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GOVERN

FOSTERING AUTONOMY AND ACCOUNTABILITY: DEVELOPMENT OF STATE-OF-THE-ART HE
MANAGEMENT SYSTEM FOR EFFICIENT CHANGES IN LINE WITH BOLOGNA PRINCIPLES

***TITLE: GOVERN: major objectives, findings and achievements.
Prospects for the future***

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AUA, YEREVAN, ARMENIA

coordinated by:

STATE ACADEMY OF FINE ARTS OF ARMENIA

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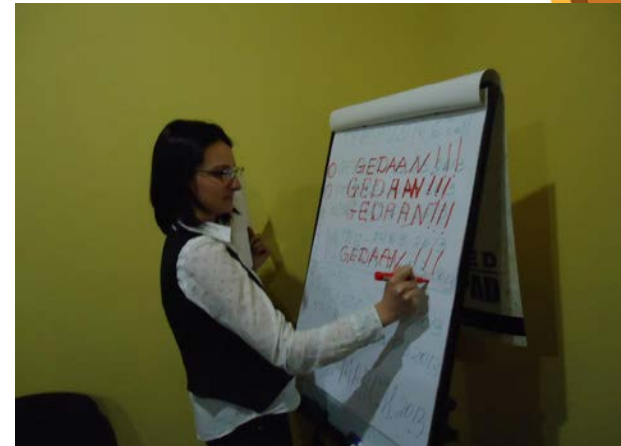


Outline:

- **The GOVERN story**
- **The major findings**
- **The major achievements**

The story

FOSTERING **AUTONOMY** AND **ACCOUNTABILITY**:
DEVELOPMENT OF STATE-OF-THE-ART HIGHER
EDUCATION MANAGEMENT SYSTEM FOR **EFFICIENT**
CHANGES IN LINE WITH **BOLOGNA PRINCIPLES**





Aim and Objectives

To enable application of the state-of-the-art management system at Armenian HEIs for promoting effective and efficient structural changes in line with Bologna agenda thus enhancing HEIs autonomy and accountability.

Building on the capacity of administrative staff for managing system changes efficiently

Revising the legal (system level) and regulatory (HEI level) frameworks in line with Bologna action lines;

Establishing the state-of-the-art university management system through overhaul of approaches to system changes: strategic, financial and human resource management

Introducing working approaches to student-centered educational provisions: ECTS and academic programme management to assure quality and promote student mobility.



THE CONSORTIUM



Bath Spa University (BSU), United Kingdom

World University Service (WUS), Austria

ASIIN Consult, Germany

CESIE, Italy,

KHLeuven, Belgium

Koblenz-Landau University, Germany

Heinz-Ulrich Schmidt – EU expert on legal issues



State Academy of Fine Arts of Armenia (SAFAA)

Yerevan Brusov State University of Languages and Social Sciences (YSULS)

American University of Armenia (AUA)

Yerevan State Medical University (YSMU)

Gavar State University (GSU)

Public Administration Academy of RA (PAARA)

National University of Architecture and

Construction of Armenia (NUACA)

Vanadzor State University (VSU)

Northern University (NU)

Armenian State University of Economics (ASUE)

National Center for Professional Education Quality

Assurance Foundation (ANQA)

Education Quality (EQ)

Ministry of Education and Science of RA (MoES)

Republican Union of Industrialists of Armenia (RUEA)



Expected outcomes/outputs

OUTCOMES/OUTPUTS

Building on capacity of top and middle level administration to enable Bologna action lines implementation;

New legal (system-wide) and regulatory (HEIs) frameworks in line with Bologna lines;

State-of-the-art management system based on new approaches to strategic and structural management, budget allocation, human resource management;

Indicators and criteria for academic programme and student mobility operationalization;

New approaches to managing academic programmes and office of academic affairs and registrar (installation of student portal and student affairs information management system)



Achieved outcomes/outputs

**GUIDELINES TO A REVISED APPROACH TO GOVERNANCE AND
ADMINISTRATION OF HIGHER EDUCATION INSTITUTIONS:
LESSONS LEARNT**

**ELABORATES ON STRATEGIC, ACADEMIC AFFAIRS, FINANCIAL AND HUMAN
RESOURCE MANAGEMENT**



SOME STATISTICS

HE Management System Improvements

Synopsis of the legal and regulatory frameworks

Revision of 10 core documents on structural and strategic changes at each of 10 HEIs

Preparation and publication of guidelines on strategic management, financial and human resources management and for ECTS users

chairs, office of academic affairs and registrar) are trained, in-house

External Evaluations

Workshop for the AM HEIs to prepare self-evaluation reports is conducted

10 self-evaluation reports were produced

10 external site-visits were conducted to AM HEIs by ASIIN, ANQA, local and international peers and ANSA students.

10 external evaluation reports by ASIIN and ANQA were produced



MESSAGE FROM HEINZ-ULRICH SCHMIDT

- It was an honor and my pleasure to work with the consortium, in particular with the members of WP 2. My very best regards and wishes for the future for all of them.
- As far as possible, WP 2 included the key findings based on questionnaires and discussions with HEIs into its recommendations for the revision of the Armenian HE act, e.g. more flexibility, definition of autonomy, less detailed regulations, target agreements, employability etc. All in all, revision should be oriented towards better implementing Bologna action lines. Results are not really known, since revision is not finished yet, as far as I know
- I appreciated to be involved in the purposes of revision of the legal and regulatory frameworks, e.g. guidelines on curricula design, structure, implementation and operationalization of student-centered teaching and learning in line with Bologna lines.
- Bologna action lines include (from my point of view) also application of Lisbon Recognition Convention, governance topics like participation of students in academic senate/scientific board, election of deans, strengthening power of the academic senate in relation to rector (topics, which seem to be currently discussed in the ministry).



THANK YOU

Highest appreciation goes to the SAFAA management team for coordinating the GOVERN project the HEIs, the Ministry of Education and Science of Armenia, the ANQA, the ANSA, the RUEA, the EQ, the EACEA, the national E+ office staff, the EU partners for the invaluable contribution to the project success. Without your generous contribution this project would not have been possible:

UNITED WE DO STAND!



MAJOR CHALLENGES

CHALLENGES

National Framework of Qualifications still impedes the developments (no clarity in terms of learning paths, how to manage LLL and the like). Student and workforce mobility: does the current NQF promote transferability of degrees?

Legal and regulatory frameworks still cause challenges in terms of autonomy and accountability

How to move from a mere Division of Cadres to a real HR?

How to ensure more pro-active participation of key stakeholders (students, employers) in the governance and administration of HEI and less manipulation of their de jure involvement?