

ԵՄՀ որակի ապահովման ուղեցույց



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Document Name	Quality Assurance Manual
Document N	ԵՄՀ/ՁԿ-ԿԳ-01-03
Approval date	28.08.2014
MoM N	1
Approved by	Scientific Council
Developed by	Working Group
Responsible for implementation	Head of Quality Assurance Center

Amendments of the document

Date	Amendment	Name Surname
28/11/2019	Appendix 7 has been updated, and the strategic indicators have been adjusted to meet the requirements of the current strategic plan.	Suren Ohanyan, Chairman of Scientific Council
28/11/2019	An additional section, Appendix 5.2, has been added to include the template for the evaluation of educational programs by employers.	Suren Ohanyan, Chairman of Scientific Council
28/11/2019	The organizational structure, as outlined in Appendix 3, has been updated in accordance with the 2019-2025 strategic plan.	Suren Ohanyan, Chairman of Scientific Council
28/11/2019	Appendix 2, the list of ongoing research, has been updated based on recommendations from the ANQA expert group and internal evaluations. Notably, several qualitative studies, including evaluations of educational programs by internal and external stakeholders, have been added. Additionally, the objectives and target groups of survey studies have been clarified.	Suren Ohanyan, Chairman of Scientific Council

28/11/2019	Chapter 17 has undergone revision based on recommendations from the ANQA expert group. Several processes have been updated, including revisions to the documents regulating all processes to align with current rules and procedures. The "Stakeholder Involvement" process has been renamed "Ensuring Stakeholder Engagement", and the processes of "Purchasing", "Property Management", and "IT Systems Management" have been consolidated into a single "Resource and Infrastructure Management" process. The processes of "Compilation of Research Works" and "Dissemination of Research Results", "Assessment, Dissemination and Management of Information", and "Providing Feedback" have also been addressed. In addition, a new process called "Organization of Internal and External Mobility, Recognition of Results" has been added.	Suren Ohanyan, Chairman of Scientific Council
28/11/2019	Chapter 14.1 has been added to the quality management system, outlining the procedure for the implementation of internal audits. The chapter includes a flow chart and a detailed description of the procedural points.	Suren Ohanyan, Chairman of Scientific Council
28/11/2019	In Chapter 6, the charts have been updated to reflect the current organizational structure. The position of "Vice-Rector for Strategic Development" has been revised to "Vice-Rector for Strategic Development and Science".	Suren Ohanyan, Chairman of Scientific Council
16/05/2016	List of Strategic Indicators has been supplemented /Appendix 7/.	Suren Ohanyan,

		Chairman of Scientific Council
16/05/2016	The list of EIU stakeholders has been edited.	Suren Ohanyan, Chairman of Scientific Council
16/05/2016	A table on EIU QMS Planning, Implementation, Monitoring and Review has been added /p. 16/.	Suren Ohanyan, Chairman of Scientific Council
16/05/2016	Appendix 2 has been amended, namely the list of quantitative studies aimed at identifying the student needs, the list of studies carried out to reveal the needs of teaching and administrative staff, as well as external stakeholders (including graduates and employers has been edited, the periodicity fixed.	Suren Ohanyan, Chairman of Scientific Council
16/05/2016	Appendix 6 has been edited, in particular the 12 and 13 items of the Curriculum Development and Monitoring Procedure	Suren Ohanyan, Chairman of Scientific Council



Eurasia International University

QUALITY ASSURANCE MANUAL

(Academic and Methodological Manual)



The "EIU Quality Assurance Manual" has been published as part of the "Introducing and Further Improving Internal Quality Management System" project, which is funded by the World Bank.

Yerevan, 2014

Approved by the EIU Scientific Council
Eurasia International University Quality Assurance Manual

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This Methodological Manual encloses the EIU Quality assurance policy, Feedback mechanism and Quality management procedures. It concerns the EIU academic and administrative staff, students and other stakeholders.

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1. Introduction

The purpose of the "EIU Quality Assurance Manual" is to define the major approaches to the EIU quality management system, including quality policy, processes, and mechanisms. Any revisions and amendments to this manual will be made in accordance with "EIU Document Management Procedure" outlined in Appendix 1.

2. Instructions on Application of Quality Assurance Manual

This Quality Assurance Manual covers all sectors of EIU activities, including:

- Internal and external communication,
- Information systems to support effective management and decision-making,
- Other systems related to managerial decision-making processes.

3. Quality Assurance Policy

Objective:

The aim of the EIU Quality Policy is to define the fundamental rules that guide the university's quality assurance processes.

Major Sectors of Quality Assurance:

The EIU Quality Policy is applicable to the designated quality assurance sectors of the university and serves as the foundation for present and future policies of each EIU sector.

The major quality assurance sectors include:

- Management and Administration,
- Development and Implementation of Professional Educational Programs (PEPs),

- Organization of Teaching and Learning Processes and Collegiate Life,
- Formation and Improvement of Academic Staff,
- Research and Development,
- Formation and Improvement of Infrastructures and Resources,
- Social Responsibility,
- External Relations and Internationalization.

Quality Assurance Objectives:

1. Establish and elaborate a quality management system in compliance with the standards and guidelines of the National Center for Professional Education Quality Assurance.
2. Ensure the maximum engagement of stakeholders in quality assurance processes and promote a transparent and accountable culture focused on quality.
3. Audit the efficiency of university processes to ensure continuous improvement.

Policy Provisions:

The EIU management, academic and administrative staff are responsible for implementing high-quality educational programs to meet the needs and demands of stakeholders. To this end, the University ensures maximum engagement of internal and external stakeholders in decision-making processes and develops effective mechanisms for identifying their needs and demands.

The University management promotes a culture of academic freedom, teamwork, innovation, discipline, and continual service improvement through accountable, transparent, and collective management.

To implement this policy, the University will audit the efficiency of educational programs and services, and continually improve the quality of the management system.

Basic Provisions:

1. Quality as a Responsibility

The provisions of the Quality policy form the basis of the University's activities. The University management is responsible for quality improvement and actively participates in all processes, serving as a role model for other stakeholders. Ensuring quality is the responsibility of the entire University staff.

2. Quality Staff and Resources

The staff receives adequate training and resources to improve the quality of their work.

3. Quality Information

There are stable and effective mechanisms in place for collecting and processing data to ensure the quality of the University's activities.

4. Participation

The satisfaction of students and other stakeholders with the services provided is a top priority. There are mechanisms in place to ensure their participation and feedback.

5. Transparency

All policies, procedures, statements, and other documents are shared with stakeholders and readily available.

Quality Assurance Policy application:

The application of the EIU quality assurance policy extends to all stakeholders, including students, academic and administrative staff, graduates, employers, organizations, and others. The policy serves as the

foundation for the University's activities and guides the decision-making processes of its management and employees.

Persons Responsible for Policy Implementation:

The responsibility for implementing the EIU policy lies with the EIU Rector, who ensures continual quality improvement through all EIU employees. This responsibility is explicitly mentioned in all job descriptions. The EIU Rector is accountable for the continual implementation of quality objectives.

Students and other stakeholders are also responsible for providing timely feedback on university processes and actions.

Scope of Application:

The EIU quality policy is applied to all the University activities.

Policy Revision Periodicity:

The University Management Board conducts an annual review of the Quality policy to assess its effectiveness. During this review, feedback is gathered from internal and/or external audit reports, quality studies, and analyses. Based on the observations and proposals presented during this review, any necessary revisions to the policy are made and the approved version is filed in the electronic register.

Publicizing:

The approved Quality Assurance policy document is filed in the electronic register and made public on the official website. It is also presented at sessions and meetings with students and staff.

The document, which includes provisions on quality policy, is made available through the University website and internal and external networks. Additionally, it is placed in conspicuous places for all students, employees, and external stakeholders in all departments of the University.

4. Stakeholder Satisfaction

The primary objective of the quality management system is to ensure stakeholder satisfaction with the services provided by the EIU, and to continually improve those services. To achieve this objective, the EIU is committed to collecting and processing data in order to meet the needs and demands of the following parties:

- Students
- Applicants
- Academic staff
- Administrative and auxiliary staff
- Graduates
- External stakeholders (partners, employers, public organizations, state bodies, etc.)

Surveys and analyses related to the above-mentioned sectors are performed and summarized at least once a year. The results of these surveys and analyses are then submitted for consideration by the management bodies, who will determine any necessary amendments or improvements to meet new requirements and demands.

Research methodology is selected based on its appropriateness to the research question, and may include both quantitative and qualitative methods:

- Quantitative research may primarily involve the completion of guided questionnaires, either in person, by phone, or email.
- Qualitative research may involve methods such as in-depth interviews, focus groups, observation of process participants (e.g. class evaluation), study and analysis of documents (including expert opinion), and others.

The order and frequency of EIU quantitative research questionnaires are listed in Appendix 2. These surveys serve as an indirect means of stakeholder participation in EIU management processes.

In addition to these surveys, all EIU stakeholders have the opportunity to participate directly in EIU management through membership in the Management Board, Scientific Council, Student Council, and other relevant bodies. The regulatory framework for each management unit specifies the opportunities for stakeholder participation. Furthermore, stakeholders can also get involved in the EIU quality assurance processes as a quality agent.

5. Responsibilities of the Management

The EIU Management is committed to the continual improvement of the services provided, in accordance with the Quality Assurance Policy. Managers are responsible for ensuring that their employees adopt a stakeholder-oriented approach, which is key to the success of their activities.

Any changes to the management system should aim to introduce a comprehensive, consistent, and well-understood system of quality assurance and improvement that will help achieve the established goals. Staff members are notified of any changes via email sent to their official email addresses, and stakeholders are informed through the University's official website or email.

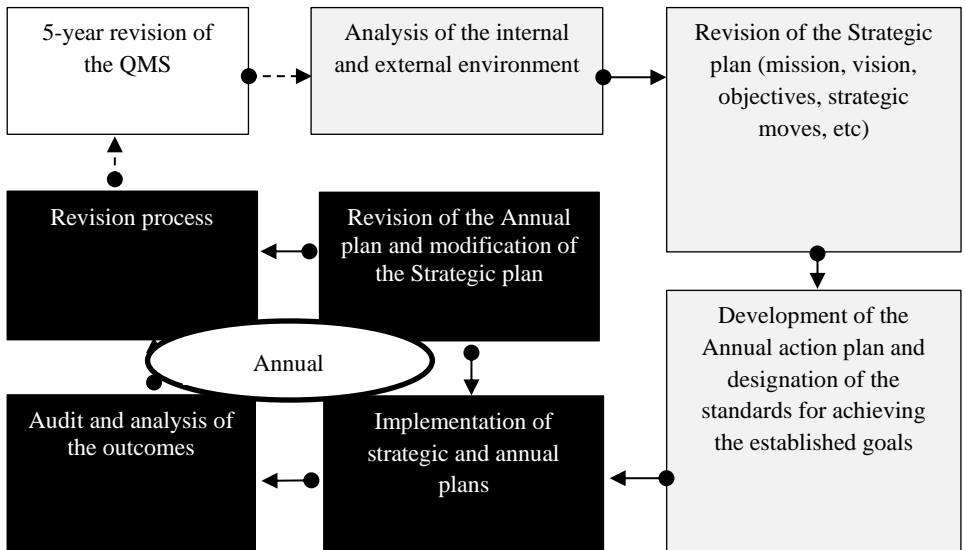
6. Quality Planning, Management and Revision

The EIU Management is responsible for ensuring that quality assurance planning is conducted at every level and sector, and that the necessary resources and skills are available.

