



Co-funded by the
Tempus Programme
of the European Union

GOVERN

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

ACHIEVEMENTS

2013-2017

*"coming together is a beginning
keeping together is progress
working together is success"*

-H. Ford

GOVERN

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

543711-TEMPUS-1-2013-1-AM-TEMPUS-SMGR

Fostering Autonomy and Accountability: Development
of State-of-the-Art Higher Education Management
System for Efficient Changes in Line with Bologna Principles

Armenia

2013-2017

www.govern.am



Co-funded by the
Tempus Programme
of the European Union

This project has been funded with support from the European Commission
This publication reflects the views only of the author and the
Commission cannot be held responsible for any use which may
be made of the information contained therein

YEREVAN 2017



CONTENT

FOREWORD	5
ABOUT GOVERN	8
GOVERN PARTNERS	12
GOVERN ACHIEVEMENTS 2013-2017	13
CAPACITY BUILDING	15
HIGHER EDUCATION MANAGEMENT SYSTEM IN RA	20
HIGHER EDUCATION GOVERNANCE AND ADMINISTRATION	21
FINANCIAL AND HUMAN RESOURCES	23
EXTERNAL EVALUATION AT 10 HEIS ON INSTITUTIONAL CAPACITIES ..	24
GOVERN EVENT CALENDAR	30
DISSEMINATION	32
ACKNOWLEDGEMENTS	33

FOREWORD

Dear Colleagues,

Fostering Autonomy and Accountability: Development of State-of-the-art HE Management System for Efficient Changes in Line with Bologna Principles, is a four-year project (2013-2017) made possible through generous contribution of the European Commission to the HE system development in Armenia through its Tempus initiative. For the last four years, State Academy of Fine Arts of Armenia was honored to coordinate the project driven by the notion of enhancing the capacity of Armenian higher education institutions to effectively run their managerial errands - in line with the Bologna Principles.



The highlight of the project is the revised management system for HE, which aims to guide the stakeholders in their efforts to enhance autonomy and accountability of HEIs in Armenia. It also endeavors to share the experience to employ quality assurance mechanisms leading to relevance and efficiency of HE provisions. It encourages policy-makers and stakeholders in higher education to further develop the experience exchange and learning culture to enable the necessary transformations in a post-soviet higher education context.

The project achievement would not have been possible without the invaluable support and help of institutions and colleagues involved in the project consortium. We would like to extend our sincere thanks to all of them for their valuable inputs, wise guidance, whole-hearted cooperation and constructive criticism throughout the project life-time.

I would also like to take this opportunity and convey my sincere gratitude to the European Commission and particularly the EACEA for the opportunity to make this project happen. The assistance provided by the teams from EACEA have been fundamental for effective management and implementation of our project.

I do hope the experience we gained is useful for our peers and stakeholders and brings about sustainable development of HEIs in Armenia and beyond.

Prof. Dr. Aram ISABEKYAN
SAAFA Rector

A handwritten signature in blue ink, appearing to read 'A. Aramyan', written over a light-colored background.



Dear Colleagues,

GOVERN is a joint endeavor of thought leaders in the Armenian and European Union higher education to move higher education reform agenda in a post-Soviet context to a new level of performance in line with the international trends and accepted standards. As a guide the team used the principles outlined in the Bologna Declaration aimed to establish a gateway for Armenia into the European Higher Education Area (EHEA) and the European Research Area (ERA) – the two pillars of the knowledge-based society.



GOVERN is an endeavor to revise approaches to governance and administration, academic processes management, managing student affairs – all aimed at promoting efficiency and relevance in HEI operations. Throughout the four years of project implementation, with joint efforts of both Armenian and European partners, a major capacity building of the different levels of HEI management took place to enable Bologna action lines implementation. Along with capacity building an in-depth analysis of the current legal system was undertaken based on which a set of recommendations on the revision of the Armenian national legal system was presented to the Ministry. Accordingly, the regulatory frameworks of the HEIs have been revised to enable full operationalization of the Bologna principles. Another major achievement is an innovative approach to HEI management system - strategic and structural management, budget allocation, and human resource management among other things. Last, but not least, new approaches to managing academic programs, the office of academic affairs and the registrar have been developed and integrated into daily operations of the HEIs. The current Guideline is the contribution of the GOVERN consortium of major stakeholders in concern. It is our belief that it is useful for the academic community and will guide them in the journey of reforms for HE management and administration. The Guideline also highlights a set of fundamental recommendations on the implementation of ECTS principles that will help HEIs for better application of ECTS system. We do hope it will feed into the revised approach to HE governance, management and administration promulgated by the Armenian Government ensuring a wider impact and sustainable development of HE system in the country. We extend our highest possible appreciation to the European Commission and its Education, Audiovisual and Culture Executive Agency, to the National Erasmus+

