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THE WORLD BANK

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Փաստաթղթի փոփոխությունները

Date	Amendment	Name, Surname
16/05/2016	List of Strategic Indicators has been supplemented /Appenix 7/	Suren Ohanyan Scientific Council Head
16/05/2016	The list of EIU stakeholders has been edited	Suren Ohanyan Scientific Council Head
16/05/2016	A table on EIU QMS Planning, Implementation, Monitoring and Review has been added /p. 16/	Suren Ohanyan Scientific Council Head
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 Scientific Council Head
16/05/2016	Appendix 6 has been edited, in particular the 12 and 13 items of the Curriculum Development and Monitoring Procedure	Suren Ohanyan Scientific Council Head

Eurasia International University

QUALITY ASSURANCE GUIDE

(Academic and Methodological Guide)

WORLD BANK GROUP

Yerevan 2014

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

Authors:
Hovhannes Harutyunyan (Chief Editor),
Vice - Rector of Strategic Development, PHD

Arevik Ohanyan
Head of the EIU Quality Assurance Center
Master of Business Administration (MBA)

Kristineh Antonyan
Consultant, Candidate of Economic Sciences

Andrineh Mkrtchyan
Business Consultant, Master of Business Administration (MBA)

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

CONTENTS

1. Introduction

The EIU Quality assurance guide aims at defining the major approaches to the EIU quality management system, quality policy, processes and mechanisms. Revisions and amendments to this Guide are introduced in compliance with "The EIU Document Management Procedure" (Appendix 1).

2. Instructions on Application of Quality Assurance Guide

This Quality assurance guide includes all the sectors of the EIU activities, namely:

- Internal and external communication,
- Respective information systems ensuring effective management and decision-making,
- Other systems related to managerial decision-making processes.

3. Quality Assurance Policy

Objectives

The EIU Quality policy aims at defining the set of fundamental rules guiding the quality assurance processes of the University.

Major Sectors of Quality Assurance

The EIU Quality policy applies to the designated University quality assurance sectors and forms the basis for present and future policies of each EIU sector.

The main quality assurance sectors are as follows:

- Management and administration
- Development and implementation of professional educational programs (PEPs)
- Organization of teaching and learning processes and collegiate life
- Academic staff formation and improvement
- Research and development
- Formation and improvement of infrastructures and resources
- Social responsibility
- External relations and internationalization.

Quality Assurance Objectives
1. Introduce and elaborate quality management system in compliance with the standards and guidelines of the National Center for Professional Education Quality Assurance.
2. Ensure mechanisms for maximum engagement of stakeholders in quality assurance processes and embedding quality oriented transparent and accountable culture.
3. Audit efficiency of University processes thus ensuring continual service improvement.

Policy Provisions

The EIU management, academic and administrative staff shall implement high quality educational programs directed towards meeting the needs and demands of stakeholders. For this purposes the University ensures maximum engagement of internal and external stakeholders in decision-making processes, as well as develops effective mechanisms for revealing the needs and demands thereof.

The University management propagates culture of academic freedom, teamwork, best outcomes, innovations, discipline and continual service improvement through accountable, transparent and collective management.

To implement this policy the University shall audit efficiency of educational programs and services and constantly improve the quality of the current management system.

Basic Provisions
1. Quality as a liability
   Provisions of the Quality policy form the basis of the University activities. The University management has assumed the responsibility for quality improvement and is actively engaged in all processes, thus being a role model for other stakeholders. Ensuring quality is the responsibility of the entire University staff.

2. Quality staff and resources
   The staff gets enough trainings and all the required resources for quality improvement purposes.

3. Quality information
   Availability of stable and effective mechanisms for data collection and processing.

4. Participation
   Satisfaction of students and other stakeholders with the rendered services is a top priority; there are mechanisms ensuring participation and feedback thereof.

5. Transparency
   All the policies, procedures, statements and other documents are shared with the stakeholders and are made readily available.

Quality assurance policy application
The EIU quality policy applies to all EIU stakeholders (students, academic and administrative staff, graduates, employers, organizations, etc) and forms the basis for the activities of the EIU employees and managerial decision-making processes.

Persons Responsible for Policy Implementation
EIU Rector is responsible for implementation of the EIU policy, and ensures continual quality improvement through EIU employees (this responsibility is mentioned in all job descriptions). The EIU Rector is responsible for ensuring continual implementation of quality objectives.

The students and other stakeholders are responsible for providing timely feedback in regard to the processes and actions taken by the University.

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

Policy Revision Periodicity
The efficiency of the Quality policy implementation is assessed at the annual session of the University Management board where observations on policy implementation and revision proposals are presented (based on the outcomes of the internal and/or external audit reports, quality studies and analyses).

If the changes are approved, the policy is revised accordingly, and the approved version of the document is filed in the electronic register.

Publicizing

The document on Quality assurance policy is filed in the electronic register and publicized on the official web site, as well as presented at the sessions and meetings with students and the staff.

The approved document, which encloses quality policy provisions, is made public through the University website, internal and external networks, as well as is placed in conspicuous places for all students, employees and external stakeholders in all the departments of the University.

4. Stakeholder Satisfaction

The main objective of the quality management system is the EIU stakeholder satisfaction with the rendered services and consistent improvement thereof. The EIU seeks respective data collection and processing, namely to meet the needs and demands of the following parties:

- Students
- Applicants
- Scademic staff
- Sdministrative 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. Later on the outcomes are submitted for consideration of managing bodies to proceed with further amendments and disclose and meet new requirements.

Research methodology is chosen as per the appropriateness and may include both quantitative and qualitative methods:
- Quantitative researches 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. class evaluation), study, analysis and expertise of documents (presentation of an expert opinion), and others.

The order of presenting the list of questionnaires for the EIU quantitative researches and the frequency of researches is presented in Appendix 2.

The above-mentioned surveys are the indirect channel of stakeholder participation in the EIU management processes. All the EIU stakeholders have an opportunity to take part in the EIU management directly through membership in the Management Board, Scientific Council, Student Council etc: All the management units have regulatory framework stating the participation opportunities. All the stakeholders also have an opportunity to get involved in the EIU quality assurance processes as a quality agent.

5. Responsibilities of the Management

The EIU Management aims at continual improvement of rendered services, as stipulated by the Quality assurance policy. Managers are responsible for ensuring stakeholder-oriented approach of their employees as a pledge of success of their activities.

