preparing graduates who are in demand in the labor market,
3. the existence of an educational environment arising from the requirements of college specialties,
4. assistance provided to students by faculty and administrative staff,
5. the existence of faculty with high professional qualities and appropriate qualifications,
6. the presence of a research component and its connection to the creative tasks given to students,
7. availability of a material and technical base and infrastructure necessary for the implementation of academic programs,
8. implementation of measures aimed at transferring knowledge and values to society,
9. establishment of cooperation with regional art colleges.

Weaknesses of the Institution:

1. imperfection of planning and accountability mechanisms,
2. the insufficient level of highlighting the needs of internal and external stakeholders and the severe scarcity of analyzes based on them,
3. lack of provision of reliable data by the quality assurance system for managerial decision-making,
4. insufficient perception of the role of the Student Council among students as a body for the protection of their rights,
5. the scarcity of measures aimed at the professional development of the faculty,
6. limited opportunities for the diversification of financial sources,
7. setting non-measurable goals for the implementation of foreign relations and internationalization processes and not placing the relations on an institutional basis,
8. low level of knowledge of foreign languages among internal stakeholders,
9. lack of implementation of a quality assurance culture in the institution.

Main recommendations:

Mission and Purposes

- Clarify the goals and objectives defined by the 2023-2028 Development Plan of the college by defining a clear schedule of actions and allocating responsibility for the results.
- Develop and implement a clear toolkit for eliciting the needs of internal and external stakeholders and carry out appropriate analyzes based on it.
- Introduce effective mechanisms for the evaluation of DP to increase the effectiveness of the implementation of the project.

Governance and Administration

- Develop and implement a clear process for planning and accountability procedures to achieve strategic goals.
- Introduce a competitive procedure for the selection of the administrative staff, defining clear functions and the scope of responsibility (job description).
- Develop and implement mechanisms for decision-making, the involvement of internal and external stakeholders and active participation in the development process of the college.
- Introduce data collection, analysis, process evaluation, and monitoring mechanisms.
- Use of the PDCA cycle in the management process.
- Implement the allocation of the budget to the goals of the DP, ensuring the continuous development of the college.

Academic programs

- Introduce united formats for the selection of teaching and learning methods, as well as for drawing up thematic plans.
- Revise assessment criteria according to the specifics of subjects and tasks given to students.
- Introduce mechanisms for evaluating and monitoring the effectiveness of academic programs.
- Implement a comprehensive benchmarking of academic programs to ensure consistency with other similar academic programs and create the basis for mobility.

Students

- Regulate the consultation services provided to students.
- Help students organize additional foreign language classes.
- Include the research and creative tasks presented to the students in academic programs to ensure the planning of research activities.

Faculty and staff

- Introduce mechanisms for highlighting the needs of the faculty and planning professional development mechanisms based on their results.

- Develop and implement processes of dissemination of good practices of faculty to attract young personnel and ensure sustainable generational change.
- Define the evaluation and incentive mechanisms of the faculty.

Research and Development
- Define the college's research ambitions, linking them to academic programs and labor market demands.
- Coordinate tasks with a research component and develop mechanisms for their assessment.
- Introduce incentive mechanisms for faculty to carry out research in the professional field.

Infrastructure and Resources
- Introduce mechanisms for planning financial resources, linking them to the goals of the SP.
- Introduce mechanisms for diversifying the college's financial resources, using the potential of the Board of Governors.
- Regulate the documentation processes of the college through the introduction of a unified system.
- Take active steps to ensure a safe environment for students through the involvement of a medical worker and the presentation of safety rules in the studios.

Societal Responsibility
- Improve accountability mechanisms by linking them to planning processes and based on analytical data.
- Evaluate the efficiency of the services provided to society and plan further work based on its analysis.
- Provide access to a wide range of processes in the college through the official website.

External Relations and Internationalization
- Regulate the processes aimed at establishing foreign relations and internationalization, promoting the exchange of experience.
- Define a functional framework and evaluation indicators for the implementation of external relations and cooperation.
- To take steps to increase the knowledge of foreign languages of internal stakeholders to promote the mobility of students and lecturers.

Internal Quality Assurance System

- Revise the draft of the quality assurance policy, clarifying the college's vision and objectives in terms of QA.
- Clarify the functions of those involved in QA processes and plan them by guiding them with the principles of quality management.
- Develop survey methodology and review questionnaires, making them targeted.
- Introduce mechanisms for data collection and analysis, and process efficiency evaluation for all areas of the college.

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Armen Harutyunyan, Chair of Expert Panel
02.10.2023

DESCRIPTION OF EXTERNAL REVIEW

COMPOSITION OF EXPERT PANEL

External evaluation of the institutional capacities of Yerevan State College of Fine Arts after Panos Terlemezyan was carried out by the following expert panel.

1. **Armen Harutyunyan-** Candidate of Arts, Associate Professor, Vice-Rector for Development of the Yerevan State Institute of Theatre and Cinematography, head of the expert panel.

2. **Narine Sirakanyan-** Candidate of Pedagogical Sciences, National Center for Innovation and Entrepreneurship of the Ministry of Economy of the RA, head of programs, member of the expert panel.

3. **Hripsime Maronyan-** Lecturer of the chair of fine arts of the Faculty of Art Education of Khachatur Abovyan State University, director of "Maronyan Fashion Studio", member of the expert panel**.**

4. **Mary Hovsepyan-** student at Yerevan Regional State College No. 1, student member of the expert panel.