The planning and review of quality are carried out on a periodic basis to maintain an effective quality management system that is continually improved. This is a recurring process that is based on quantitative and qualitative results.

Quality management is implemented on a daily basis, but there are two major periods for its review in accordance with annual and strategic planning, which occurs once every four or five years. The most recent revisions are also informed by the accreditation process.

Figure 1. Turnover of the EIU Quality Planning and Revision



The order of planning and revising the quality management system is strictly defined; however, in certain circumstances, it may undergo changes (e.g., based on audit results, strategic goals may become subject to revision, etc.). The quality assurance is performed in the following order: planning – implementation – monitoring – review. In each stage, certain issues are clarified. Based on this, periodic self-evaluation is performed by the University to disclose interrelated system problems and enhance process effectiveness on macro and then micro levels.

The quality assurance cycle includes an analysis of the internal and external environment. Through these analyses, the main internal and external factors and their interactions are disclosed, which may impact the activities of the

University. These analyses form the basis for clarification and revision of the strategic as well as routine objectives of the University.

The following tools are utilized for conducting internal and external analysis:

1. SWOT, PEST, PESTEL analysis
2. Polls and surveys
3. Focus groups and discussions with stakeholders
4. Statistical data analysis
5. Other methods

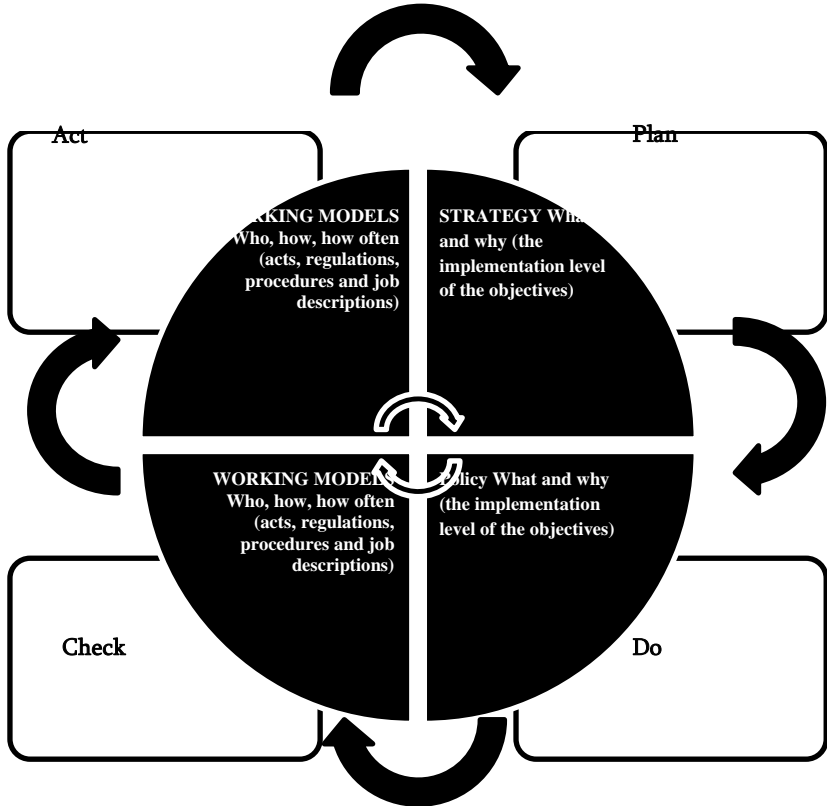
The application of these mechanisms is also aimed at identifying, evaluating, and incorporating the need for additional educational and advisory services in both strategic and routine planning.

PDCA	Short-term (Annual)		Long-term (more than 3 years)	
	Action	Responsible	Action	Responsible
Plan	Analysis of EIU QA Centre studies	QA Centre All departmental heads	Analysis of Internal and External Environments	Vice Rector of Strategic Development and Science/ Task force for SP revision
	Annual plan development based on the SP	All departmental heads	Revision of SP/ development	Vice Rector of Strategic Development and Science/ Task force for SP revision
	EIU annual budget projection based on SP objectives	Financial Management Department		
Do	Annual plan implementation	All departmental heads	Implementation Action plan annexed to SP	Rector
	Annual reporting to the Rector	All departmental heads	Reporting to Management Board /each five years	Rector
	Annual reporting to the Management Board based on the KPI of the SP Action plan	Rector		

	Annual budget reporting to the Management Board	Financial Management Department		
Check	Audit ¹	EIU QA Centre or/ audit task force	Self-assessment /each two years, four years, six years / depending on the external accreditation outcome	EIU QA Centre and self-assessment task force
	Employee Assessment, Evaluation of Implemented Outcomes, Disclosure of Deviations	Department Heads, HRM Department		
Act	Annual Review of the SP and Action Plan	Vice Rector of Strategic Development and Science	QMS revision	QA Center
			New SP development	Vice Rector of Strategic Development and Science

¹ In case of conditional accreditation internal audit may be skipped, as the university undergoes evaluation and review every six months by the ANQA

Figure 2. EIU Working Environment



7. The Objectives of the Management/ Quality Circles

The Management Circles (MC) are responsible for defining measurable and comparable goals that are directed towards meeting the requirements of the stakeholders and providing quality services. These goals are periodically reviewed to ensure they meet up-to-date requirements and are made available to stakeholders via the website.

The implementation of goals, as well as monitoring and revision, is carried out through quarterly meetings of the Management Circles (MC) as outlined

in Chapter 10, which details the process of management and revision of the quality system by the MC.

8. Allocation of Responsibilities and Rights

The main interactions between the EIU employees and departments and communication channels are defined in the EIU structure (Appendix 3) and job descriptions.

Job descriptions define respective responsibilities and rights for each position and can be found at the EIU Human Resource Management department and in the electronic register of documents.

9. Representative of the Managerial Authority

As per the EIU Charter, the University Rector is a representative of the Management Circle (MC) within the organization. In addition to his day-to-day activities, the Rector is responsible for clarifying stakeholder requirements and ensuring the provision of quality services to meet these requirements, as well as ensuring the availability of necessary resources, including human resources. The Rector is responsible for initiating all processes related to the quality management system, as well as drafting and presenting performance reports and proposals for amending the system to ensure its comprehensive and universal application in the organization.

10. The Process of Management and Quality System Revision by the Managerial Authority

Members of the Managerial authority (MA) are as follows:

1. University Rector,
2. University Vice-rectors
3. Head of the Quality assurance center
4. Heads of departments
5. Quality specialists
6. Student experts

The process of managing/revising the quality management system (QMS) is performed for the purposes of ensuring its applicability, effectiveness and further amendments.

The above-mentioned process is performed through monthly and weekly meetings, during which the following items are discussed.

Monthly meetings:

1. Working issues related to the Quality management system (QMS)
2. Deviations from the planned course of processes
3. Complaints and proposals made by the stakeholders
4. Project proposals
5. Discussion of measures directed towards improvements
6. Other issues related to the system

Quarterly meetings:

1. Discussion of changes, preventive and enhancing measures related to the Quality management system (QMS)
2. Quarterly data analysis
3. Training requirements; clarifying training needs
4. Discussion of the report presented by the Head of EIU Quality assurance center or audit outcomes
5. Discussion of the relations with vendors
6. Discussion of main indicators of the activities
7. Discussion and revision of the main objectives of the MC

During these meetings, decisions on the following fields may be made:

1. Changes in the Quality management system (QMS) – to enhance its (its processes) efficiency
2. Improving the quality of rendered services to meet the requirements of the stakeholders
3. Revision of objectives of the Management Circle (MC)
4. Resource planning.

11. Communication and Connection

11.1. Internal communication and feedback

The Management Circle (MC) ensures the dissemination and sharing of information regarding the implementation and amendments to the management system with the stakeholders, thereby enhancing their level of engagement in the consistent improvement processes. All the documents related to the Quality Management System (QMS) including procedures, reports, and analyses are made available to stakeholders through the internal information system.

11.2. External communication and feedback

Complete and accurate information on EIU services is provided to external stakeholders through the university website and, in some cases, through publications and mass media. The aim is to encourage feedback and continuous improvement in meeting established requirements. The quality of these publications is periodically monitored by the EIU Quality Assurance Center and assessed through stakeholder questionnaires. The center ensures that the information is objective and readily available to stakeholders.

At the same time, stakeholders may make use of the convenient feedback mechanisms presented on the web site or send messages to email addresses (internal: info@eiu.am and external: q-box@eiu.am).

12. Resource and Infrastructure Management

The EIU infrastructures and resources are as follows:

1. Human resources
2. Buildings and infrastructures
3. Software and information systems
4. Fixed assets, property
5. Technical means
6. Other tangible and intangible assets

The EIU allocates resources to infrastructure based on their needs and demand, in order to ensure continuous operations of the quality management system and enhance stakeholder satisfaction. The selection of academic and administrative staff is based on relevant educational requirements, adequate skills, employment record and abilities. The EIU also organizes trainings based on individual evaluation results and needs. The quality of academic activity is assessed by established standards and indicators, as outlined in Appendix 5.1. The regulations regarding the assessment and incentive provision for academic and administrative staff can be found in the EIU electronic register of documents.

EIU resources are planned as per the below mentioned items:

- Formal requests submitted by the employees,
- Professional educational programs and curriculum drafted by the responsible person in the established format and including a chapter on required resources,
- Researches, conducted by the Quality assurance center (QAC), reports and audit results,
- Annual self-evaluation of the University,
- Results of surveys conducted among the stakeholders.

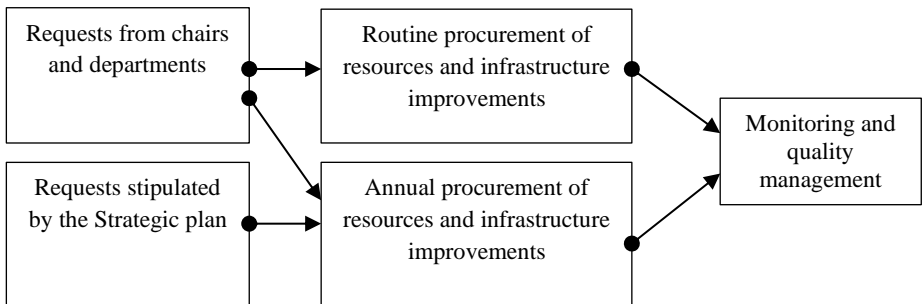
The EIU follows a routine procurement and allocation process for tangible resources based on monthly request forms submitted by chairs and departments to the auxiliary service department, with due prioritization of requests.