Any amendment to the managerial system shall aim at introducing a comprehensive, consistent and apprehensive system of quality assurance and improvement, which in its turn will ensure implementation of the defined goals.

The staff is duly notified on any change by an email sent to their official email addresses. The information is made available to the stakeholders via the official website of the University or by email.

6. Quality Planning, Management and Revision

Quality assurance planning is performed on every level and sector. In all respects, the EIU Management is responsible for ensuring the required quantity or resources and practice (skills).

The quality is planned and revised on a periodic basis to ensure an effective system of quality management, which shall be constantly improved. This process is a continual and recurrent one and is reviewed based on the quantitative and qualitative results.

Quality management is performed on a daily basis but there are two major periods for its revision in accordance with annual and strategic planning (once in 4 or 5 years). The latest revisions are also grounded by the accreditation process.

Figure 1. Turnover of the EIU Quality Planning and Revision
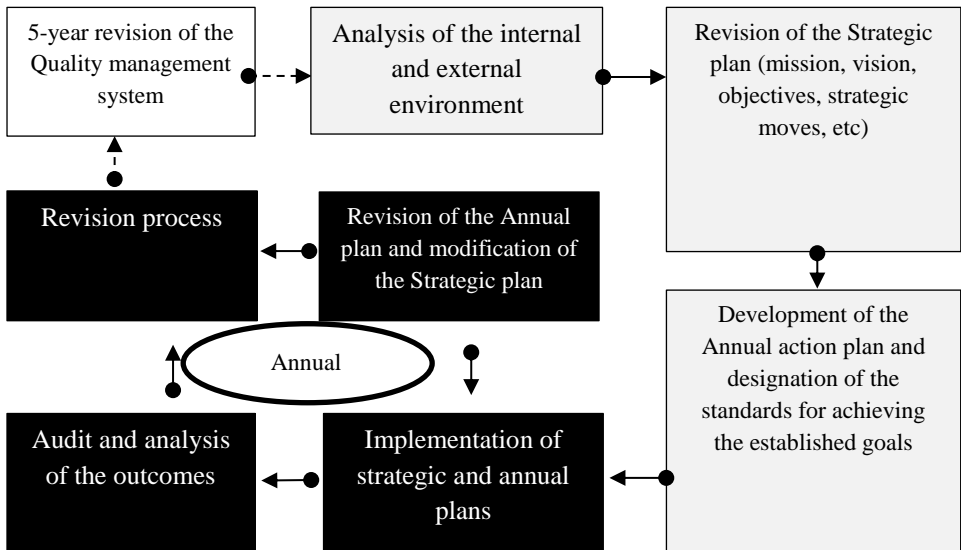
The order of planning and revising the quality management system is strictly defined, still, in certain circumstances, it may undergone some changes (e.g. based on audit results, strategic goals may become subject to revision, etc).

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 processes effectiveness on macro and then on micro levels.

Quality assurance cycle includes analysis of 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 below tools are applied for conducting internal and external analysis:

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

The application of the abovementioned mechanisms is also directed towards disclosing, assessing and including the demand for additional educational and advisory services in the strategic and routine planning.

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

	Annaul 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 Acton plan	Rector		
	Annual budget reporting to the Management Board	Financial Management Board		
	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 task force
	Employee Assessment, Evaluation of Implemented Outcomes, Disclosure of Deviations	Department Heads, HRM Department		
			QMS revision	QA Centre
			New SP development	Vice Rector of Strategic Development

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[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

WORKING MODELS
Who, how, how often (acts, regulations, procedures and job descriptions)

STRATEGY
What and why (the implementation level of the objectives)

WORKING MODELS
Who, how, how often (acts, regulations, procedures and job descriptions)

Policy
What and why (the implementation level of the objectives)

Revision

Planning

Review

Implementation
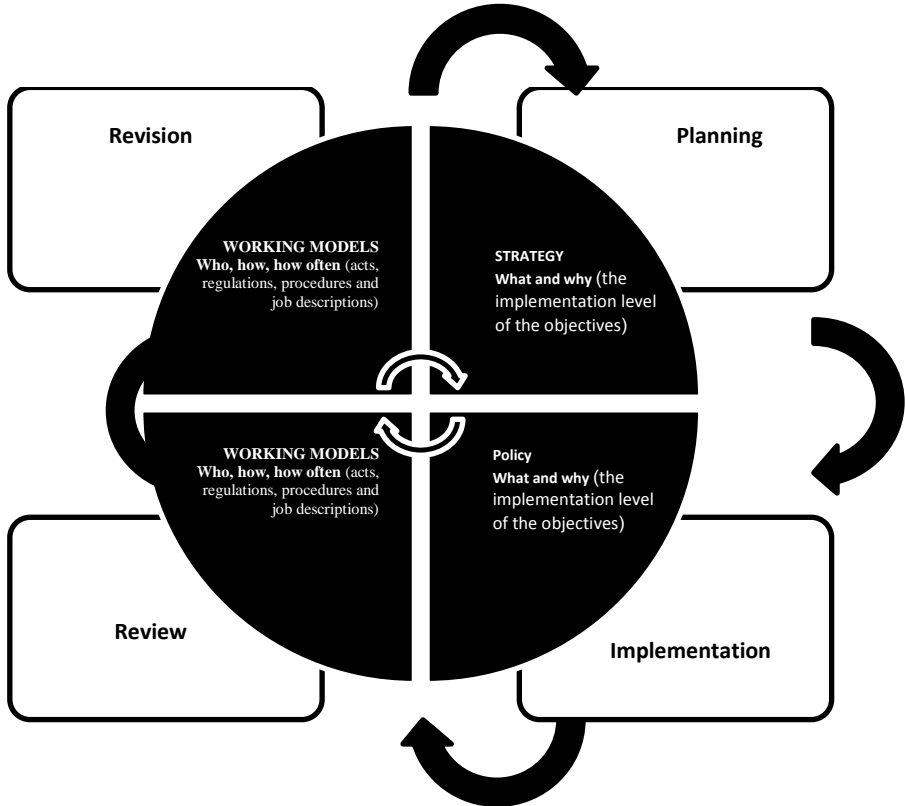
7. The Objectives of the Management/Quality Circles

The Management Circles (MC) defines measurable and comparable goals directed towards meeting the requirements of the stakeholders and providing quality services. The goals are periodically revised to meet up-to-date requirements and are made available to the stakeholders via the website.