Office, to the Ministry of Education and Science of Armenia, to the National Center for Professional Education Quality Assurance and to all the European partners for their invaluable input in the achievement of the project specific objectives and for the invaluable contribution to the system sustainable development. Special gratitude is to our external EU expert, Heinz Ulrich-Schmidt, for his wise guidance in the revision of the Armenian legal framework and contribution to the overall project.

Susanna KARAKHANYAN, PhD
Project Author and Coordinator





ABOUT GOVERN

GOVERN

(FOSTERING AUTONOMY AND ACCOUNTABILITY: DEVELOPMENT OF STATE-OF-THE-ART HE MANAGEMENT SYSTEM FOR EFFICIENT CHANGES IN LINE WITH BOLOGNA PRINCIPLES) is a three-year national project, under the priority of Governance Reform, EACEA N° 35/2012, 6th call and Structural Measures action.

THE WIDER OBJECTIVE

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.

THE SPECIFIC OBJECTIVES

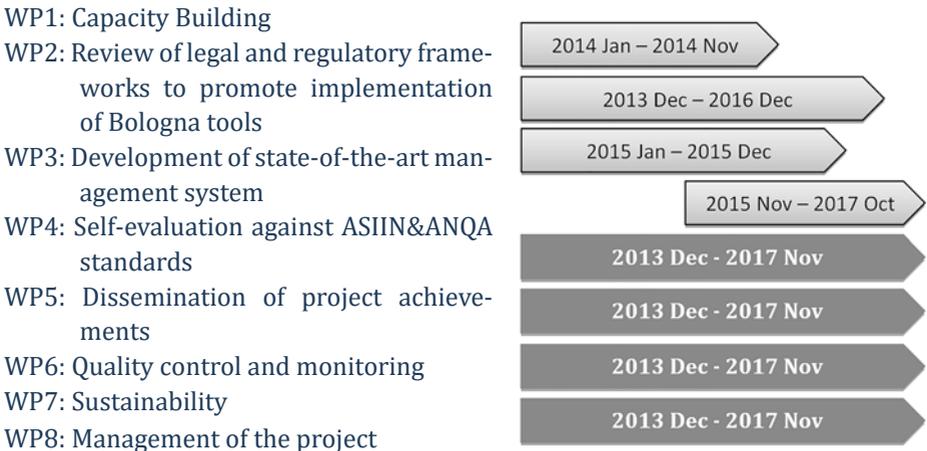
target enhancement of autonomy and accountability of HEIs through:

- 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 PRINCIPLE OUTCOMES/OUTPUTS:

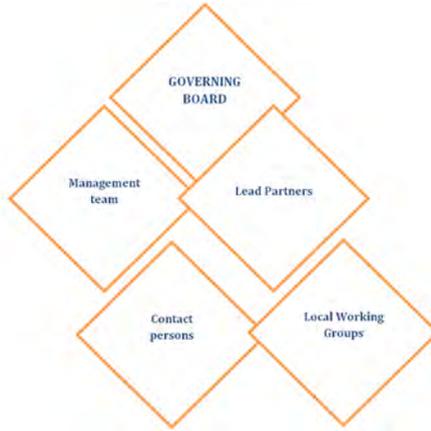
- Building on capacity of top and middle level administration to enable Bologna action lines implementation;
- New legal (system-wide) and regulatory (HEIs) frameworks in line with Bologna lines;
- State-of-the-art management system based on new approaches to strategic and structural management, budget 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).