For long-term planning, annual planning is performed to ensure the development and improvement of infrastructures based on the Strategic Plan and requests made by chairs and departments. The EIU auxiliary service department performs day-to-day monitoring of infrastructure exploitation and presents a quarterly status report to the Rector. Based on this report, the Rector may make decisions on amendments to enhance the operations of the Quality Management System (QMS).

Procurement of resources and infrastructure improvements is performed in compliance with the EIU procurement organization procedure (Appendix 4. EIU Procurement organization procedure).

Annual inventory is performed in the organization and responsible persons from different departments are assigned to be in charge of fixed assets.

Figure 3. Annual and Routine Procurement of Resources at the EIU



13. Financial Management

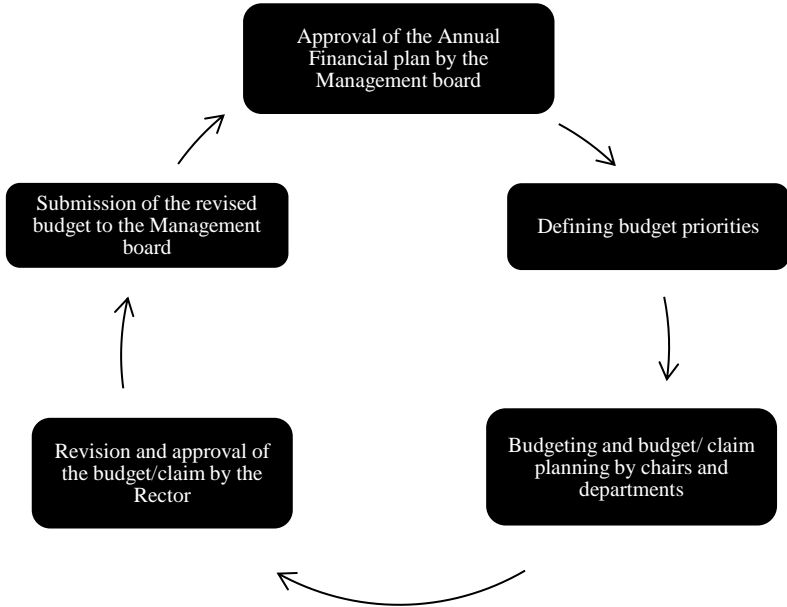
EIU financial management includes the following processes:

1. Financial planning
2. Financial management
3. Financial monitoring and audit

13.1 EIU Financial Management

The financial management is carried out by the Financial Department in compliance with the national legislation and accounting standards. The financial statements are prepared and presented quarterly to the Management board, which monitors the financial situation of the EIU and makes decisions aimed at ensuring the stable and effective operation of the organization. Additionally, the EIU undergoes external audit annually to ensure transparency and accountability.

Figure 4. EIU Financial Planning



13.2 Financial Monitoring and Financial Audit

Financial monitoring is performed by the EIU Rector together with the department of Financial management. The latter presents monthly, quarterly and annual statements to the Rector. Financial statements include the following four components:

1. Statements of financial position
2. Statements of comprehensive income
3. Statements of financial flows
4. Statements of changes in equity

For current financial management, the Rector can make budget allocations and revisions up to a limit of 20% of the budget approved by the Management board, taking into account the given circumstances. Any

further revisions beyond this limit require the approval of the Management board, which may require an extra meeting to be convened.

During the annual meeting of Management board, a decision is made on conducting internal or external financial audit as of the given year, and responsible persons and timelines are defined.

Management of other financial flows (financing from international programs, grants, etc) is performed based on respective regulations and guidelines, taking into consideration the purpose, demand and terms. The following parties are responsible for financial management of such projects:

1. EIU project coordinator(s)
2. EIU Rector
3. Financial management department

14. Monitoring and Assessment

14.1. QMS audit procedure

1. Developing the annual plan for internal audits

The annual plan for internal audits of the QMS is a comprehensive list of planned inspections to be conducted for a specific purpose and during a specific period within the academic year. The Quality Manager is responsible for developing the draft of the annual audit plan.

Internal audits of the QMS should be conducted at least once a year. The internal audit plan is approved by the Scientific Council at least 10 working days before its implementation. The approved annual plan is then presented by the Quality Manager to the heads of departments and chairs of the university.

The internal audit of the QMS can involve either a separate department of the university or a separate process. In the latter case, the inspection may

include several units of the university at once. The annual internal audit plan includes the following information:

- List of procedures, documents, and processes to be checked
- Responsible departments
- Information about internal auditors
- Start and end dates of the implementation period

2. Approval of the annual internal audit plan:

The Quality Manager submits the annual internal audit plan for approval to the Management Board. If no changes are required, the plan is approved and becomes effective. In case modifications are necessary, the Council requests additional requirements as per clause 2.1.

2.1. Review of the audit plan

The requirements for the review of the annual internal audit program are submitted by the Scientific Council, after which it is revised and submitted again for approval.

3. Notice of internal audit

The Quality Manager shall notify the relevant units and employees of the university about the internal audit process. Departments are informed about the inspection at least one week before the audit commences.

4. Implementation of internal audit

The quality audit is carried out in accordance with the plan, and the inspection is carried out by the QA center. However, other employees may be involved as internal auditors. All processes related to the audited activity are analyzed for compliance and effectiveness. Evidence of conformity or nonconformity is identified using the following basic methods:

- Interviews with employees
- Observations of processes
- Examination of records and documents
- Analysis of relevant data and information

The internal audit process must not disrupt the normal operation of the unit being inspected. The inspection must be conducted in the presence of a representative or manager from the inspected unit. The internal auditors have the right to access complete information related to the process and/or department being inspected that is necessary for the audit.

5. Preparation of Internal Quality Audit Report

The internal quality audit report summarizes the results of the audit and includes the following information:

- Name of the studied process and/or unit
- Period of the audit
- Documents reviewed
- Identified discrepancies and their classification
- Evaluation of the impact of post-audit activities
- Conclusion of the audit
- Suggestions for improvement of QMS

During the compilation of the report, it is important for the internal auditor(s) to collaborate with the individuals responsible for the audited procedure. This collaboration ensures that the report is finalized with their input, leading to a more objective and accurate representation of the audit findings.

6. Presentation of the results

After the completion of the audit, the Quality Manager presents the internal audit report to the Management Circles. The report includes the identified discrepancies (deviations) and the corresponding corrective and preventive actions. The presented documents are discussed during the meeting.

7. Submission and approval of the improvement action plan

The Quality Manager submits the prepared improvement action plan to the Management Circles for approval. If there are no additional requirements, the plan is approved and forwarded to the respective departments for information and implementation. However, if changes are deemed necessary, the new requirements are presented as part of clause 7.1.

7.1. Annual Program Review

The Management Circles review the requirements for revising the improvement action plan, which is developed based on the findings of the internal audit. Following the review, the plan is revised accordingly and resubmitted for approval.

8. Implementation of improvement actions by departments

The departments carry out the activities specified in the improvement plan as per the approved schedule.

9. Ongoing control conducted by the Quality Manager

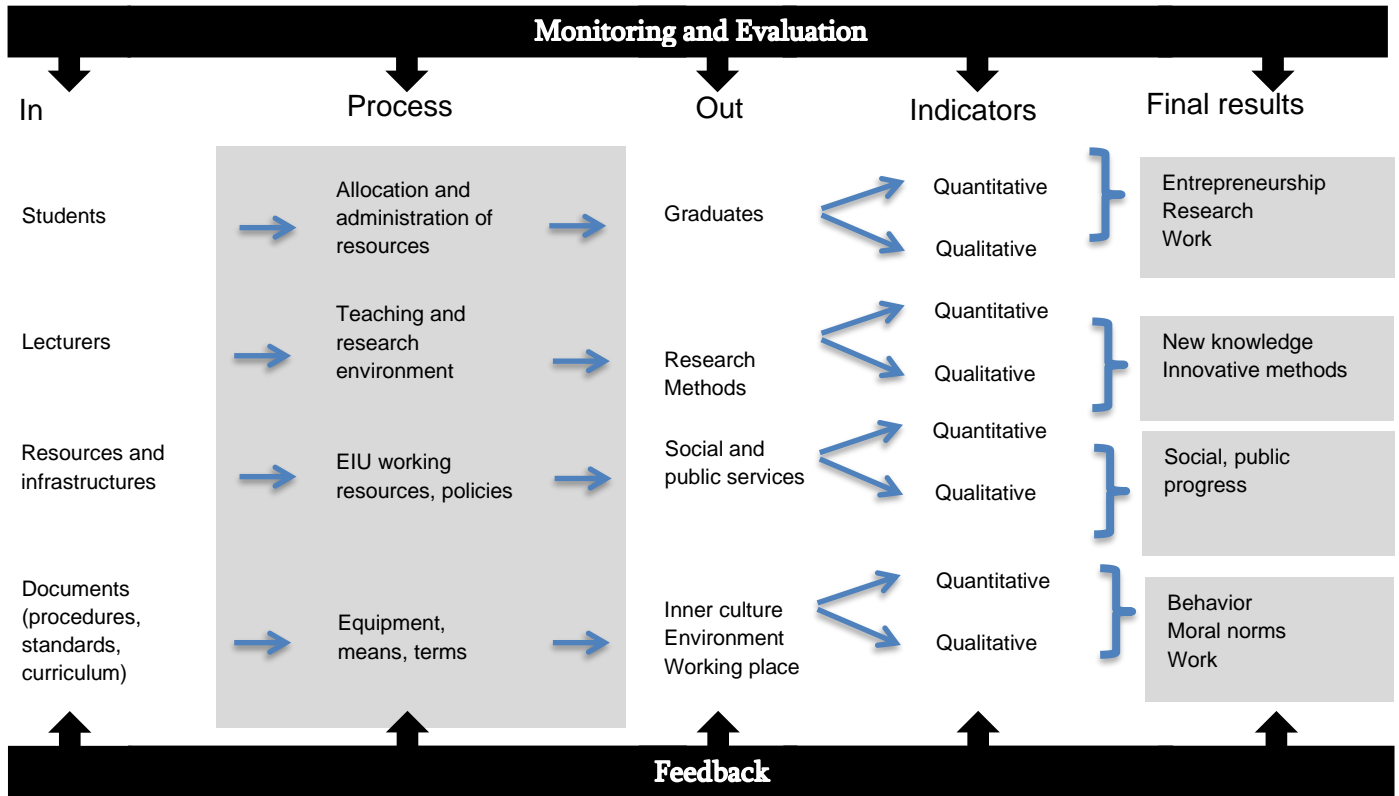
The Quality Manager conducts regular monitoring and maintains records of the activities performed by the departments on a monthly basis.

