YSAFA STRATEGIC PLAN
2012-2016

> *The culture of each nation indirectly deals with its mental and physical abilities as well as with the flexibility of mind and feelings at the same time outlining as a fact the level of its perception:*

The sources of Yerevan State Academy of Fine Arts go back to the depth of thousand-year-old Armenian history. Since the 10th century the subject "Painting" was taught in prestigious universities of Armenia (Tatev) and in the University of Gladzor a special calligraphy art group was functioning where Armenian youth was taught the art of painting, particularly miniature painting and book illustration. In 19th century and in the beginning of 20th century in the homeland having no independence the lack of required conditions for creative mind development forced Armenians to form Armenian cultural communities in central cities of Europe and Russia and to continue their participation in the world art movements.

The establishment of Yerevan State Academy of Fine Arts was a special event in the millennium-year-old cultural life of Armenia. It took place in 1945 by the decree N 335 of all-USSR Committee of higher education under the USSR Council of Peoples Commissars. Thereafter talented Armenian youth were given an opportunity to obtain higher education on their specialization in their fatherland.

At the moment of its establishment the institution had only 2 departments: Painting and Sculpture (22 students). Throughout 1953- 1994 it was functioning jointly with the Institute of theatre. In 1994 it was separated as a self-functioning HEI and in 2000 by the decree of RA government it was renamed as Yerevan State Academy of Fine Arts.

As a result of implementation of a 5-year strategic plan designed for 2006-2011 the Academy has had considerable success regarding Bologna process and educational reforms. Thus:

- As a result of recently implemented educational reforms the Academy has passed to the three-cycle education for all specialties: The following models of educational programs have been developed and confirmed:
  - Bachelor program 4 years
  - Master program 2 years
  - "Aspirantura" /postgraduate studies/ 3 years

- The educational programs of Bachelor, Master and researcher are clearly differentiated. Master's degree curriculum is essentially different from that of Bachelor's degree. It is not the latter's revision.
- The implementation of credit system in the Academy began in 2007-2008 academic years. Credits are essential elements incorporated in the educational programme and necessarily included in the students' Transcript of Records. Inter-European ECTS credit system served as a basis and guide for fulfillment of credit transfer process.
- All the curricula and teaching programmes on all specialties have been revised and redesigned based on modular principles; workloads of all teaching programmes have been converted into ECTS credits with regard to student's full workload.
- Much work has been carried out to update, review and redesign credit-based educational programmes.
- The assessment system for students' knowledge and skills has been revised. The Academy has passed from the final knowledge assessment system to the forming one.
- An educational reform and teaching board have been formed in the Academy; also an electronic system of registration and students' progression data monitoring have been integrated in the Academy.
- Teaching staff has been stabilized ensuring the provision of appropriate level for education quality.
- Student flow has been stabilized; the number of foreign students has been increased.
- As an important step in quality assessment a self-analyzing programme alongside an internal center of quality assurance has been established.
- Major work has been carried out in the Academy towards ensuring student mobility. Contracts on student and teaching staff exchange programmes have been signed with several European higher education institutions. The Academy's involvement in four programmes of TEMPUS project has greatly contributed to this process.
- Some transformations have been carried out in the government system of the Academy, the functions of departments and boards have been clearly set.
- Information materials on the Academy's educational reforms and educational programmes have been put in its website and published separately in a book.

Fundamental values were developed within the Academy which unite several generations of students and professors and distinguish their exclusive role in the development of Armenian culture. The most important ones among them are:

- Educational programmes and methodology of tertiary level education education
- School established throughout decades and stable reputation
- Student-professor stable flow
- Qualified graduates over the decades who successfully contributed to the development of national culture

- Moral-psychological environment necessary for the development of student-professor creative mind
- External relations established by the Academy

At present the Academy has two faculties:

1. Fine Arts

2. Design and Decorative Applied Arts

Total number of students /including the branches of Gyumri and Dilijan/ in Bachelor and Master programmes is 942, PhD students are 15 and 6 of them are foreign nationals. Total number of foreign students enrolled in the Academy is 93.

Admission is carried out on 8 specialties: painting, sculpture, graphics, history and theory of fine arts, design, applied arts, outfit modeling, computer fine arts projection.

In Gyumri branch the admission is actualized on 6 specialties: paintings, graphics, sculpture, applied arts, outfit modeling and design. Nowadays it has 158 students. Dilijan branch organizes admission on 1 specialty: applied arts. It has 24 students. Both Academy and its branches are equipped with computer centers (classrooms), needed number of studios, laboratories, library and exhibition hall. It is given a great importance to the development of informational network.