WORKPLAN





GOVERN STRUCTURE



GOVERN GOVERNING BOARD

The overall management of the project is under the responsibility of the Project Governing Board (PGB) and was established to include all the consortium members and take care of the strategic issues and decision-making. The PGB was presided by the Rector of the YSAFA and included all the rectors of HEIs, MoES, ANQA, EU partners to ensure top-management active involvement in the project and its sustainability.



GOVERN project Kick-off meeting, January 2014

GOVERN MANAGEMENT TEAM

was established to take care of the overall operational, financial and technical management of the project ensuring timely implementation of the project activities and progress within its lifetime.



Yelena Baytalyan, Financial and administrative manager of the project



STATE
ACADEMY OF
FINE ARTS
OF ARMENIA

GOVERN is coordinated by State Academy of Fine Arts of Armenia (SAFAA) for the first time.

GOVERN partner country HEIs are from a single CIS country – Armenia. It will allow deeper understanding of the needs of developing systems and customization to specific country and institutions priorities.

GOVERN has 22 partners: 6 from EU and 16 from Armenia.

GOVERN cooperated with FIBAA expert Mr Heinz Ulrich Schmidt who worked on the recommendations and possible changes in the legal framework of RA.



GOVERN PARTNERS

ARMENIA



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)
 Armenian National Students' Association (ANSA)

EUROPEAN UNION

Bath Spa University (BSU), United Kingdom
 World University Service (WUS), Austria
 ASIIN Consult, Germany
 CESIE, Italy
 KHLeuven, Belgium
 Koblenz-Landau University, Germany



GOVERN ACHIEVEMENTS 2013-2017

Capacity Building

- ❖ 33 top administrative staff from 11 universities trained
- ❖ 1 dean and 2 chairs per each university trained
- ❖ 33 staff members from registrars and academic offices of 11 universities are trained
- ❖ 40 staff members from each university (top administration, deans and chairs, office of academic affairs and registrar) are trained, in-house trainings.
- ❖ Study visit is conducted to EU 3 HEIs and about 30 staff members got introduced with the HE management system in European Partner institutions.
- ❖ Workshops on Strategic and Structural Management, Financial and Human resources were conducted for the AM HEIs
- ❖ Preparation and publication of the training kit on state-of-the-art of HE management system

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

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



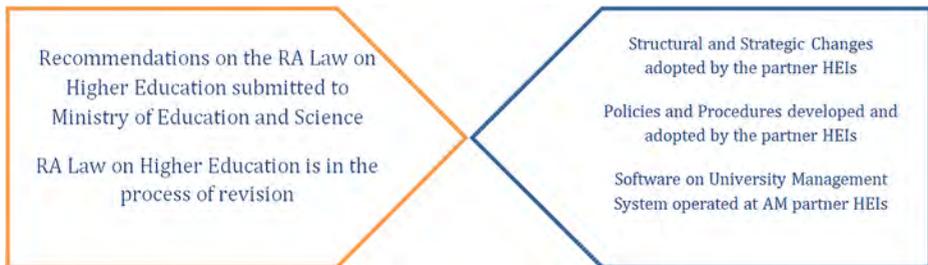
Publications/Dissemination

- ❖ The project web-site www.govern.am is established
- ❖ 11 in-house workshops materials are prepared by the AM HEIs
- ❖ Brochure, banner, posters for GOVERN are published
- ❖ Achievement brochure, guidelines on strategic management, financial and human resources management and for ECTS users, training kits are published
- ❖ Software guide is published

QUALITY CONTROL AND MONITORING



FACTORS FOR SUSTAINABILITY



CAPACITY BUILDING

Capacity building is one of the core aspects GOVERN dealt with. To ensure the staff is prepared for the changes and improvements in the governance and administration of the university system a series of capacity building events were organized: trainings, workshops, local meetings, internal meetings, in-house trainings, etc. 10-day study tour was held at EU partner HEIs to ensure the experience exchange and get the partner institutions acquainted with the models of university governance and administration at European difference institutions.