The implementation of goals, monitoring and revision is performed via quarterly meetings of the Managerial authority (MC) (see Chapter 10. The process of management and revision of the quality system by the MC).

8. Allocation of Responsibilities and Rights; Communication channels

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

According to the EIU Charter, the University Rector is a Management Circle (MC) Representative of the organization. Along with his day-to-day activities, he is also responsible for clarifying the requirements of the stakeholders and rendering quality services to meet these requirements, as well as ensuring the required quantity of resources, including human resources. The Rector ensures launch of all the processes related to the quality management system, as well as drafting and presenting performance reports and proposals for making amendments thus ensuring comprehensive and general application of the system 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

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 spreading and sharing with the stakeholders the information on the implementation and amendments to the management system thus enhancing the level of their engagement in the consistent improvement processes. All the documents related to the Quality management system (QMS) (procedures, reports, analysis) through the internal information system.

11.2. External Communication and feedback
The complete and trustworthy information on the services is made available to the external stakeholders through the EIU web site (in some cases through

publications and mass media) and aims at ensuring feedback in terms of constant improvements and meeting the established requirements.

The availability and objectivity of the publications is assessed by the EIU Quality assurance center through periodic monitoring, as well as adding respective questions in the questionnaires compiled for 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 plans and allocates the resources to the infrastructures by their needs and demand, ensuring continuous operations of the quality management system, constantly enhancing its efficiency and stakeholder satisfaction.

Academic and administrative staff is appointed based on relevant educational requirements, adequate skills, employment record and abilities. The EIU also organizes trainings based on the individual evaluation results and needs. Academic activity is assessed by established standards and indicators (see Appendix 5.1). The regulation on "Academic staff assessment and incentive provision" and the "Regulation on administrative staff assessment and incentive provision" 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

Routine procurement and allocation of tangible resources is performed based on monthly request forms submitted to the auxiliary service department by chairs and departments, with due prioritization of requests.

Annual planning is performed to ensure planning, 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 which a decision on amendments may be made to enhance the operations of the Quality management system (QMS).

Figure 3. Annual and Routine Procurement of Resources at the EIU
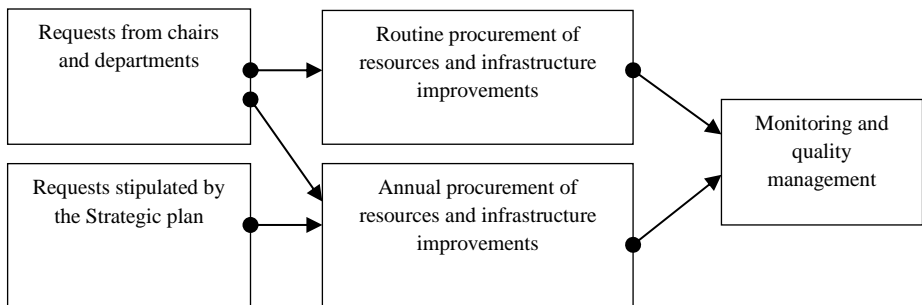
Procurement of resources and infrastructure improvements is performed in compliance with the EIU procurement organization procedure (Appendix. EIU Procurement organization procedure).

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

EIU financial management includes the following processes:

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

13.1 EIU Financial Management

Figure 4. EIU Financial Planning
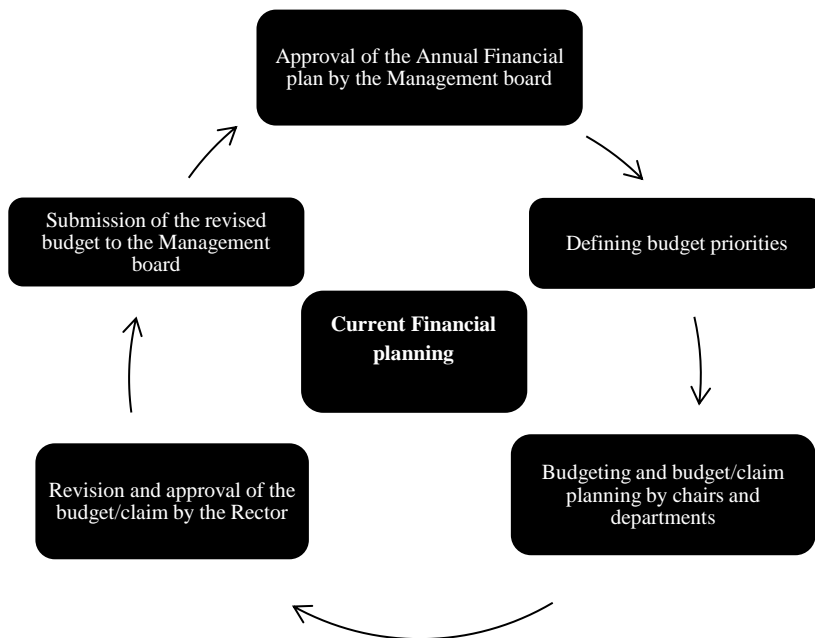
EIU financial planning starts with defining priorities at the beginning of the academic year. While planning the action plan stipulated by the Strategic plan for the given year, as well as the results of the assessment and analysis of the current situation are also considered.

Based on the defined priorities and directions stipulated by the Strategy plan, chairs and departments present their budgets within a one-month period. The budgets are discussed, revised and approved by the Rector. The final agreed upon

version is submitted for approval of the Management board by the end of the year and the financial management of the next financial year is performed as per this approved budget.

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:

- Statements of financial position
- Statements of comprehensive income
- Statements of financial flows
- Statements of changes in equity

For current financial management, considering given circumstances, the Rector can make budget allocation and revision to the extent that is not more than 20% of the budget approved by the Management board. Otherwise, the approval of the Management board is required to proceed further (if required, an extra meeting shall 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

EIU monitoring encloses collection of qualitative and quantitative data, analysis, assessment and defining proposals directed towards the efficiency improvement (Figure 5. Monitoring and Assessment).

EIU monitoring and assessment are performed based on established standards (e.g. Appendix 5. Standards and Indicators).