Monitoring and evaluation in the EIU involve the collection, analysis, and evaluation of qualitative and quantitative data, leading to recommendations for enhancing performance (Figure 6: Monitoring and Evaluation).

The EIU's monitoring and evaluation activities are conducted using pre-established criteria as outlined in Appendix 5: Criteria and Standards.

Approved procedures, regulations, work descriptions, and forms serve as the foundation for monitoring and evaluating the processes (e.g., the procedure for the development and monitoring of educational programs, as shown in Appendix 6).

Figure 6: Monitoring and Evaluation



- Process and service delivery results are monitored using quarterly employee reports.
- The quality of academic service provision is controlled through an evaluation system that involves multiple stakeholders, such as students and department chairs, providing feedback and participating in surveys.
- The safety and quality of material resources are monitored through annual inventory checks, as well as monthly requests from departments, which are analyzed to ensure appropriate resources are provided.
- Compliance with established rules and procedures is checked through regular feedback received from relevant stakeholders, with discussions held on a monthly and quarterly basis to address any issues or concerns.

15. Strategic Indicators

The evaluation of the effectiveness of EIU activity is based on the strategic indicators outlined in Annex 7, aligned with the Strategic Objectives. The participation of Boor employees and the primary responsibility of the rector ensure the implementation of these strategic indicators. Please refer to Annex 7 for the identified key indicators, responsible parties, and reporting schedule.

16. Data Analysis

The EIU is dedicated to the systematic collection of reliable data, conducting thorough analysis, and making informed decisions based on data analysis.

Within the university, data is collected and presented to decision-makers in the following areas/directions:

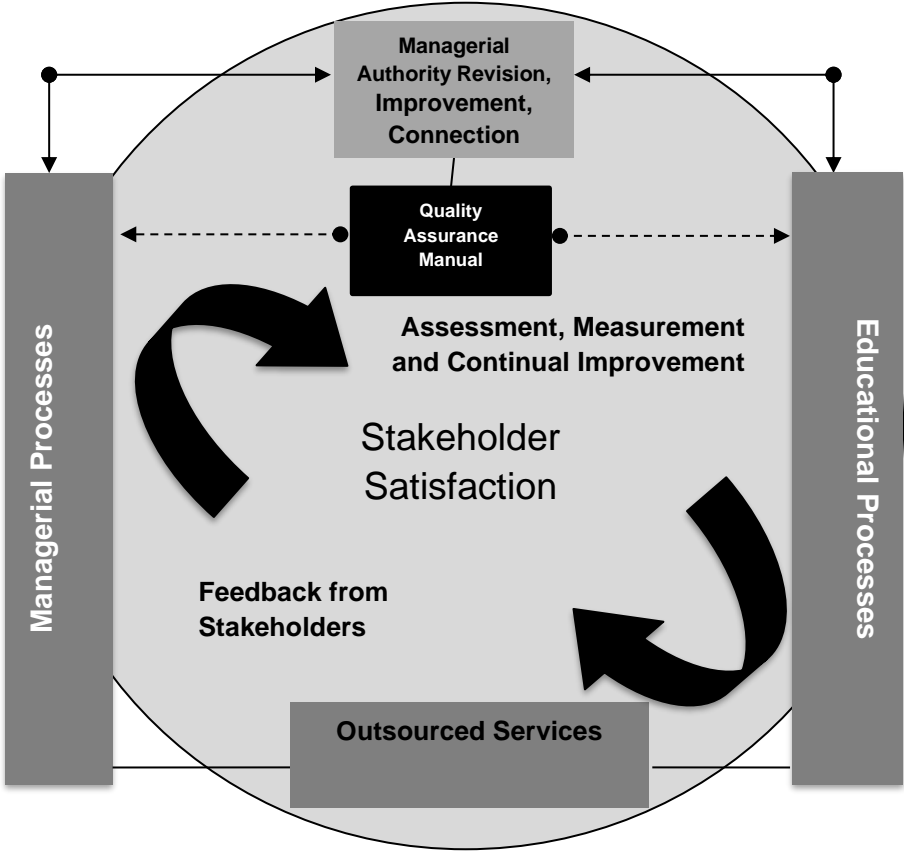
1. In the area of strategic indicators, responsible individuals prepare half-yearly and annual dynamic reports, which are then discussed during quarterly meetings of the QMS. Relevant analyses are conducted, and necessary changes are made based on these discussions.
2. The results of the internal audit are presented and discussed annually, along with the action plan for improvement. The implementation of the action plan is discussed separately to ensure progress and address any challenges.
3. Reports submitted by employees are presented and discussed on a quarterly basis, providing an opportunity to review and assess the provided information.
4. Feedback data obtained from stakeholders is discussed annually, allowing for comprehensive analysis and understanding of their perspectives. Urgent and operational data are discussed more frequently, on a monthly basis, to address immediate concerns and make timely adjustments.

17. Processes

Figure 7 illustrates the interconnectedness of the EIU QMS processes. The management loops are responsible for overseeing the management processes, which are crucial for the effective functioning of the QMS. On the other hand, the managers of educational programs take charge of the service delivery processes, ensuring the successful delivery of educational services.

All processes undergo internal audits to assess their performance and identify areas for improvement. These audits help in implementing appropriate changes aimed at enhancing the efficiency of the processes. Additionally, feedback is collected, and operational observations are made to continuously monitor and adjust the processes, ensuring they remain effective and responsive to evolving needs.

Figure 7. The Interconnection of the processes of the EIU Quality Management System



Processes	Provisions	Regulatory Documents
Managerial Processes	ᵁᵁ1. Strategic planning, implementation, monitoring and review	<ul style="list-style-type: none"> • QA Manual (Chapter 6) • Charter • Management and Administration Policy
	ᵁᵁ2. Individual planning, implementation, monitoring and review	<ul style="list-style-type: none"> • Management and Administration Policy
	ᵁᵁ3. Documentation flow and management	<ul style="list-style-type: none"> • Document and records management procedure • Regulation on clerical work
	ᵁᵁ4. Ensuring stakeholder engagement	<ul style="list-style-type: none"> • QA Policy • Management and Administration Policy • Management Board: Regulation • Scientific Council: Regulation • Methodological Council: Regulation • Ethics Committee: Regulation • Alumni Association: Charter • Student Council: Charter
	ᵁᵁ5. Staff recruitment, selection, evaluation, trainings, promotion	<ul style="list-style-type: none"> • Regulation on Rector's selection • Selection procedure of EIU department heads • Regulation on administrative staff selection • Regulation on academic staff selection • Administrative staff Job Descriptions • Academic staff Job Descriptions • Procedure for awarding honorary titles of associate professor and professor

		<ul style="list-style-type: none"> • Regulation on administrative staff assessment and incentive provision • Regulation on Academic staff assessment and incentive provision • Regulation on academic staff training • Procedure for lesson observations
	ᵁᵁ6. Resource and infrastructure management	<ul style="list-style-type: none"> • QA Manual (Chapter 12, 13) • Accounting Policy • Procurement procedure
	ᵁᵁ7. Information assessment, dissemination and management, ensuring feedback	<ul style="list-style-type: none"> • QA Manual (Chapter 4, 11, 14) • Document and records management procedure
	ᵁᵁ8. Internal audit, assessment, self-evaluation	<ul style="list-style-type: none"> • QA Manual (Chapter 6, 10, 14, 17) • QA Policy • QMS Internal audit procedure
Educational Processes	ᵁᵁ1. Professional orientation and admission	<ul style="list-style-type: none"> • EIU dmission regulation • Admission order in the RA state and non-state higher educational institutions
	ᵁᵁ2. Consultancy	<ul style="list-style-type: none"> • Procedure for awarding scholarships • Procedure on referring to Government bodies and Subdivision heads • Procedure for collecting documents of foreigners and obtaining a residence card

		<ul style="list-style-type: none"> • Regulations for the organization of the educational process of foreigners in the preparatory department of the EIU
	<p>ŌU3. Student evaluation and appeal</p>	<ul style="list-style-type: none"> • Regulations for assessment of students' knowledge, abilities and skills • Regulation on organizing and conducting exams • Guide to the organization of distance and blended learning (Chapter 7) • Guide to writing and defending undergraduate and graduate theses (Chapter 9) • EIU appeal discussion regulation
	<p>ŌU4. Career development</p>	<ul style="list-style-type: none"> • Regulation on organizing and conducting internships
	<p>ŌU5. Internal and external mobility organization and recognition of results</p>	<ul style="list-style-type: none"> • Policy of Credit Recognition at EIU • Regulation on organizing international mobilities • Student credit recognition procedure
	<p>ŌU6. Research work preparation and dissemination of results</p>	<ul style="list-style-type: none"> • Guide to writing and defending undergraduate and graduate theses • Regulation on promoting academic honesty and plagiarism prevention • Regulation on providing grants for promoting research activity
	<p>ŌU7. Educational program development, introduction, audit and review</p>	<ul style="list-style-type: none"> • Educational program development and monitoring regulation

18. Annexes

Annex 1. Document and records management procedure

1. Objective

Define the rules for drafting, amending, revising, publicizing and filing the documents required for the introduction of quality management system (QMS).

2. Responsibility as per the document type

Heads of departments are responsible for creation or revision of the documents required by his/her department, which should be developed according to the requirements of the quality management system in close cooperation with the Managerial authority (MA).

Head of the Department who creates and revises the documents is responsible for documentation accuracy.

Head of the Department who creates and revises the documents shall notify the Quality assurance center (QAC) on new documents and any changes in the documents.

Quality assurance center (QAC) is responsible for organizing the processes of creating, revising, filing and publicizing the documents and making the required changes in the electronic register of documents in the framework of quality management system.

All the employees are responsible for notifying Heads of Departments on the documents decreasing or hindering (unnecessary ones) the effectiveness of processes.

Table 1. Approval of the EIU Documents; Revision Periodicity Thereof

Acronym	Doc Type	Description	Approving bodies	Revision Periodicity
ጊሃ	Manual	Manuals, guides or other supplementary documents	Scientific Council	If required
ጁሃ	Policy	Sectorial or other policy	Management Board	If required
ቡፅ	Strategic plan	Strategic plans of the University and department	Management Board	Annual
ጊሃ	Procedures, acts, regulations	Information on process management	Scientific Council	If required
ሀህ	Job descriptions	Detailed description of work performance, required knowledge and skills	Rector	If required
ጊቡ	Templates	Incomplete documents which are to add up to	Rector	If required

		electronic and printed information		
↳	Questionnaire	Tools for assessing stakeholders and soliciting opinions	QA Center	If required

Table 2. Process classification and encoding

Process configuration fields	Acronym
Managerial Processes	ᐸᐸ
Educational Processes	ᐸᐸ

1. Documentation Flow Management

1.1. Heads of Departments or the Quality assurance center (the working group, if available) reveal the necessity of creating and revising documents.