The composition of the expert panel was agreed upon with the Institution.

The works of the expert panel were coordinated by Meri Barseghyan, a specialist at the Policy Development and Implementation Division of the ANQA.

All the members of the expert panel and the coordinator have signed independence and confidentiality agreements.

PROCESS OF THE EXTERNAL REVIEW

The College applied for state institutional accreditation by submitting to ANQA (13.01.2023) filled the application form, presented copies of the license, and respective appendices.

The ANQA Secretariat checked the data presented in the application form and the appendices in the application package.

After making the decision on accepting the application an agreement was signed between ANQA and College. The timetable of activities was prepared and approved.

Self-evaluation

Considering that the educational institution is going through institutional accreditation for the first time and is in the initial stage of the formation of the culture of quality assurance in college,

ANQA has conducted online workshops with accredited VET institutions. The workshops aimed to prepare colleges for the organizational stages of the accreditation process. During the workshops, the interpretations of the institutional accreditation criteria and standards, the electronic questionnaire to be filled in for applying for institutional accreditation, and the features of self-evaluation and SWOT analysis were presented. The educational institution carried out a SWOT analysis, which was discussed with the employees of the ANQA. During the implementation of the self-evaluation, current discussions were organized by the ANQA to clarify the issues.

The revised self-evaluation of the college's institutional capacity was presented on 13.04.2023. Representatives of the institution's administrative and educational staff, lecturers, and students were involved in the process of self-evaluation.

Preparatory phase

After the submission of the self-evaluation report and the attached documents by the TLI, the ANQA coordinator observed the package to reveal its correspondence to the requirements of the ANQA. The self-evaluation and the attached documents were provided to the expert panel for the preliminary evaluation. The composition of the expert panel was agreed upon with the College and was confirmed by the order of the ANQA Director.

To prepare the expert panel members and ensure the effectiveness of the activities, training on the following topics was conducted:

- The main functions of the members of the expert panel,
- The ethics and techniques of holding meetings and doing inquiries,
- Defining the specifics of the VET sector and interpretation of accreditation criteria according to the VET sector
- Preliminary assessment as a stage of preparation of the expert report, the main requirements for the report.

Having reviewed the self-evaluation report and documents of the college, the expert panel conducted the preliminary evaluation. According to the format, the lists of questions and objectives for different departments and target groups, as well as additional documents have been prepared.

Within the scheduled time, the expert panel summarized the results of the preliminary evaluation, and the Chair of the expert panel, together with the process coordinator, set the

schedule of the site visit[1]. According to the ANQA manual, the intended close and open meetings with all the target groups, documents observation were included in the schedule, professional meetings etc. The members of the expert panel also had professional meetings with the AP responsible presented by the College, faculty, and students. Before the professional meetings, the experts studied the assignments given to the students and conducted class observations to understand the extent to which these assignments are aimed at achieving the expected outcomes.

Preparatory visit

Before the site visit, a preparatory visit to the college was carried out. The ANQA coordinator, the head of the institutional program accreditation department and the head of the expert panel were present at the meeting. During the meeting, the schedule of the site visit was introduced and agreed upon with the college as well as discussed and mutually agreed decisions were made regarding the technical, organizational, and information issues of the site visit, the behaviour, and ethical norms of the meeting participants.

Site visit

The expert panel site visit took place from July 26-29, 2023. During the week preceding the site visit, the members of the expert panel and the coordinator visited the college, observed the infrastructure and resources of the college, conducted class observations, and observed exams. Then the experts and the coordinator had a closed meeting. The purpose of the meeting was to bring out the strengths and weaknesses of the college according to the standards, clarify the questions to be asked to the target groups, and discuss the procedure of the meetings and the next steps.

The site visit started and ended with meetings with the director of the College. All the participants of the meetings were selected at random from a pre-provided list. All scheduled meetings were held. During the visit, the expert panel conducted a study of documents.

At the end of each working day, the expert panel closed meetings were held to discuss the results of the interim expert assessment, and at the end of the visit, the main results were summarized.

The conclusion on the criteria was reached by the expert panel because of discussions and analyses of all members, always applying the principle of consensus.

Expert panel report

The members of the expert panel and the ANQA coordinator prepared a preliminary version of the

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[1] Appendix 2. Schedule of the Expert site visit

expert report. After approval by the members of the expert panel, the preliminary report was provided to the college.

On 22.09.2023, the College sent its response to the report to ANQA. The ANQA provided observations of the College to experts. On 29.09.2023, ANQA organized a meeting between the College and the expert panel to clarify the observations. Then, the expert panel prepared the final version of the report.

Meri Barseghyan
Coordinator of the Expert Panel
02.10.2023

EVALUATION ACCORDING TO ACCREDITATION CRITERIA

CRITERION	CONCLUSION
I. Mission and Purposes	**Satisfactory**
II. Governance and Administration	**Unsatisfactory**
III. Academic Programmes	**Satisfactory**
IV. Students	**Satisfactory**
V. Faculty and Staff	**Satisfactory**
VI.Research and Development	**Satisfactory**
VII. Infrastructure and Resources	**Satisfactory**
VIII. Societal Responsibility	**Satisfactory**
IX. External Relations and Internationalization	**Unsatisfactory**
X. Internal Quality Assurance System	**Unsatisfactory**