The approved acts, regulations, job descriptions, forms etc, also form the basis for monitoring and assessment of processes (e.g. Procedure on development and monitoring of educational programs (see Appendix 6)).

Figure 5. Monitoring and Assessment

Monitoring and Assessment				
In	**Process**	**Out**	**Indicators**	**Final results**
Students	Allocation and administration of resources	Graduates	Quantitative / Qualitative	Entrepreneurship Research Work
Lecturers	Teaching and research environment	Research methods	Quantitative / Qualitative	New knowledge Innovative methods
Resources and infrastructures	EIU working resources, policies	Social and public services	Quantitative / Qualitative	Social, public progress
Documents (procedures, standards, curriculum)	Equipment, means, terms	Inner culture Environment Working place	Quantitative / Qualitative	Behavior Moral norms Work

Feedback

- The results about processes and rendered services are controlled through the quarterly reports presented by the employees.
- The quality of academic services is controlled by a respective evaluation system, which includes all-round polls (students, chairs, etc).
- The level of availability and quality of tangible resources is controlled by annual inventory, as well as based on requests received by different departments, by studying the needs and providing the required resources.
- Abidance by the established rules and procedures is checked through the feedback provided by related parties, which is discussed on periodic basis (monthly or quarterly).

15. Strategic Indicators

The efficiency of the EIU activities is assessed by 3 main strategic indicators. The performance of these indicators is ensured by the engagement of all employees. The main responsible person is the Rector. For each year objectives are defined for ensuring a certain percentage of increase in these indicators:

1. Number of admitted students (annual dynamics)
2. Number of concluded contracts, including internal (NGOs, employees, etc) and external (international) ones
3. Level of profitability

16. Data Analysis

EIU is committed to periodic collection and analysis of trustworthiness of data and making decisions based on these analyses.
The data is collected and presented to the decision-makers as per the following sectors:
1. Responsible persons prepare quarterly reports on dynamics of strategic indicators which are discussed at quarterly meetings on Quality management system (QMS), and respective analysis and changes are made.
2. Presentation and discussion of the audit report findings on annual basis. Action plan on improvements and its implementation is discussed separately.
3. Presentation and discussion of employee reports on quarterly basis.
4. Discussion of the information received through the feedback provided by stakeholders on annual basis (urgent and operative information is discussed on monthly basis).

17. Processes

Figure 6 presents the interrelation between the processes of the EIU quality management system (QMS). Managerial authority (MA) is responsible for managerial processes.

The Managerial authority (MA) ensures the effective operations of the quality management system (QMA) by performing these processes. Managers of educational programs are responsible for service provision processes.

All the processes are subject to audit and respective changes directed towards increasing their efficiency. Feedback ensures operative observation and review of these processes.

Figure 6. The Interconnection of the processes of the EIU Quality Management System
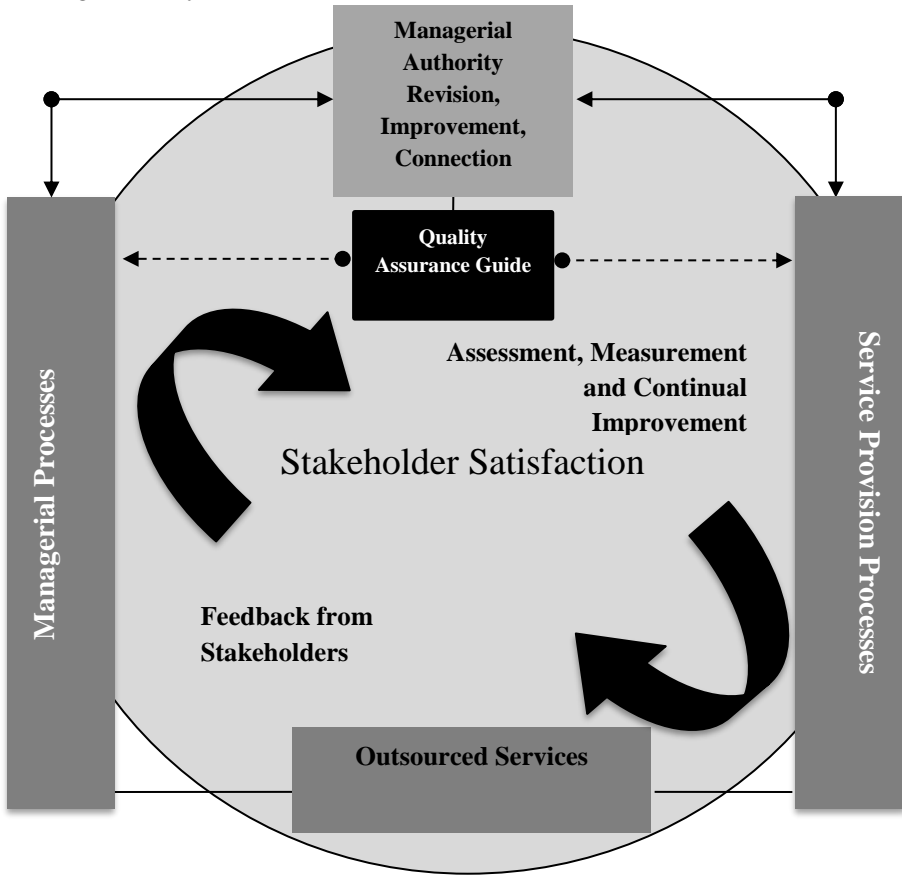
Processes	Provisions	Regulatory Documents
	Strategic planning, implementation, monitoring and review	EIU Management and administration Policy, EIU Quality assurance guide (Section 6)
	Individual planning, implementation, monitoring and review	EIU Management and administration Policy
	Documentation flow and management	EIU Document and Records Management Procedure EIU Regulation of Administrative and Clerical work
	Engagement of stakeholders	EIU Quality assurance guide (Section 4, 5, 6, 7, 10, 11)
	Staff recruitment, selection, evaluation, trainings, promotion	Regulation on EIU academic staff formation Regulation on Academic staff assessment and incentive provisio Regulation on academic staff training Regulation on EIU administrative staff formation Regulation on administrative staff assessment and incentive provision
	Information assessment, dissemination and management	EIU Quality assurance guide (Section 4, 11)
	Internal audit, assessment, self-evaluation	EIU Quality assurance guide (Section 6, 10, 12, 13, 17)
	Ensuring feedback	EIU Quality assurance guide (Section 11, 14)
	Procurement	EIU Procedure on procurement organization
	Property management	EIU Quality assurance guide (Section 12)
	IT system management	EIU Quality assurance guide (Section 12)
	Education	
	Professional Orientation	EIU Student Handbook
	Admission	EIU admission regulation Admission order in the RA state and non-state higher educationa institutions
	Consultancy	EIU Student Handbook
	Student evaluation	Regulation on Evaluation system of students' knowledge, skills and abilities
	Appeal	EIU appeal discussion regulation