TRAININGS

Within the frames of capacity building events for the three levels of university management - top-administration, deans and chairs, office of academic affairs and registrar - was undertaken. A working group (WG) was established to develop a training kit for the three levels of HEI management to ensure coherency, dovetailing and value added in developments as well as avoidance of overlaps. The group was composed of Armenian and EU partners and was led by the WP leader WUS. Three trainings were organized - (1) top-administration, (2) deans and chairs, (3) office of academic affairs and registrar respectively conducted in Graz, Leuven and Palermo. The training kit evolves around the following:

- how to establish and run a state-of-the-arts university management system, to run structural and regulatory changes to promote effectiveness, approaches to day-to-day practical management and the like;
- developing new approaches to programme management;
- organization and administration of the activities aimed at facilitation of student mobility in general and new programmes in particular.

Training for top management and administration: The first training aimed to build on the capacity of university top and mid-level management with regards to university organizational structure and development, strategic planning, as well as management and autonomy. It targeted the rectors, vice-rectors and quality assurance managers at all the partner AM HEIs.



For QA agencies the selection criteria targeted the leadership as well as quality assurance procedure coordinators.

The training was held at WUS, Austria from 13th to 17th of July 2014.

Training for deans and heads of departments: The second training objective was to provide experience exchange among the European and Armenian Universities within the framework of Bologna process implementation, particularly regarding student-centered learning, educational program development and management, as well as credit accumulation and transfer system. The staff training in Leuven did focus on the issue of ‘students’, as the main stakeholder within higher education. Starting from the ‘student life cycle’ a training module was developed in which all aspects of the student’s presence within the university were set out. KHLeuven attempted to give such insight to the trainees by visiting several settings in which students are active. These did include a Learning Centre. Moreover, students did organize the staff training in Leuven as part of their curriculum. The event targeted mid-level managers as deans and heads of respective departments dealing with academic programs. Quality assurance staff was also involved. Students involved in quality assurance at the national level were also involved in the workshop.

The training was held at KHLeuven, Leuven, Belgium from 6th to 8th of October 2014.

Training for academic affairs and registrar: Last but not least, the third training was organized for the administration staff of academic affairs division and the registrar since it dealt with with program level administration and management of student information. Quality assurance staff members were involved as default participants. Main topics targeted experience in student-centered approach, allocation of ECTS – example of good practice, Key Performance Indicators (KPI) in Quality Assurance and, Armenian case studies of first progress in fostering autonomy and accountability Development of State-of-the-Art HE Management System for efficient changes in line with Bologna principles. EU partners have shared their expertise and experience of Bologna system, while the Armenian Universities have

presented their case studies in work within office of academic affairs and registrar.

The Training was held at CESIE, Palermo, Italy from 13th to 15th of November 2014.

Publications: As a result, the training kit was produced, translated and published for the wider dissemination.

Figures: about 33 staff members from top, middle management and QA, 1 dean and 2 chairs per partner institution and about 33 administrative staff from the academic affairs and registrar attended the trainings and enhanced their capacity to conduct in-house trainings.

WORKSHOPS

Two workshops were conducted in Armenia to ensure further developments and changes in the HE management by the partner HEIs. The workshops targeted on strategic management, financial and human resources.

Workshop on strategic management and structural management of HEIs in Armenia: The workshop was led by EU partners and was planned as an interactive learning and development activity, with elements of learning by doing by participants. Both EU and Armenian partners were working in groups on the developments. EU partners shared their best practices and worked together with Armenian HEI on the revision of their policies and procedures to ensure effective strategic and structural management. Thus procedures for strategic management were designed to be approved at 11 universities to fit in the Bologna action lines.

Workshop was held at YSMU, Yerevan, Armenia from 12 to 14th of May 2015.

Workshop on financial and human resource management: The workshop was led by EU partners where they shared their best practice and worked together with Armenian HEIs on the revision of financial and human resources.



Workshop was held at AUA, Yerevan, Armenia from 9th to 12 of June 2015.

Publications: As a result, the Guidelines on Strategic and Structural, Financial and HR Management, ECTS User was produced and published for wider dissemination.

Figures: about 100 staff members from RA Partner HEIs and organizations participated in the workshops.