1.1.1 based on the results of internal or external audit,

1.1.2 based on external changes (e.g. legal),

1.1.3 in case of a new or amended processes.

1.2. All employees can create or amend documents upon Management's approval and after gaining the "right to edit or revise" (as per Appendix 1).

1.3. Created documents are reviewed by the Approval body (see Table 1), and upon approval are filed in the electronic register of documents.

1.4. All the employees and students who have an access to the electronic register can present their proposals in the forum.

1.5. Employees shall check the consistency of hard copy documents with the electronic copies in the electronic register, as the latest version filed in the electronic register is considered as the valid version of the document.

1.6. Heads of Departments or the Quality assurance center shall:

- Publicize the document, making sure that the old version is no longer in use,
- Initiate meetings and trainings on the changes made.

Document encoding

Document code comprises the following digits, e.g. ԿԳ/XX-WW-ZZ-KK (ԵՄՀ/XX-WW-ZZ-KK), where

- ԵՄՀ stands for Eurasia International University,
- XX is the document type (see Table 1, column 1),
- WW is the field of regulation (see Table 2, column 2),
- ZZ is reference number,
- KK is document version (as per revision and approval).

E.g. ԵՄՀ/ԸԿ-ԿԳ-13-03, where ԸԿ stands for procedure, ԿԳ - Managerial processes, 13 - Reference number, 03 - 3rd version of the revised and approved document.

Permission for making Amendments	
Department _____	
Date: dd/mm/yy	
Reason for amendment	
<ul style="list-style-type: none">• Is not in line with University regulation, procedures and other documents• Is not in line with some legal requirements• Is not efficient• Other _____	
Applicant _____	
Description of amendments	

Name, surname _____	Signature _____

Annex 2. The list of quantitative studies carried out by the EIU: objectives and periodicity

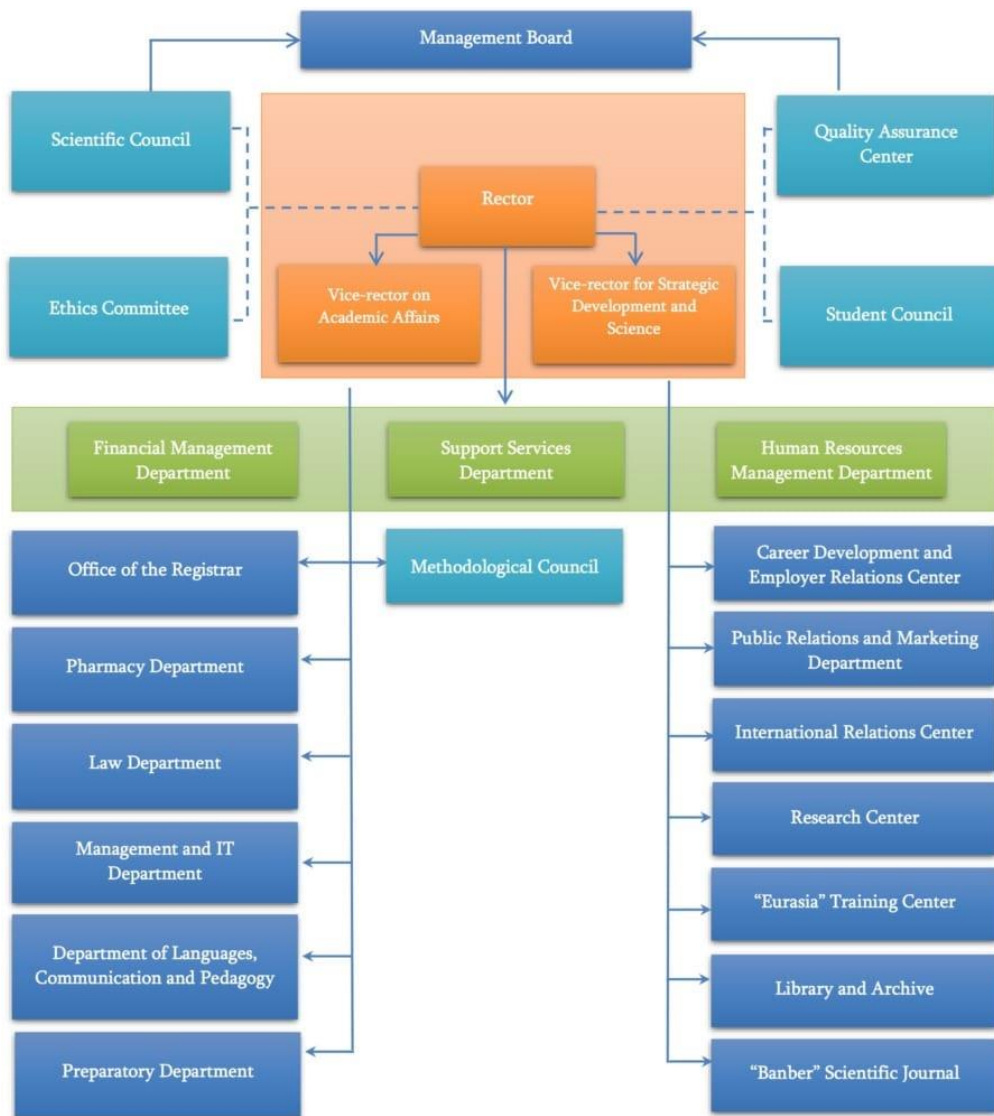
Questionnaire Name	Objective	Periodicity	Target
Educational program evaluation	The objective of the research is to identify and address the educational requirements of both internal and external beneficiaries, with the aim of enhancing program implementation effectiveness and ensuring beneficiary satisfaction.	Throughout the assessment of educational programs	Internal and external stakeholders
Course evaluation	The objective of the research is to evaluate the effectiveness of the implementation of educational programs, ensuring compliance with program requirements and enhancing beneficiary satisfaction.	Throughout the assessment of educational programs	Internal and external stakeholders
Lecturers' evaluation survey	The research aims to achieve the following objectives: <ul style="list-style-type: none"> • Foster collaboration between students and teachers. • Enhance professional development opportunities for 	At the end of each semester	Among all students

	<p>professors by identifying and addressing areas for improvement.</p> <ul style="list-style-type: none">• Continuously enhance the skills and capabilities of the teaching staff at EIU, leading to increased student satisfaction. <p>The study will focus on the following areas:</p> <ul style="list-style-type: none">• Assessing the quality of course materials provided to students.• Evaluating the effectiveness of teaching methods employed by professors. <p>All professors will undergo evaluation as part of the research process. The findings from the research will be incorporated into the comprehensive assessment scale for professors, where student evaluations will contribute 25% towards the overall evaluation of teachers.</p>		
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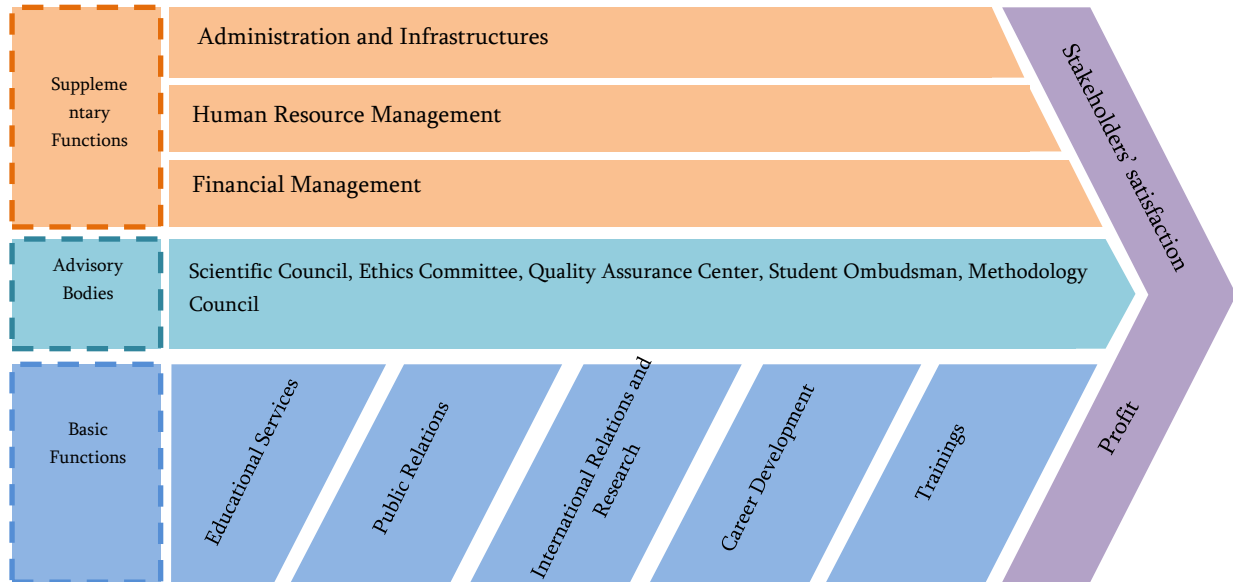
Survey on employment and career	Studies the employment indicators of the EIU students, the employment status as of date.	Annual	Graduates from the past 10 years
Self-assessment survey	<p>The objectives of the survey are as follows:</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of university processes and services provided. • Provide comprehensive analysis and feedback to the management for the purpose of identifying areas of improvement. • Understand the needs of both staff and students in order to continuously enhance various aspects of the university's activities, processes, services, and structural divisions. 	Annual (July-August)	Among students and staff (including teaching, administrative and educational support staff)
Training needs assessment	The purpose of the research is to identify the methodological and professional training needs of the teaching staff at EIU, with the goal of organizing and implementing	Annual	Among teaching staff

	additional training programs to address those needs.		
One-time assessment of the effectiveness of projects and events	<p>The primary objectives of the survey are as follows:</p> <ul style="list-style-type: none"> • Evaluate the satisfaction of event/course participants regarding the quality and organization of the event. • Provide organizers with a comprehensive analysis of feedback to identify areas for further improvements. • Understand the needs and preferences of the participants in order to effectively plan and organize similar events in the future. 	At the end of events	Among event participants
Focus groups	As needed	Ongoing	According to the pre-determined sample

Annex 3. EIU structure



Հավելված 4. ԵՄՀ-ի գործառույթների (հիմնական և աջակից) շղթան



Annex 4. Procurement organization procedure

1. General Provisions

1.1. The procedure aims at regulating organization of procurement activities at the University.

2. Organization of routine procurements

2.1. Auxiliary service officer sends the request forms to employees at the beginning of each month and collects requests by the 10th day of each month (in the established order).