		Internship organization	Internship plans of chairs
		Research work preparation	Methodological instructions on term papers Methodological instructions on individual works Methodological instructions on graduation paper Methodological instructions on thesis Formatting standards for thesis (Higher Attestation Commission) Formatting standards for summaries (Higher Attestation Commission) The order of approving the topic of thesis (Higher Attestation Commission)
		Career development	The regulation of career development and employee connection center EIU student Handbook
		Education	
		Educational program development, introduction, audit and review	Educational Program Development and Monitoring Procedure
		Course development, introduction, audit and revision	Educational Program Development and Monitoring Procedure
		Research	
		Organization of research works	Procedure of research results validation Procedure on Academic honesty and plagiarism prevention Procedure on publication of the EIU units/manuals Procedure on awarding fellowship to young researchers Procedure on research grant allocation
		Publicizing research results	The procedure of publicizing the EIU research outcomes and the data obtained

18. APPENDIX

Appendix 1. Procedure on Documentation Flow Management

1. Objectives
   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
   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
ML	Manual	Manuals, guides or other supplementary documents	Academic Council	If required
PY	Policy	Sectorial or other policy	Management Board	If required
SP	Strategic plan	Strategic plans of the University and department	Management Board	Annual
Pr	Procedures, acts regulations	Information on process management	Academic Council	If required
JD	Job descriptions	Detailed description of work performance, requi knowledge and skills	Rector	If required
	Forms	Incomplete documents which are to add up to electronic and printed information	Rector	If required
	Questionnaire	Tools for assessing stakeholders and soliciting opinions	Quality assurance center	If required

Table 2. Process classification and encoding

Process configuration fields	Acronym
Managerial processes	MP
Service provision processes	SP

3. Documentation Flow Management
3.1. Heads of Departments or the Quality assurance center (the working group, if available) reveal the necessity of creating and revising documents
    3.1.1   based on the results of internal or external audit
    3.1.2   based on external changes (e.g. legal)
    3.1.3   in case of a new or amended processes
3.2. All employees can create or amend documents upon Management's approval and after gaining the "right to edit or revise" (as per Appendix 1).
3.3. Created documents are reviewed by the Approval body (see Table 1), and upon approval are filed in the electronic register of documents (http://moodle.eiu.am).
3.4. All the employees and students who have an access to the electronic register can present their proposals in the forum.
3.5. 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.
3.6. 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

4. Document encoding
Document code comprises the following digits, e.g. MP/XX-WW-ZZ-KK (EIU/XX-WW-ZZ-KK), where

1. EIU stands for Eurasia International University
2. XX is the document type (see Table 1, column 1)
3. WW is the field of regulation (see Table 2, column 2)

4. ZZ is reference number
5. KK is document version (as per revision and approval)
   E.g. ºØÐ/ÀÎ-Î¶-13-03 (EIU/Pr - MP-13-03), where Pr stands for procedure,
   MP – Managerial processes, 13 – Reference number, 03 – 3rd version of the
   revised and approved document.

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Permission for making Amendments

Department _____

Date: dd/mm/yy

Reason for amendment

- 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 _____

</div>

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

Questionnaire Name	Objective	Periodicity	Target
Course evaluation template	The objective of the research is to study the following aspects of the courses included in the curriculum: • The interconnection of learning outcomes, teaching, learning and assessment methods • Trustworthiness and objectivity of the evaluation methods • Student workload • Complicacy • Conformity of the number of hours and topics with the defined outlines • Position of the course in the curriculum.	During the revision of the educational program	• QA student agents • QA chair agents (faculty members) • Eternal stakeholders
Lecturers' evaluation survey	The following is studied: • Quality of the material presented • Teaching quality All the lecturers are subject to evaluation. Evaluation results are included in the general evaluation rating of the lecturers, where the lecturers' rating by students	Semi-annual	Among all students

	makes 25% of the general rating for educational-methodological activities.		
Survey on employment and career	Studies the employment indicators of the EIU students, the employment status as of date.	Annual	New graduates
Self-assessment survey	Studies the quality of the below mentioned items: • Management and administration • Services contributing to career development • Engagement of students in studies and research works • International programs • Administrative services • Information and communication services • Library • Catering and other services, as well as main processes	Annual	Among students and staff (academic and administrative)

Appendix 3. EIU structure

Governing Board

Ethics Committee

Quality Assurance Center

Scientific Council

Rector

Student Council

Student Scientific Society

Vice-rector on Educational and Scientific affairs

Vice-rector on Strategic Development

Students' rights protector

Financial Management Department

Technical Service Department

Human Resources Management Department

Preparatory Department — Methodological Council — Library

Chair of Management — Chair of Law — Public Relations and Advertising Department

Chair of Foreign Languages — Chair of Financial Management — International Relations and Research Center

Chair of Pharmacy — Chair of Journalism — Career development and Employer Relations Center

Chair of Information Systems — Chair of Pedagogy — "Eurasia" Training Center

Appendix 4. EIU functions (basic and supplementary)

Supplementary Functions
- Administration and Infrastructures
- Human Resource Management
- Financial Management

Advisory Bodies
Academic Council, Ethics Committee, Quality Assurance Center, Student Ombudsman, Methodology Council