Over 30 participants from 11 Universities and 2 institutions from Armenia participated in the Study Tour from 28th of June to 8th of July with the aim to provide a first-hand exposure and deeper understanding of the role and functions of different administrative units intended to promote the strategies of Higher Education Institutions. 2-day seminars at each of 3 EU HEIs (Bath Spa University, UK, UC Leuven-Limburg, BE and University of Koblenz-Landau, DE) enabled representatives from AM HEIs and organizations to get a better understanding of the HEI structural, strategic, financial and human resources, as well as QA systems and the differences between the targeted EU partners. The main topics of the events were

evolved around:

- o University governance and management*
- o Management of the faculty*
- o Managing Research and Postgraduate Studies*
- o Financial Management*
- o Human Resource Management*
- o Student Service Management*
- o Quality Assurance, etc.*

The study visit impacted a lot to the developments of the HEI management system and staff participated in the study tour disseminated the information among the working groups.



GOVERN project Study visit, July 2015



HIGHER EDUCATION MANAGEMENT SYSTEM IN RA

Fact-findings, achievements, prospects to the future

HIGHER EDUCATION GOVERNANCE AND ADMINISTRATION

Since joining the Bologna Process in 2005, the Armenian government and higher education institutions have made significant progress in reforming the higher education system. To maximize the benefits of on-going reforms and further develop higher education, the government and HEIs together need to place university governance and management at the heart of system-wide higher education reforms. Despite these reforms, the public perception of higher education governance and management is poor.

At the national level, a strong governance framework and favourable regulatory conditions can help enable HEIs to effectively exercise their rights (autonomy) and responsibilities (accountability) and promote innovative behaviour among HEIs. At the institutional level, good governance and management can help HEIs ensure “ethical decision-making and efficient provision of human, material and financial resources to effectively accomplish its mission, educational and other purposes”. Autonomy of HEIs needs to be balanced with accountability—“answering to students and society about what has been done to assure success with student learning and overall institutional performance. Accountability is about demonstrating that resources available to institutions yield presumed educational gains”.¹

To improve Governance and Management Systems of Higher Education Institutions (HEI) in Armenia it is of paramount importance to ensure the alignment with new requirements to be competitive in the EHEA.

To enable HEIs in their review of internal policies and procedures for effective strategic and structural management, revision of existing structures to meet the major strategic directions, development of functions for each unit, job responsibilities, a workshop on strategic and structural management was arranged as one of the major capacity building events.

¹ “Addressing Governance at the Center of Higher Education Reforms in Armenia”, World Bank report, p.5



The major achievements are as follows:

- ⇒ Adaptation of the new approaches to strategic and structural management to Armenian context while considering relevant external and internal factors;
- ⇒ Promotion of constructive cooperation between HEIs and employers/labour market;
- ⇒ Development and pilot of relevant monitoring and evaluation mechanisms for efficient management;
- ⇒ Development of tools to collect relevant data collection to enable analysis and targeted assessment of HEI management;
- ⇒ Establishment of clear standards for performance linked to KPIs;
- ⇒ Clear and transparent decision making and communication mechanisms.

FINANCIAL AND HUMAN RESOURCES

The next area in dire need of revision for the alignment purposes is financial management and management of human resources. Necessary changes need to be initiated to ensure financial models in line with the new Higher Education Law of Armenia. Further, a recent trend of changing the legal status of public HEIs from SNCO to foundations entails changes in budgeting and human resource management as well. The new status grants the HEIs an autonomy with regards to funding and the GOVERN project contributed to it by providing clear guidelines and capacity building for this new trend in the Armenian HE.

The benefits of the project revolve around ensuring the following:

- ⇒ Establishment of close cooperation between all units necessary to organize the daily workload and effective performance;
- ⇒ Enrichment of the internal management information system (field);
- ⇒ Reorganization of the department of HR (in terms of content) to enable broader functions including but not limited to the trends analysis;
- ⇒ Establishment/reorganizations of special department (unit) to deal with financial analysis and with the development of financial policies and respective management;
- ⇒ Staff training and capacity building;
- ⇒ Quality assurance of financial and HR operations.