2.2. Employees complete the form mentioning items required for the given month.

2.3. Request form is submitted to the Head of Auxiliary service.

2.4. Auxiliary service officer, as per the agreed upon cost, drafts and submits the request form for Rector's approval.

2.5. Any request is being either approved or rejected by the Rector.

2.6. Upon approval, the Rector presents the request form to the Accountant to make cash or non-cash payments

2.7. Auxiliary service officer acquires the approved items.

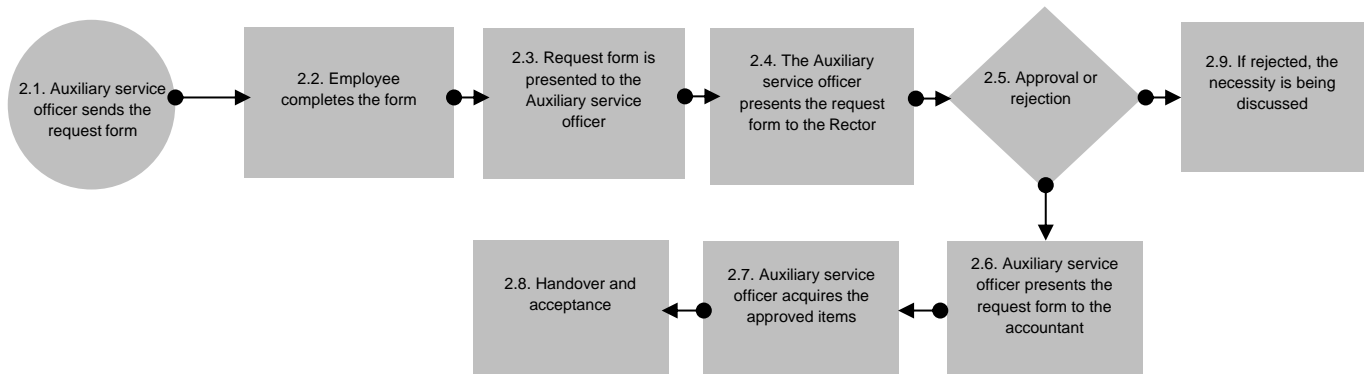
2.8. During the delivery and acceptance of the items, the presenter and recipient sign the request form in the marked fields.

2.9. If rejected, the Rector, requester and logistician discuss the necessity for that item and a decision is made based on this discussion.

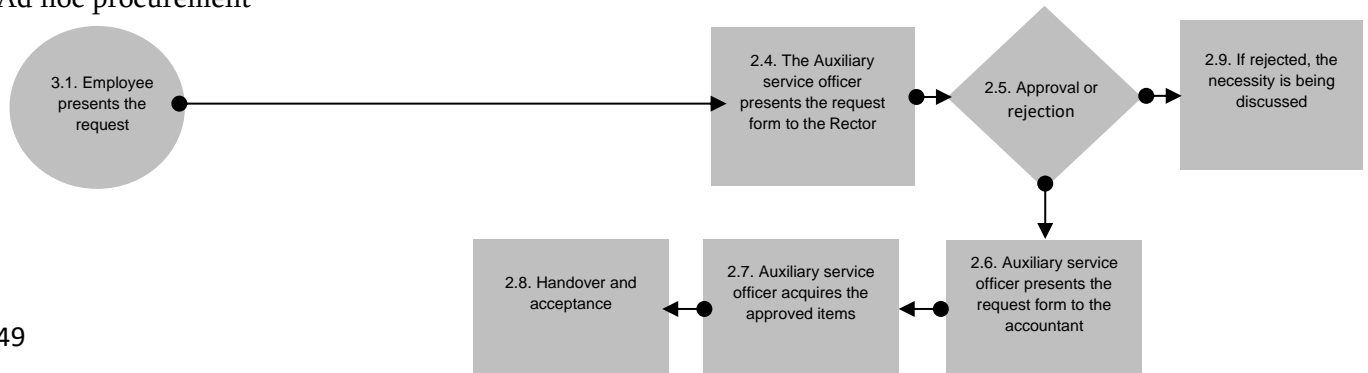
2.10. The decision on the procurement is made by the Director in maximum 3 working days.

2.11. The procurement is organized by the Auxiliary service officer by the 15th day of each month.

Organization of routine procurment



Ad hoc procurement



4. Organization of ad hoc procurement
 - 4.1. For extraordinary and urgent procurement during the month employees complete and present to the Responsible person a request form.
 - 4.2. The decision on the procurement is made by the Rector in maximum 3 working days.
 - 4.3. Upon approval, the Responsible person organizes the procurement as per Paragraphs 2.4-2.9.

5. Storage and Movement of Products
 - 5.1. Acquired products are registered in the book where product code, measurement unit, quantity, requester details and other information is mentioned in the established order.
 - 5.2. The responsible person records the outflow of the products in the register mentioning the product code, measurement unit, quantity, requester details and other information on the released products in the established order.

6. Other Provisions
 - 6.1. Procurement of services and products within grant programs is organized according to the requirements and procedures set by the Donor.

Annex 5. Standards and indicators

5.1. Standards and Indicators to Evaluate the Work of the Academic Staff.

ACADEMIC STAFF

The standards and indicators for the academic staff

Standard 1: Lecturer should be deemed as a specialist enhancing the implementation of the EIU mission.

Indicator 2: Lecturer acts in compliance with the EIU internal acts, regulations and procedures.

Indicator 3: Lecturer participates and enhances the implementation of the EIU Strategic plan.

Standard 2: Lecturer encourages students to be actively and successfully engaged in the learning process.

Indicator 1: Lecturer actively participates in the development and implementation of educational programs.

Indicator 2: Lecturer presents his/her educational program in detail and delivers it to the students at the beginning of the academic year.

Standards 3: Lecturer is professionally and methodologically well-prepared.

Indicator 1: Lecture has course planning skills, prepares for the classes in advance as per the curriculum and professional educational programs.

Indicator 2: Lecturer constantly studies and revises teaching methods looking for new and effective approaches to ensure greater progress of students.

Indicator 3: Lecturer participates in trainings thus continually enhancing his/her professional education and teaching skills.

Indicator 4: For self-development purposes, lecturer explores professional and methodological best practice.

Indicator 5: Lecturer creates favorable environment for attaining teaching objectives.

Indicator 6: Lecturer effectively guides and manages students' behavior at the classes.

Indicator 7: Materials presented by the lecturer are comprehensive, interesting, wellrounded, detailed, include examples, are clearly set up and updated as of date.

Standard 4: Lecture applies evaluation mechanisms to enhance, supervise and manage the learning process.

Indicator 1: Lecturer applies current evaluation mechanisms to manage teaching efficiency.

Indicator 2: Lecture is consistent about final evaluation taking into consideration current evaluation results.

Indicator 3: Lecturer applies evaluation mechanisms to ensure the outcomes established as per the educational program.

Indicator 4: Lecturer constantly ensures feedback to students considering evaluation as means of enhancing learning process and stressing the educational objective of the evaluation.

Indicator 5: Lecturer consistently checks homework assignments.

Indicator 6: Lecturer answers students' questions raised during the lecture and explains complicated and unintelligible parts of the material.

Standard 5: Lecturer manifests scientific activity.

Indicator 1: Lecturer meets the requirements under the EIU procedure on recruitment of the academic staff.

Indicator 2: Lecturer develops separate courses or lecture materials on certain sections (also in electronic form), reviews practical and laboratory works, term papers and projects, gives methodological instructions, publishes units.

Indicator 3: Lecturer participates in conferences, workshops and makes reports.

Indicator 4: Lecturer designs thematic research projects and participates in grant projects for academic works.

Standard 6: Lecture is socially active.

Indicator 1: Lecturer behaves as a member of the EIU educational community participating in the activities of internal university groups, in certain cases in the activities of methodological and scientific Council as well, and acts as an advisor on methodological matters, upon having adequate qualifications.

5.2. Eurasia International University | Quality Assurance Center

Syllabi evaluation template

Course title

Component	Standard	Yes	No	Comments
General information	Subject name is available	<input type="checkbox"/>	<input type="checkbox"/>	
	Lecturer's name, surname, title is available	<input type="checkbox"/>	<input type="checkbox"/>	
	Lecturers contact details are available	<input type="checkbox"/>	<input type="checkbox"/>	
	The subject is briefly described	<input type="checkbox"/>	<input type="checkbox"/>	
	The provided summary offers a concise overview of the course, providing sufficient information to understand its content and scope	<input type="checkbox"/>	<input type="checkbox"/>	
Objectives and outcomes of the course	The presented outcomes are derived from the educational program's intended outcomes	<input type="checkbox"/>	<input type="checkbox"/>	
	The educational outcomes are clearly defined, outlining what students should know and be able to master upon completion of the program	<input type="checkbox"/>	<input type="checkbox"/>	

	Within the framework of the allocated lessons for the subject, the specified goals and educational outcomes are realistic and attainable	<input type="checkbox"/>	<input type="checkbox"/>	
	The selected topics are derived from the stated objectives and align with the content of the educational outcomes	<input type="checkbox"/>	<input type="checkbox"/>	
	The selected outcomes are clear, measurable, and evaluable	<input type="checkbox"/>	<input type="checkbox"/>	
	Individual or independent work plays a significant role in the formation of the final results, contributing to the overall achievement of the intended outcomes			
	The outcomes encompass both professional knowledge, skills, and abilities, as well as general competencies aligned with the intended educational program outcomes	<input type="checkbox"/>	<input type="checkbox"/>	
Teaching and learning methods	A variety of methods are presented to enhance the learning effectiveness of students with diverse learning styles	<input type="checkbox"/>	<input type="checkbox"/>	
	The methods mentioned in the program align with its goals and have the potential to lead to the intended end results	<input type="checkbox"/>	<input type="checkbox"/>	
	The ratio of lectures and practical classes is logically determined and aligns with the specifics of the subject	<input type="checkbox"/>	<input type="checkbox"/>	
Assignments	The course includes tasks that are measurable and assessable	<input type="checkbox"/>	<input type="checkbox"/>	