Basic Functions
- Educational Services
- PR and Advertising
- International Relations and Research
- Career Development
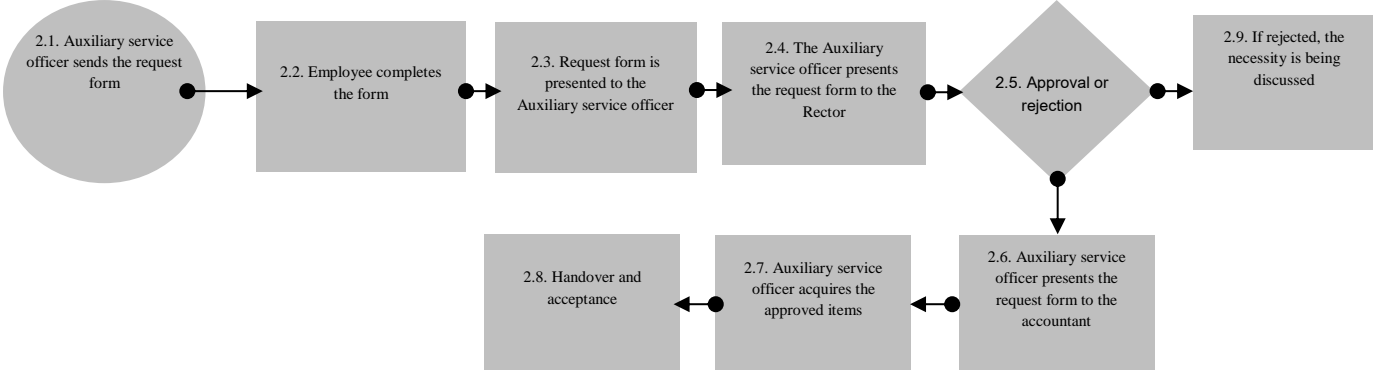- Organization of Trainings

Stakeholders' satisfaction
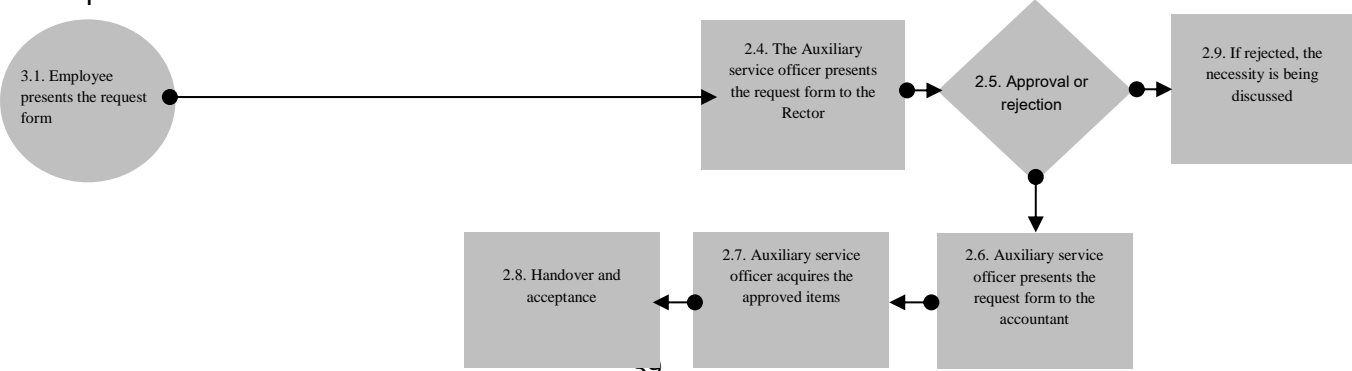
Profit

Appendix 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

2.1. Auxiliary service officer sends the request form

2.2. Employee completes the form

2.3. Request form is presented to the Auxiliary service officer

2.4. The Auxiliary service officer presents the request form to the Rector

2.5. Approval or rejection

2.9. If rejected, the necessity is being discussed

2.8. Handover and acceptance

2.7. Auxiliary service officer acquires the approved items

2.6. Auxiliary service officer presents the request form to the accountant

Ad hoc procurement

3.1. Employee presents the request form

2.4. The Auxiliary service officer presents the request form to the Rector

2.5. Approval or rejection

2.9. If rejected, the necessity is being discussed

2.8. Handover and acceptance

2.7. Auxiliary service officer acquires the approved items

2.6. Auxiliary service officer presents the request form to the accountant

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.

Appendix 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, well-rounded, 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. Syllabi evaluation template