EXTERNAL EVALUATION

EXTERNAL REVIEWS

According to the GOVERN project plan, an external review of ten partner HEIs was planned for the purpose of evaluating the legitimacy of developments of the new policies and procedures. The HEIs set up self-evaluation committees to start system and programme level evaluation against ASIIN&ANQA standards. For the purposes each HEIs picked up an academic programme. A workshop was held at YSLU to guide self-evaluation teams through ASIIN&ANQA standards. As a result, the HEIs and QA agencies agreed to conduct a SWOT analysis before conducting self-evaluation according to ASIIN standards. ANQA provided feedback on the SWOT analysis and conducted individual meeting for guidance.

The external review was conducted in three directions: (1) strategic management, (2) structural, budget and human resource management (3) operationalization of student-centered approaches in general and student mobility in particular, that is evaluation of selected academic programmes against implementation of selected Bologna tools, e.g. ECTS operationalization. The activities related to the evaluation of the first two directions took place at HEI level: development of regulatory framework, policies and procedures, implementation of the developed policies and procedures and analysis of the impact. For the evaluation of the 3rd direction each of eight HEIs picked up an academic programme and applied the newly developed policies and procedures that refer to student-centered approach and operationalization of ECTS.

Drawing on the evaluation results the policies and procedures promoting student mobility and operationalization of ECTS were refined and adopted by the Academic Councils and Governing Boards of respective HEIs.

One of the major achievements of the project were two accreditation processes conducted according to the agreement between consortium and the respective HEIs (Gavar State University and State Academy of Fine Arts in Armenia using joint accreditation criteria by ASIIN and ANQA:

- Gavar State University implemented accreditation process based on ANQA criteria and standards. The process was coordinated jointly with ASIIN and with the participation of ASIIN expert.
- The accreditation of State Academy of Fine Arts of Armenia was



implemented jointly with ANQA and ASIIN. SAFAA presented two self-evaluation reports based on ANQA and ASIIN standards. The panel included two local experts and one student as well as three international experts from ASIIN database. At the end of the process SAFAA received two separate reports.

Expert panel composition

Expert panels were established according to ANQA regulations. Each expert panel consisted of one local experts, one international expert and one student expert. The following experts were selected from GOVERN TEMPUS project partner institutions:

Armenian State University of Economics (ASUE)

- Siranush Khachatryan-Gavar State University
- Diana Karapetyan-ANSA student
- Richard Korff-ASIIN expert

Northern University (NU)

- Siranush Khachatryan-Gavar State University
- Levon Harutyunyan-ANSA student
- Richard Korff-ASIIN expert

The processes were coordinated by Lilit Pipoyan (ANQA) and Michael Meyer (ASIIN).

Yerevan State Medical University named after M. Heratsi (YSMU)

- Anush Gevorgyan-Vanadzor State University
- Lamara Afrikyan-ANSA student
- Jelena Mazaj-CESIE expert

Yerevan State University of Languages and Social Sciences (YSULS)

- Mariam Movsisyan- Armenian National Agrarian University (ANAU)

- Davit Barseghyan-ANSA student
- Jelena Mazaj-CESIE expert

Vanadzor State University

- Mariam Movsisyan- Armenian National Agrarian University (ANAU)
- Lusine Iskandaryan-ANSA student
- Jelena Mazaj-CESIE expert

The processes were coordinated by Gayane Ananyan, Varduhi Gyulazyan (ANQA) and Iring Wasser (ASIIN).

Public Administration Academy of RA

- Hakob Qnajyan-Northern University (NU)
- Gohar Hovhannisyany-ANSA student
- Dana Ruggiero-Bath Spa University expert

Armenian National Agrarian University (ANAU)

- Bagrat Gyulkhasyan- State Academy of Fine Arts of Armenia (SAFAA)
- Erik Vardanyan-ANSA students
- Dana Ruggiero-Bath Spa University expert

National University of Architecture and Construction of Armenia (NU-ACA)

- Irshat Mdyarov-American University of Armenia (AUA)
- Larisa Alaverdyan-ANSA students
- Dana Ruggiero-Bath Spa University expert

The processes were coordinated by Ani Mkrтчyan (ANQA) and Jana Moehren (ASIIN).



Main recommendations to the HEIs

Strategic Management

- Alignment of strategic plan to yearly plans of the HEIs, corresponding KPIs, financial budget planning as well as supporting management tools (Registrar).
- The involvement of all stakeholders in the re/development of strategic directions, operational plans, KPIs.
- Systematically follow up of institutional objectives with a particular focus on measuring to what extent implementation was successful and derive remedial actions when it was not.
- The involvement of internal and external stakeholders in the quality assurance of the HEIs.

