



*Gateway
to Quality*

Strategic Plan
2021-2025

Appreciation Message

National Center for Professional Education Quality Assurance Foundation (hereinafter referred to as “ANQA”) extends its gratitude to the stakeholders, in particular the management of the tertiary level institutions (hereinafter referred to as TLI), students, employers, experts, current and former staff members of ANQA, the members of the Accreditation Committee and the Board of Trustees, who took part in the implementation of the previous strategic plan and guided the strategic directions for the coming years. We are hopeful that the close and effective cooperation with our stakeholders will continue. ANQA expresses special gratitude to its international experts whose contribution to ANQA's development is invaluable.

ANQA's strategy will promote continuous quality enhancement in the tertiary education system. While selecting approaches and taking actions, ANQA will be guided by the belief that TLIs are committed to ensuring the quality of education and carrying out periodic enhancement



ANQA'S MISSION, VISION AND VALUES

Our mission

ANQA promotes continuous quality enhancement in the tertiary education system contributing to autonomy and accountability.

Our vision

ANQA is the full guarantor of the quality of tertiary education in the Republic of Armenia.

Our values

- Trust
- Innovation
- Equity
- Accountability
- Collaboration

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In order to achieve its mission by 2025, ANQA will maintain its position as a reliable and full guarantor of the quality of tertiary education in the Republic of Armenia, and will be guided by the following strategic goals:

- **To promote and foster continuous enhancement culture of the tertiary education quality;**
- **To continuously develop expertise capacities for education reforms in the Republic of Armenia;**
- **To promote proactive, continuous communication and cooperation with stakeholders;**
- **To ensure the alignment of the acting legal regulations for the formation of quality education environment;**
- **To disseminate international best practices and culture;**
- **To continuously develop ANQA's capacities, attaching importance to the principles of the lean organization.**

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Goal 1.

To promote and foster continuous enhancement culture of the tertiary education quality

- To contribute to the quality enhancement of education in all TLLs of the Republic of Armenia through trainings and external quality assurance processes.
- To collect and disseminate authentic information about the tertiary education system, ensuring the reliability of expert evaluations and ongoing accreditations.
- To promote the dissemination of best practices and contribute to the innovation in tertiary education.

Success criteria

- ANQA's procedures/services are recognized as reliable sources and are a guideline for tertiary education providers to promote and foster continuous quality culture.

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Goal 2.

To continuously develop expertise capacities for education reforms in the Republic of Armenia

- With the implementation of expert recruitment policy, to promote the development of expert capacities in all fields by cooperating with sectoral TLIs and employers.
- To enrich ANQA expert database through ongoing trainings, targeting all levels of tertiary education.
- To expand the scope of trainings for student experts, contributing to the sufficient awareness of external and internal quality assurance processes.

Success criteria

- The research base for the tertiary education challenges and students' needs has increased.
- There are enough experts to carry out programme accreditation processes.

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Goal 3.

To promote proactive, continuous communication and cooperation with stakeholders

- Through proactive, continuous communication increase relations with stakeholders, including employers, students, faculty, and experts of the fields to promote their involvement in education quality enhancement.

Success criteria

- Communication and cooperation between different groups of stakeholders on the quality culture of education have increased.

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Goal 4.

To ensure the alignment of the acting legal regulations for the formation of quality education environment

- Compliance of the acting legal regulations with the RA legislation and international requirements as a result of the examination of local and international legislative regulations and thematic analysis.
- To ensure a key role in the development and implementation of the RA Quality Assurance Framework in compliance with the acting and developing legal regulations.

Success criteria

- Thematic analyses and reports are published on an annual basis.
- Stakeholders are satisfied with the processes carried out by ANQA and its legal regulation.

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Goal 5.

To disseminate international best practices and culture

- To strengthen international partnership through membership in international organizations for the quality assurance of tertiary education and deepening of cooperation with foreign agencies and best practices.
- Taking into account the potential of the Armenian Diaspora, to promote the transfer of experience of people educated in the internationally leading TLIs.

Success criteria

- ANQA's processes are recognized as sources of dissemination of the international best practices by stakeholders.
- In 2021-2022, ANQA will successfully maintain its membership in the European Association for Quality Assurance in Higher Education (ENQA) and inclusion in the European Quality Assurance Register (EQAR).

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Goal 6.

To continuously develop ANQA's capacities, attaching importance to the principles of the lean organization.

- To strengthen the capacity of the organization's internal quality assurance system.
- To carry out continuous capacity development of the specialists and staff conducting the accreditation process.
- To strengthen financial stability.

Success criteria

- All the representatives of ANQA staff will share a common vision for ANQA's future.
- ANQA will become an attractive employer by involving the best experts in the field of education in its various projects, ensuring a flexible management policy.

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ANQA'S VALUES

Trust

ANQA seeks to ensure public trust towards tertiary education through its activities.

Innovation

ANQA promotes innovation in the higher and vocational education system through its activities.

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Equity

ANQA strives to provide equal opportunities for all stakeholders in tertiary education.

Accountability

ANQA ensures accountability for the all stakeholders.

Collaboration

ANQA cooperates with all stakeholders in order to achieve its goals.

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