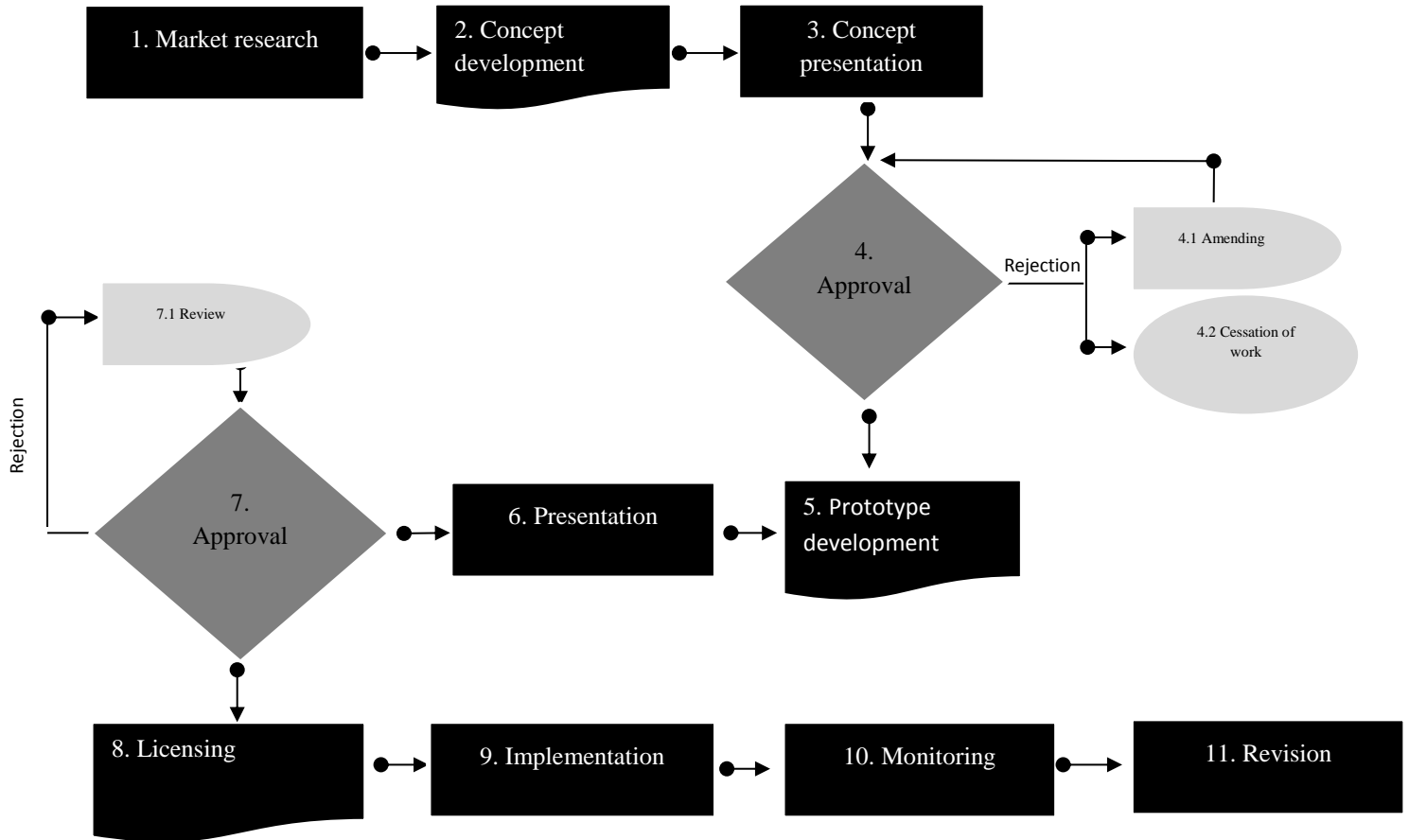| Component	Standard
	Subject name is available
	Lecturer's name, surname, title is available
	Lecturers contact details are available
Assignments stipulated by the course	Inclusion of assignments in the course, which are measurable and directed towards achieving the objectives and expected outcomes of the course
	The standards for evaluation of classroom participation and active learning standards are duly presented
	Procedure on assignment fulfillment and presentation is clearly formulated
	Deadline and penalties applied by the lecturer in case of any breaches are clearly defined.
	The requirements for midterm and final exams are clearly defined
	Course evaluation scale is presented, the components of extra classroom, individual and other types of activities and their evaluation weight in the summary mark are defined
	The Evaluation methods follow the requirements of the EIU evaluation regulation
	Course topics, mandatory and additional assignments are allocated on a weekly basis.
	Ratio of lectures and practical activities is logical and is in conformity with the peculiarities of the course and state standards.
Resources	Main and additional literature list, web sites and other required resources (if required) are presented

Appendix 6. Educational Program Development and Monitoring Procedure

Objectives

This procedure defines and regulates the process of developing, monitoring of both new educational programs and the quality assurance of existing once. Educational program is the unity of courses during which students are awarded a degree and respective documents on 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 → 2. Concept development → 3. Concept presentation

4. Approval

Rejection → 4.1 Amending

4.2 Cessation of work

7.1 Review

Rejection

7. Approval

6. Presentation

5. Prototype development

8. Licensing → 9. Implementation → 10. Monitoring → 11. Revision

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:
- 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**
   In case the Concept is approved, the presenter proceeds with implementation of next stages of the process. Scientific council may reject the concept and program introduction:
4.1. Suggesting elaborating and re-submitting the concept for approval
4.2. Ceasing all further activities related to the program considering it unfavorable to invest in it.

5. **Program Prototype Development**
   Upon approval, the educational program (full package, including curriculum) is developed in the established order (the approved format is available in the electronic register). During the prototype development benchmarking is performed based on the following: National Qualification framework, national standards, labor market requirements, foreign partner universities, foreign professional qualification framework and outcomes developed by professional communities and associations in line with the set priorities and chosen methods.

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6. **Prototype presentation**
   The developed program is submitted to the consideration of the EIU Scientific Council. The program package is presented to the attention of the members of the EIU Scientific council minimum 20 days before 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.
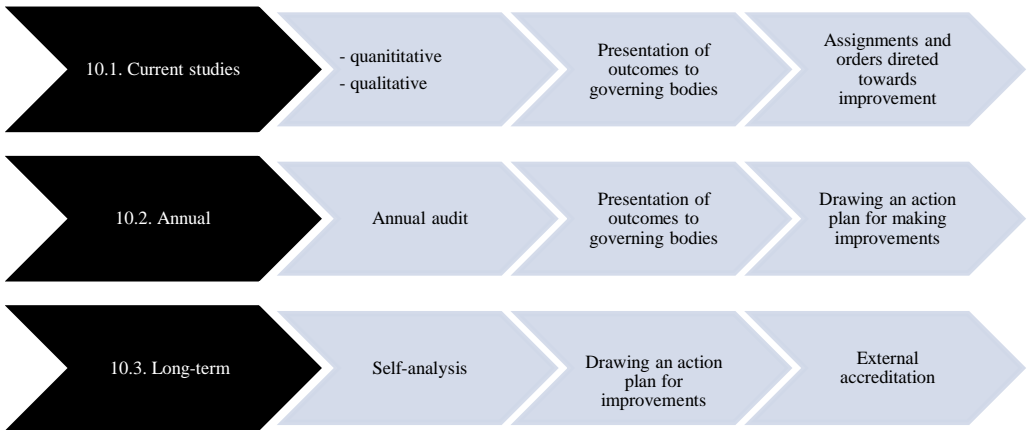
8. **Licensing and Accreditation**
   The program package, approved by the EIU Scientific council, is presented to the RA Ministry of Education and National Center for Professional Education Quality Assurance in case the program stipulates a separate profession, for respectively licensing and accreditation purposes. In case of specialization, after the approval of the EIU Scientific Council the chair can carry out the program without licensing and accreditation in the framework of the effective profession.

9. **Program Implementation**
   In case all the above-mentioned processes are duly performed the project, manager is tasked to collect human resources stipulated by the project, ensuring availability of other tangible resources and investments.