Management of financial and human resources

- Risk based financial planning is of high importance.
- The change of the financial planning system is needed.
- Identification of staff and teachers professional needs is required and also association of a transparent budget for this purpose is important.

Structural Management

- Functioning internships database should be developed.
- Sound management plan for the implementation of Registrar is needed.
- A more systematic approach to facilitating the exchange of good practice and cooperation among chairs and teaching staff should be considered.

Academic Management

- Integrating research and teaching, fostering student centered learning methods and critical thinking abilities among student

and staff should become key priority in the near future.

- Suitable measures to improve the administration and to upgrade the quality of internships linking theoretical courses to the real life working environment need to be taken.

Student-Centered Programmes

- English language capabilities should be fostered among staff and students.
- The results of the Govern project should be further disseminated among the targeted stakeholders so to increase the practical outcomes of the project directly in the classrooms and to ensure the sustainability of the project.
- To improve the academic mobility of students and members of the teaching staff.



External review at PAARA, March 2017



GOVERN EVENT CALENDAR

2014

KOM, Yerevan, AM
15-16 Jan 2014

KOM, EACEA, BE
10-11 Feb 2014

Fact-finding workshop, Yerevan,
AM
19-20 May 2014

Training: Top Management, Graz,
AT
13-17 Jul 2014

Training: Deans/Chairs, Leuven,
BE
6-8 Oct 2014

Experience Exchange- AUA, Yere-
van, AM
07-11 Nov 2014

Training: Academic Affairs, Pal-
ermo, IT
12-16 Nov 2014

2015

Workshop: Strategic and Struc-
tural Management, Yerevan, AM
12-14 May 2015

Workshop: Financial and Human
Resources, Yerevan, AM
12-14 Jun 2015

STUDY TOUR, Bath-UK, Leuven -
BE, Koblenz-DE
29 Jun-08 Jul 2015

Workshop: SER production, Yere-
van, AM
9-12 Nov 2015

2016

External review at GSU, Yerevan,
AM
5-9 December 2016

2017

External review at NU
24-25 January 2017

External review at ASUE
25-26 January 2017

External review at YSMU
6-7 March 2017

External review at VSU
9 March 2017

External review at YSULS
7-10 March 2017

External review at PAARA
28-29 March 2017

External review at ANAU
29-30 March 2017

External review at NUACA
30-31 March 2017

External review at SAFAA
29 May -1 June 2017

**FINAL CONFERENCE
13 OCTOBER 2017**



DISSEMINATION

To make the achievements of the project available for a wider public and thus establishing firm backgrounds for sustainability and longevity after the project life-time, a dissemination strategy has been adopted to cover a diverse level of stakeholders: administrators, higher education teachers/researchers, employers, students and society at large. The dissemination activities within the reporting period included electronic media, publications, trainings, workshops, in-house trainings, news releases in the local media.

Besides, the partners periodically disseminate information on GOVERN project by news and emails placed on their webpages and sent to our members, disseminate the information on the project on their Board meetings and respective events.



ACKNOWLEDGEMENTS

GOVERN consortium extends its gratitude to all project partners for the cooperation, communication, support and participation in the project activities, for the contribution to the development of the booklet on achievements.

GOVERN team thanks ASIIN and ANQA, local and international experts and ANSA students for the external reviews and recommendations on further developments.

For further information please contact us at State Academy of Fine Arts of Armenia and for more detailed information about the project please visit the project web-site

www.govern.am

or e-mail us

govern.tempus@gmail.com and govern.mngt@gmail.com

GOVERN

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

Coordinating institution:

STATE ACADEMY OF FINE
ARTS OF ARMENIA (SAFAA)

E-mail

govern.tempus@gmail.com

govern.mngt@gmail.com

Web-site

www.govern.am



Co-funded by the
Tempus Programme
of the European Union

This project has been funded with support from the European Commission

This publication reflects the views only of the author and the Commission cannot be held responsible for any use which may be made of the information contained therein.