Comments international expert team

Yerevan, September 22, 2010
Introduction

- Heusser (Sw) and Rutgers (Ne) international expert team
- Assignment: assist ANQA to develop three year action plan
- Activities:
  - Analyzing documents
  - Four visits to Armenia
  - Meetings with PM, government and HE-administrators
  - Working with ANQA and giving presentations
  - Writing report
- Today: some elements of the report
Topics

- External QA; choices to be made

- ANQA internal QA: towards a flexible and professional organization

- Conclusions
External QA: choices

Key questions when establishing a new QA system

- What are the purposes of the QA system? What impact do you want to see?
- What system choices do you make
- What methods do you want to use?
- In what time period?
- What is the HE-tradition in your country?
Purposes of external QA

- Accountability
- Governmental control / steering of HE system
- Public reassurance / transparency tool
- International recognition of national qualifications
- Competition among HEIs (national and international)
- Quality enhancement of HE education
- Social responsibility
- Etc.

*Experts support priorities for Armenia: quality enhancement, accountability and control.*
System choices: dimensions of external QA

- Institutional versus programme approach
- Internal versus external QA
- Quality control versus quality development
- Mandatory versus voluntary QA-system
- International orientation versus national specificities
- Market approach versus national sovereignty
Armenian EQA; mandatory institutional audit

- **Institutional** versus programme approach
- **Internal** versus external QA
- Quality control vs **quality development**
- **Mandatory** versus voluntary
- **International orientation** versus **national specificities**
- Market approach versus **national sovereignty**
Armenian EQA; voluntary programme accreditation

- Institutional versus programme approach
- Internal versus external QA
- Quality control vs quality development
- Mandatory versus voluntary
- International orientation versus national specificities
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The Armenian QA-system; audits and programme accreditations

- Institutional versus programme approach
- Internal versus external QA
- Quality control vs quality development
- Mandatory versus voluntary
- International orientation versus national specificities
- Market approach versus national sovereignty

Experts support choice for combination of mandatory institutional audits and voluntary programme accreditation: this choice stimulates development of a variety of QA-elements and dimensions. Adequate legal structure is prerequisite.
Time period: take your time

- Developing quality culture is a long term investment (5 - 10 years)
- Stakeholder responsibility and involvement is the basis
- Attitude of academic staff is decisive for success
- System will change over time (10 year cycles)
- PDCA in development QA is essential

Experts stress importance of taking time: developing quality assurance is a learning process, not a simple matter of applying standards
Internal Quality Assurance, build on ESG

European Standards and Guidelines are the basis:

- QA strategy
- Clear responsibility for the internal QA system
- QA mechanisms for all activities (PDCA)
- Criteria, processes and procedures in QA handbook
- Qualified staff
- Management Information system
- Communication and information

Experts recommend that ESG is the basis for ANQA’s internal QA system. ANQA is now setting up its internal QA this way.
ANQA Internal Quality Assurance: a qualified staff

Some elements of the 3 year action plan

- Apply general job descriptions
- Combine this with specific yearly arrangements in individual work plan
- Develop a system of yearly performance appraisals
- Develop ANQA as a professional learning environment: individual learning programs, international exchange, stimulating organizational culture
- Take care of exchange of experiences with HE-institutions and quality organizations in other segments of society

*Experts recommend to give priority in IQA to development of organizational culture that supports learning and development*
Internal Quality Assurance: feedback mechanisms

Some elements of the three year action plan:

- Feedback questionnaires
- Staff monitoring
- Impact surveys
- Focus groups
- Exchange of experiences
- Visits
- External review

Experts recommend that ANQA puts in place a variety of feedback mechanisms.
Conclusions (I): critical succes factors

- Adequate legal structure
- Intensive stakeholder relations on all aspects of QA development
- Time for development of a quality culture that meets international standards: 5 - 10 years
- Plan-Do-Check-Act is part of all daily routines; develop organizational culture that stimulates learning and development
- Be open and interactive in development, strict and disciplined in implementation
Conclusions (II): ANQA is well on its way

- System of mandatory institutional audits and voluntary programme accreditation basically is in accordance with European standards.
- Guidelines and procedures show systematic use of methods and procedures that is in line with the choices on the dimensions of QA.
- ANQA as an organization is well on its way.
- Still a long way to go, but if you and ANQA continue this way an application for full membership of ENQA an ECA could be successful in 2012/2013.