10. **Audit**
    Auditing of current and new educational programs is performed in compliance with the EIU Quality assurance guide. Auditing includes the below stages:

10.1. Current studies	- quanititative - qualitative	Presentation of outcomes to governing bodies	Assignments and orders direted towards improvement
10.2. Annual	Annual audit	Presentation of outcomes to governing bodies	Drawing an action plan for making improvements
10.3. Long-term	Self-analysis	Drawing an action plan for improvements	External accreditation

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 audit, a working group is formed as per the Rector's instruction. Approved policy, acts and procedures, 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 present the external criteria that evaluate and determine the quality and value of internal interventions by helping to clarify where to look for the opportunity to improve. The selected process for the analysis (benchmarking theme is

selected by the EIU Scientific Council) is then studied by the relevant team of expert/s.

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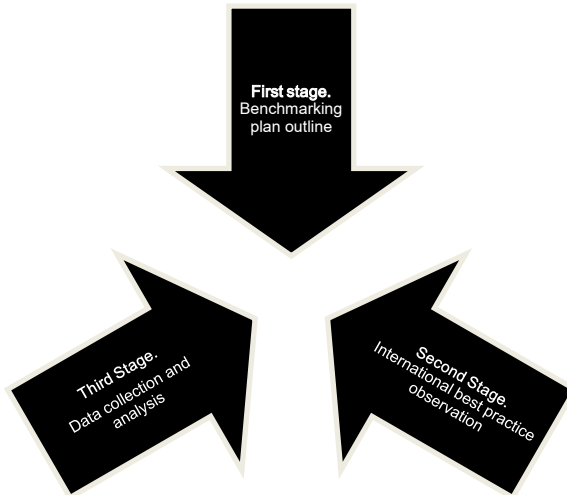
Based on the above chart, the EIU benchmarking consists of three major stages:

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

Appendix 7. EIU Strategic Indicators

Goal 1. Continuous development of education quality

Objective 1.1. To implement mechanisms of renewing, improving and assessing existing Academic programs along with that of realizing new academic programs		
Indicator	**Responsible**	**Reporting periodicity**
The number of applicants in the academic year /three levels of education/	Vice Rector of educational Affairs	Annual
The number of graduates	Vice Rector of educational Affairs	Annual
The number of students transferred from other universities in the academic year	Vice Rector of educational Affairs	Annual
The number of students transfer to other universities in the academic year	Vice Rector of educational Affairs	Annual
Objective 1. 2. To implement mechanisms of education quality continuous enhancement, promoting the professional and methodological qualifications of EIU professors and post-graduate students		
The number of trained faculty member during the academic year	Human Resources Management Department, Career Development and Employer Relations Centre, Chairs	Annual
The number of faculty members who participated in the programs aimed at increasing the qualification	Human Resources Management Department, Career Development and Employer Relations Centre, Chairs	Annual
The number of academic staff with scientific degrees	Human Resources Management Department	Annual
The number of academic staff with Doctorate degrees	Human Resources Management Department	Annual
1.3. Establishing an internal quality assurance and assessment system.		
The number of students recorded above 85 % GPA	Vice Rector of educational Affairs	Semi-annual
The number of students with improved GPA (BA)	Vice Rector of educational Affairs	Semi-annual
The number of students with improved GPA (MA)	Vice Rector of educational Affairs	Semi-annual

Goal 2. SUSTAINABLE DEVELOPMENT OF SCIENTIFIC POTENTIAL, RESEARCH AND INNOVATION REALIZATION

Objective 2.1. Contribute to the development of EIU research and development potential.		
Indicator	**Responsible**	**Reporting periodicity**
Number of publications by academic staff during the academic year	International Relations and Research Centre	Annual

Number of conferences organized by the university during the academic year	International Relations and Research Centre	Annual
Number of student conferences organized by the university during the academic year	International Relations and Research Centre	Annual
Number of international conferences organized by the university during the academic year	International Relations and Research Centre	Annual

Goal 3. Expansion of international cooperation

Objective 3.1. Promote the number of international, research and other cooperative projects		
Indicator	**Responsible**	**Reporting periodicity**
Number of agreements with different organizations for internship arrangements	Vice Rector of Academic Affairs	annual
Number of agreements with universities abroad	Vice Rector of Academic Affairs	annual
Number of agreements with other organizations	Vice Rector of Academic Affairs	annual
Number of academic staff involved in international projects	Vice Rector of Academic Affairs	annual
Objective 3.2. Expand mobility opportunities of EIU students, administrative and academic staff towards foreign partner universities and vice versa.		
Number of International students	Vice Rector of Academic Affairs	semiannual
Number of academic staff that took part in international exchange programs	Human Resources Management Centre	annual

Goal 4. Ensuring favorable infrastructures and financial independency

Objective 4.1 Promote high financial independence by the stability of EIU inflow diversification		
Indicator	**Responsible**	**Reporting periodicity**
Amount of funding within international grant programs	Financial Management Department	Annual
Total budget of the academic year	Financial Management Department	Annual
Objective 4.3 Ensure appropriate infrastructures and efficient use required for the implementation of EIU strategic goals		
Number of printed and electronic professional magazines subscribed	Librarian	Annual
The number of foreign closed libraries available online at university premises	Librarian	Annual

the amount of financial resources allocated for equipment purchase	Financial Management Department	Annual

Goal 5. Continuous enhancement of education quality

Objective 5.1 Ensure social responsibility by increasing the efficiency of appropriate mechanisms		
Indicator	**Responsible**	**Reporting periodicity**
Number of professional orientation events organized in schools and vocational institutions	Public Relations and Advertising Centre	semiannual
Number of legal consultancy provided to individuals and legal entities of RA	Law Clinique	annual
he number of projects implemented for various community groups	Public Relations and Advertising Centre	semiannual
Charitable initiatives implemented jointly with EIU students, lecturers and administrative staff	Public Relations and Advertising Centre	semiannual
Number of graduates employed through the Career Development and Employer Relations Centre	Career Development and Employer Relations Centre	annual
Number of students that visited Career Development and Employer Relations Centre	Career Development and Employer Relations Centre	annual
The number of available e-learning resources / materials	Librarian	annual

"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
ESGQA– 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

20. Definitions

Quality. In the meaning of the EIU quality is defined as the compliance of the action with the mission and vision, conformity of services with established internal and external guidelines.

Quality Assurance. Quality assurance is continual elaboration and improvement of efficiency of current mechanisms based on audit results of the processes of main sectors and opinion solicited from stakeholders.

Quality Management System. Quality management system is a unity of acts, procedures and entire tools directed towards defining and attaining the objectives, assessing and revising the efficiency.

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