	The selected tasks are purposefully designed to align with and contribute to the achievement of the course objectives and outcomes	<input type="checkbox"/>	<input type="checkbox"/>	
	The time allocation is implemented and differentiated based on the form of learning, whether it is full-time and part-time learning	<input type="checkbox"/>	<input type="checkbox"/>	
	The bibliography provided is sufficient for mastering the selected topics, and the corresponding page references are clearly presented for each topic			
	The next meeting task is clearly indicated for each topic	<input type="checkbox"/>	<input type="checkbox"/>	
Assessment	The course includes various classroom activities, such as practical sessions, team works, and current tests (quizzes), which will be used to evaluate students' performance and measure their participation during class	<input type="checkbox"/>	<input type="checkbox"/>	
	Thematic individual or independent works are clearly presented, which will be evaluated to measure students' extracurricular activity and understanding of the subject matter	<input type="checkbox"/>	<input type="checkbox"/>	
	The deadlines for assignments and the penalties applied by the lecturer in case of violation are clearly stated	<input type="checkbox"/>	<input type="checkbox"/>	
	The form of conducting both intermediate and final exams is clearly presented, indicating whether they will be conducted	<input type="checkbox"/>	<input type="checkbox"/>	

	orally, written, electronically, or through a combination of electronic and written methods			
	The assessment criteria are clearly presented, allowing students to understand the specific criteria used to evaluate their work and performance			
	The assessment methods align with the teaching and learning methods employed in the course, ensuring consistency and relevance in evaluating students' progress and achievements	<input type="checkbox"/>	<input type="checkbox"/>	
	The evaluation methods employed in the course meet the requirements of the EIU evaluation procedure	<input type="checkbox"/>	<input type="checkbox"/>	
Consultancy	The calendar plan sets specific days for counseling and clearly indicates them	<input type="checkbox"/>	<input type="checkbox"/>	
Bibliography	The list of literature provided is comprehensive and sufficient to achieve the final results of the course	<input type="checkbox"/>	<input type="checkbox"/>	
	The bibliography is kept up-to-date	<input type="checkbox"/>	<input type="checkbox"/>	
	The course includes a list of main and additional textbooks, websites, and other necessary resources (if applicable)	<input type="checkbox"/>	<input type="checkbox"/>	
Exam questionnaire and individual work	The exam question paper is designed to correspond to the content of the program and covers all the relevant topics	<input type="checkbox"/>	<input type="checkbox"/>	
	The topics of individual works align with the content of the program	<input type="checkbox"/>	<input type="checkbox"/>	

Resources	The necessary resources for the course are clearly presented	<input type="checkbox"/>	<input type="checkbox"/>	
In general	The program is underloaded	<input type="checkbox"/>	<input type="checkbox"/>	
	The program is overloaded	<input type="checkbox"/>	<input type="checkbox"/>	
	The program meets the requirements	<input type="checkbox"/>	<input type="checkbox"/>	
General comments				

Evaluator's name and surname

Signature

5.3. Eurasia International University | Quality Assurance Center Employer Evaluation of Educational Program

Educational program

Component	Standard	Yes	No	Comments
Serviceability Evaluation	Are the fields of professional activity defined in the educational program accurate, in your opinion?	<input type="checkbox"/>	<input type="checkbox"/>	
	Are the positions held by graduates after completing the program clearly presented? If you have any suggestions for new positions that would better align with the outcomes of the educational program, please describe them.	<input type="checkbox"/>	<input type="checkbox"/>	
Cooperation with employers	The methods of cooperation with employers are clearly presented. I cannot provide an opinion on their realism and effectiveness without specific details. As an employer, what ways and methods of cooperation would you suggest?	<input type="checkbox"/>	<input type="checkbox"/>	
Competences and learning outcomes	The GENERIC learning outcomes have been clearly stated. As an employer, what general end result would you add to the list that you consider necessary within the given profession?	<input type="checkbox"/>	<input type="checkbox"/>	
	The PROFESSIONAL learning outcomes have been clearly stated. As an employer, what general end result would you add to the list that you consider necessary within the given profession?	<input type="checkbox"/>	<input type="checkbox"/>	

	The selected outcomes are clearly defined, measurable, and evaluable	<input type="checkbox"/>	<input type="checkbox"/>	
	The final results encompass specialized knowledge, skills, abilities, as well as general competencies aligned with the educational program	<input type="checkbox"/>	<input type="checkbox"/>	
The current requirements of the employer	The presented final results meet the current requirements of the employer and are up-to-date. Please clearly express the expectations and requirements you have as an employer that you would like to see reflected in the educational program	<input type="checkbox"/>	<input type="checkbox"/>	
Contents	The courses presented in the curriculum are derived from defined outcomes	<input type="checkbox"/>	<input type="checkbox"/>	
	The presented courses are up-to-date	<input type="checkbox"/>	<input type="checkbox"/>	
	Overall, the curriculum is structured logically	<input type="checkbox"/>	<input type="checkbox"/>	
General comments and suggestions				

Evaluator's name and surname

Company, position

Signature

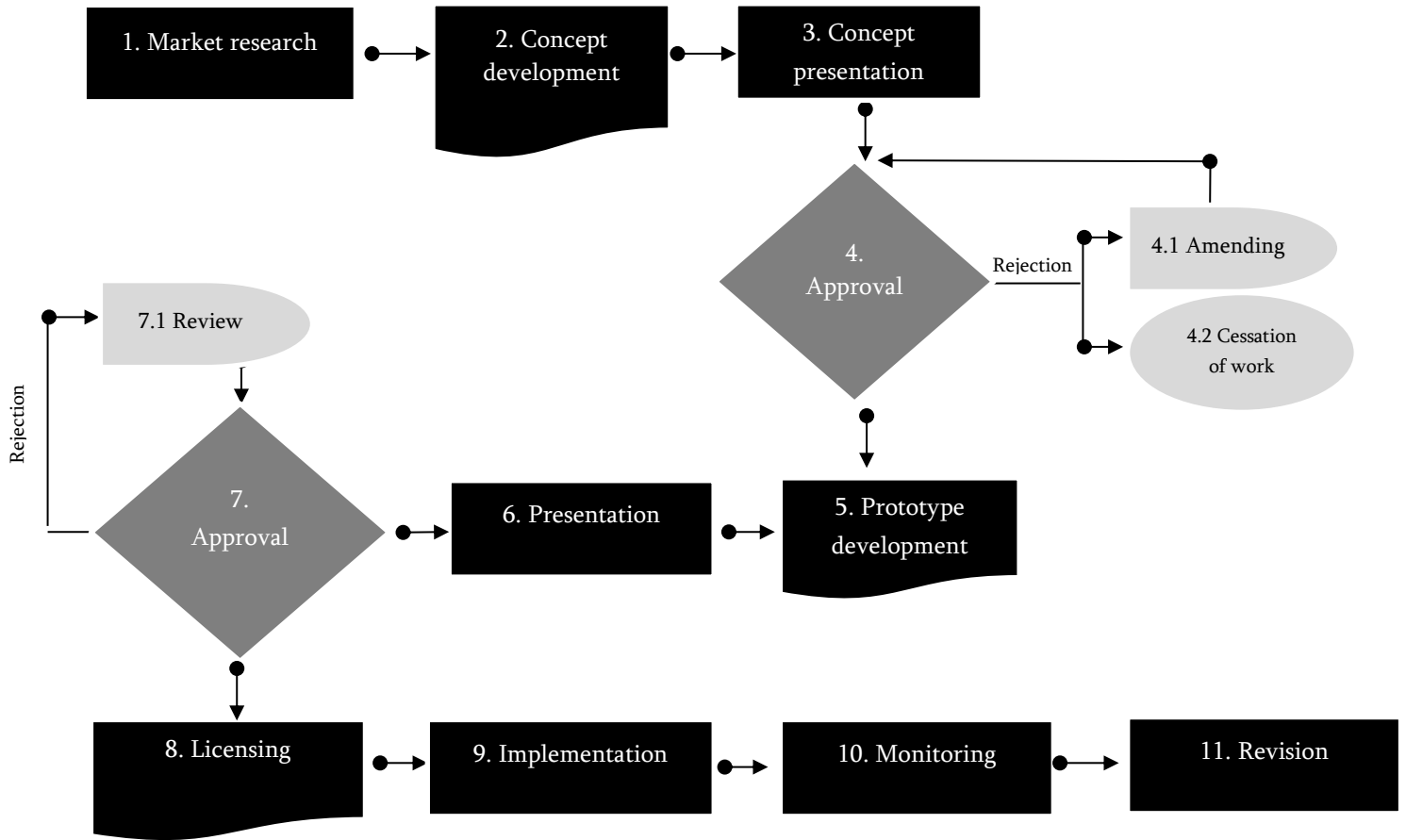
Annex 6. Educational Program Development and Monitoring Procedure

Objectives

This procedure establishes guidelines and procedures for the development, monitoring, and quality assurance of educational programs, both new and existing. An educational program refers to a collection of courses that students undertake to earn a degree or relevant documentation upon graduation.

Procedure on development and audit of educational programs

The process of developing, auditing and elaborating educational programs includes the following stages:



1. Market Research and Marketing

Market research includes the following stages:

- Defining research item,
- Defining methodology,
- Defining data collection methods,
- Defining samples,
- Data collection,
- Analysis,
- Reporting.

2. Concept Development

Concept development includes:

- The benchmarking report, which should be implemented within the framework of national and international universities (please refer to point 13 for the benchmarking methodology),
- Program objectives,
- Market research results and opinions,
- Compliance of the program with the EIU mission and strategic plan,
- Compliance of the program with the requirements of Armenian, European and international labor markets.

3. Program concept presentation

Program concept is presented at the EIU Scientific council session. When required, an extra session is convened.

4. Approving

If the concept is approved, the presenter will proceed with the implementation of the next stages of the process. However, there is a possibility that the scientific council may reject the concept and

program introduction. In such a case, the following actions can be taken:

- 4.1. Suggesting the elaboration and re-submission of the concept for approval,
- 4.2. Ceasing all further activities related to the program, considering it unfavorable to invest in.

5. Program Prototype Development

Upon approval, the educational program (comprising the full package, including the curriculum) is developed in the established order. The approved format for development can be accessed in the electronic register. During the prototype development phase, benchmarking is conducted, considering the following factors: the National Qualification Framework, national standards, labor market requirements, foreign partner universities, foreign professional qualification framework, and outcomes formulated by professional communities and associations. This benchmarking process aligns with the established priorities and chosen methods.

6. Prototype presentation

The developed program is submitted for consideration to the EIU Scientific Council. The program package is presented to the members of the EIU Scientific Council at least 20 days prior to the scientific council session.

7. Approving

Program prototype is submitted for approval of the Scientific council, which is either approved or sent for editing with all the comments incorporated.

8. Licensing and Accreditation

The program package, once approved by the EIU Scientific Council, is presented to the RA Ministry of Education and the National Center

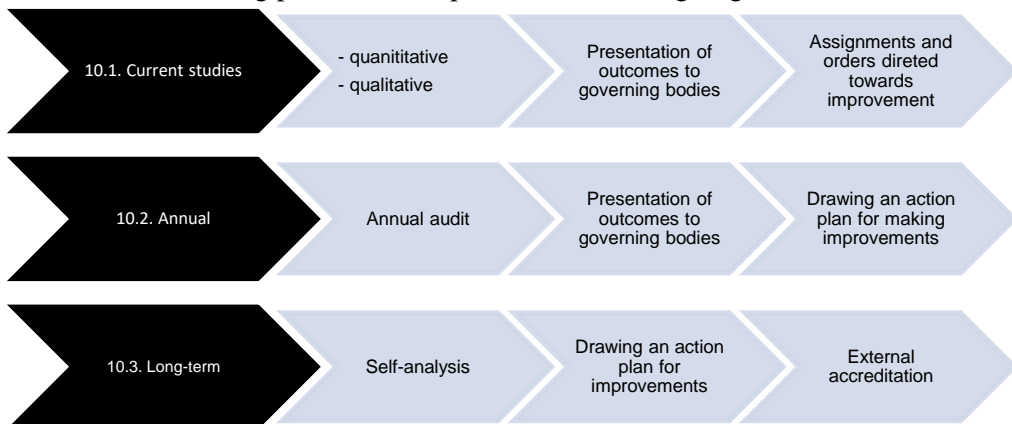
for Professional Education Quality Assurance. This step is necessary if the program includes a separate profession, as it requires licensing and accreditation. However, if the program focuses on specialization within an existing profession and has received approval from the EIU Scientific Council, the chair can proceed with implementing the program without the need for additional licensing and accreditation within the existing professional framework.

9. Program Implementation

If all the aforementioned processes are duly carried out, the project manager is responsible for gathering the required human resources as outlined in the project. Additionally, they are responsible for ensuring the availability of other tangible resources and necessary investments.

10. Audit

The auditing of both current and new educational programs is conducted in accordance with the EIU Quality Assurance Guide. The auditing process encompasses the following stages:



10.1. Current Studies

Current researches are conducted by the officers of the EIU and chair Quality assurance center and address the following issues:

- Satisfaction of internal stakeholders with educational programs (educational content, teaching and learning methods, evaluation means, professionalism of the academic staff, advisory)
- Satisfaction of internal stakeholders with educational environment (general comfort, technical base, educational and methodological literature, electronic environment),
- Satisfaction of internal stakeholders with auxiliary services (printing and copying, catering)
- Satisfaction of external stakeholders with EIU the services (surveys among employers, graduates and other stakeholders)

Research methods vary based on appropriateness and may include both qualitative and quantitative methods.

Quantitative methods mainly include completing guided questionnaires (one on one, by phone, email, etc). Qualitative researches may include application of such methods as in-depth interviews, focus groups, observation of process participants (e.g. participant observation, class evaluation), study, analysis and expertise of documents (presentation of an expert opinion), and other methods.

The outcomes of the effective researches conducted, are presented to governing bodies and by the direct assignment of the Rector respective departments prepare improvement programs.

10.2. Annual

For the purposes of conducting the audit², a working group is formed as per the Rector's instruction. Approved policy, acts and procedures,

² If conditional accreditation is granted, an additional audit may not be necessary as the university already undergoes an external audit by the ANQA every six months.

processes, EIU action plan, approved EIU standards and indicators; as well those of external accreditation form the basis for the audit. The working group presents a report and analysis to governing bodies and based on the respective decision and order, proceeds with drawing improvement action plans.

10.3. Long-term

Long-term audit is conducted based on accreditation standards and indicators on 4 or 5-year basis taking into consideration the requirements of the External accreditation organization.

11. Revision

Based on the current, annual and long-term audit results action plans directed towards improvements are prepared, the implementation of which is supervised by the EIU Rector.

12. Renewing Teaching Materials and Resources

The following are the bases for renewing the EIU resources required for educational program implementation:

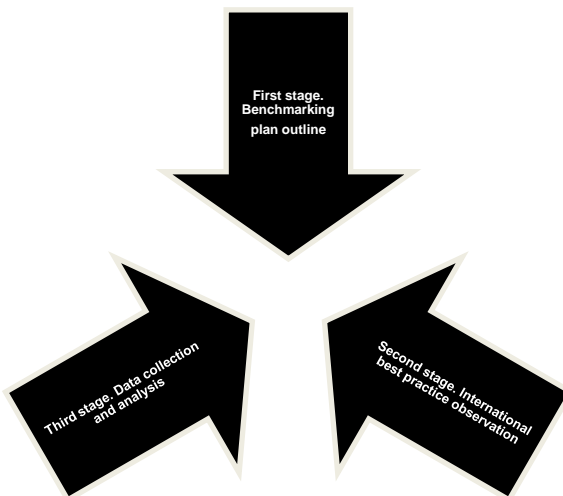
- Students survey reports, suggestions and remarks
- Remarks in the resources section of syllabi
- Remarks of resource section in the Educational programs
- The ongoing claims of the program responsible
- Remarks and suggestions of all other stakeholders

13. Benchmarking methodology

The objective of the benchmarking process is to provide external criteria that evaluate and determine the quality and value of internal interventions, thereby helping to identify areas for improvement. The EIU Scientific

Council selects the benchmarking theme for analysis, which is then studied by the relevant team of experts.

The EIU benchmarking process



Based on the above chart, the EIU benchmarking consists of three major stages:

First stage. Benchmarking plan outline

- Benchmarking objective and/or variable determination
- Sources and data collection method clarification

Second Stage. International best practice observation

- The potential partner university are spotted
- Selection of partner university and contact

Third Stage. Data collection and analysis

- All the data relevant for evaluating the universities' capacities is gathered
- EIU experience is compared to that of the partner university, the best practices are then adapted

Annex 7. EIU Strategic Indicators

Goal 1. Ensuring financial stability			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
1.1. Profitability level	Vice rector on Strategic Development and Science	min 15% annually	
Goal 2. Effective budget management			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
2.1. Budgeting and execution with minimum negative variance	Vice rector on Strategic Development and Science	annual max 20% variance	
Goal 3. New sources for financial inflow			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
3.1. Profit from increasing the number of international students	Vice rector on Strategic Development and Science	min 20% annually	
Goal 4. Increasing the number of students			

Key Performance Indicators (KPI)	Responsible	Target	Achievements
4.1. Increase in the total number of students	Vice rector on Academic Affairs	min 10% annually	
4.2. Involvement of high-achieving students	Vice rector on Academic Affairs	min 10% annually	
Goal 5. Stakeholders' satisfaction and loyalty			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
2.1. Indicator of satisfaction with educational services	Vice rector on Academic Affairs	min 75% annually	
2.2. Indicator of student satisfaction with the quality of provided resources and auditorium	Vice rector on Academic Affairs	min 75% annually	
2.3. Rate of engagement of new applicants by students and graduates of the university	Vice rector on Academic Affairs	min 20% annually	
2.4. Indicator of satisfaction with working conditions	Vice rector on Strategic Development and Science	min 75% annually	
2.5. Rate of engagement of new applicants by employees	Vice rector on Strategic Development and Science	min 10% annually	

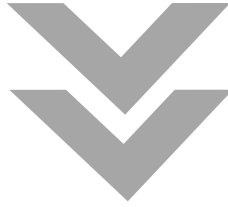
2.6. Employment rate within one year after graduation	Vice rector on Strategic Development and Science	min 55% annually	
Goal 6. Expansion of cooperation			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
2.1. Number of contracts to be signed	Vice rector on Academic Affairs	min 3 per year per faculty	
2.1. Number of existing contracts and quality in cooperation	Vice rector on Academic Affairs		
2.2. Number of teaching employers	Vice rector on Academic Affairs	min 30% per faculty	
2.1. Number of theses co-supervised with employers	Vice rector on Academic Affairs	min 20%	
2.1. Number of researches /theses, dissertations/ on topics recommended by employers	Vice rector on Academic Affairs	min 20%	
2.2. Number of exchange programs	Vice rector on Strategic Development and Science	6 new exchange programs by 2025	
2.1. Number of joint capacity building projects	Vice rector on Strategic Development and Science	2 new such projects by 2025	

2.1. Number of outbound visits to organizations and workshops	Vice rector on Academic Affairs	min 20 per year per faculty	
Goal 7. Continuous optimization of the processes			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
7.1. Satisfaction of the stakeholders with administrative and educational processes	Vice rector on Strategic Development and Science	min 75% annually	
Goal 8. Automation of target processes			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
8.1. Expanded use of internal information systems tools while reducing the paperwork	Vice rector on Strategic Development and Science		
Goal 9. Development and implementation of new academic programs			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
9.1. Launching international educational programs with the awarding of joint/double degree diplomas	Vice rector on Academic Affairs	at least 1 by 2022	

9.1. Number of students involved in international educational programs with the awarding of joint/double degree diplomas	Vice rector on Academic Affairs	at least 10 by 2022	
9.1. Number of new specializations in line with labor market requirements	Vice rector on Academic Affairs	at least 1 in each department by 2025	
9.1. Development of internal double degree educational programs	Vice rector on Academic Affairs	at least 2 programs by 2025	
9.1. Expanding the number of courses taught in English in educational programs	Vice rector on Academic Affairs	min 5%	
Goal 10. Human capital development			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
10.1. Staff satisfaction with the enhancement of the quality of training programs	Vice rector on Strategic Development and Science	min 75%	
10.1. The level of English language knowledge of staff	Vice rector on Strategic Development and Science	by 2022, at least 50% have B1 level	
10.1. Growth dynamics of the number of employees and postgraduate students participated in	Vice rector on Strategic Development and Science	min 10%	

international training and scientific-educational exchange programs			
10.1. Improving the digital skills of students and staff /independent user level/	Vice rector on Strategic Development and Science; Vice rector on Academic Affairs	By 2023, at least 50% ought to master it	
10.1. Number of professors teaching foreign languages	Vice rector on Strategic Development and Science	at least 30% have B2/C1/C2 levels according to European standards	
10.1. Number of trainings aimed at improving the research abilities	Vice rector on Strategic Development and Science		
Goal 11. Promotion of applied and scientific research directed towards the development of the University			
Key Performance Indicators (KPI)	Responsible	Target	Achievements
11.1. Percentage of employees with a scientific degree/ title	Vice rector on Strategic Development and Science	min 50%	
11.1. Number of targeted internal grant programs	Vice rector on Strategic Development and Science	min 3 per year	

11.2. Number of conferences	Vice rector on Strategic Development and Science	min 3 per year	
11.1. Dynamics of publication growth in international journals	Vice rector on Strategic Development and Science	min 10%	
11.1. Number of research programs and publications	Vice rector on Strategic Development and Science		
11.2. Percentage of financial resources allocated to research	Vice rector on Strategic Development and Science	at least 8% by 2021	



“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives”

William Foster

19. Acronyms

EIU - Eurasian International University

ESG - European Standards and Guidelines for Quality Assurance

ESI - European Standards and Indicators

PEP - Professional Educational Programs

MA - Managerial Authority

QMS - Quality Management System

FMD - Financial Management Department

MB - Management Board

QAC - Quality Assurance Center

QA - Quality Assurance

20. Definitions

Quality: In the context of the EIU, quality is defined as the extent to which actions align with the organization's mission and vision, and the degree to which services conform to established internal and external guidelines.

Quality Assurance: Quality assurance involves the ongoing enhancement and improvement of the effectiveness of existing mechanisms, based on the results of audits conducted on key processes and feedback obtained from stakeholders.

Quality Management System: A quality management system encompasses a cohesive set of actions, procedures, and tools aimed at defining and achieving objectives, evaluating and revising effectiveness

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