Achievements reached as a result of implementation of strategic plan for 2006-2011 academic years, serve as a basis for passing to a new level of educational reforms and elaborating a new strategic plan through the actualization of which the Academy strives to become a higher education institution:

- that has actualized accreditation of educational programmes and strives to be integrated in the European educational system,
- that activates external relations and ensures mobility of professors, students and administrative staff and provides proper conditions for them to benefit from the heritage of European educational area including its democratic values,
- that makes the educational traditions developed through the decades comply with time requirements, respectively revising and rearranging its activities periodically.

Mission statement of the Academy

The mission of Yerevan State Academy of Fine Arts is to:

1. Prepare highly qualified professionals in the fields of painting, applied arts and design
2. Conceive and implement creative educational programmes and academic research
3. Fulfill programmes towards raising society's aesthetic awareness and promote social integrity

Goals of the Academy

The Academy has elaborated a strategy plan in line with its mission, where the following objectives are on list of priorities:

1. Reform and update of educational programmes and teaching methods
2. Teaching quality assurance and elaboration of mechanisms towards their realization
3. Development of research-oriented activity in the Academy
4. Development of the Academy's international partnerships and student mobility
5. Public services and their facilitation

GOAL 1
Reform and update of educational programmes and teaching methods

High professionalism and competitiveness of the Academy graduates mainly depends on the educational programmes and study quality. However the more important are the educational programmes, their positive changes, the more important become the creative quality and teaching methods of the academic staff. In this respect it is important for the Academy to come closer to the educational principles of European Higher Education Area and particularly to those of European cultural HEIs and the requirements of Bologna process. This assumes the creation of culture of quality and permanent educational reforms certainly outlining the importance of fundamental values of the Academy, educational methods and traditions developed through the decades.

The factor of students' creative abilities is essential for effective organization of education on Bachelor programme in a HEI of art. The latter dictates differentiated approaches of education based not only on students' abilities, but also on their preferences. The factors of organizing educational process in compliance with the ever-changing public requirement and that of getting appositive outcome are put forefront that should be the main criteria for ensuring educational effectiveness. The competencies gained by students of the Academy are formed and publicized on the calculation of the above-mentioned.

A special focus on the quality of education and teaching methods in the context of educational reforms is essential also for the fact that the graduates of the Academy will evolve activity in the ever-changing conditions of the labour market; therefore they must obtain such skills in the Academy that will prepare and enable them to gain new knowledge based on the

basis by themselves /on their own/ in case of necessity. The students get such capacities in case the education in HEI is organized in the atmosphere of student-teacher harmonious cooperation. A good lecturer doesn't give the right answer to the task /solution of the task, problem/ but assists the student in seeking and finding independently the way to its solution. The education of such a nature is more effective and develops the student's independence, flexibility, the ability to percept new things and finding original solutions. This is the very skill that is transmitted to the student in the Academy and that comes to assist him in obtaining regularly new capacities and life-long learning. In such cases the role of the lecturer is transformed during the study process. He actually rules and directs the student in the process of knowledge perception and competences acquisition.

With such an approach the Academy must actualize the following objectives to assure the effectiveness of educational quality likewise the reforms and modernization of educational programmes and teaching methods:

Objective 1: Revising educational programs in line with European educational criteria and taking measures for their actualization

Throughout the recent years The Academy has carried out considerable work to comply the academic teaching programmes with the European educational criteria; based on that, it plans for the next stage of reforms:
- To strive to make the academic teaching programmes to the utmost comparable, coherent and transparent
- To revise specializations and, if need be, initiate teaching of new specialties based on the internal (students, professors, managing staff) and external stakeholders' (graduates, stakeholders, professional unions) demands, the material sources of the Academy and academic staff potential.
- To take into consideration opinions and interests of students and other stakeholders in the process of teaching programme revision,
- Periodically make a package of required methodologies and information for implementation and practical application of teaching programmes and credit system,
- To take measures to assure student awareness about modifications of academic process,
- To draw a special attention to the development /building/ of graduates' entrepreneurship and managerial capacities,
- To contribute and encourage the creation and publishing of educational and methodological handbooks according to teaching programmes by the Academy chairs,

- To increase the role of students' individual work and upgrade relevant transformations in academic process,
- To activate the students' immediate participation in the planning of study process and alternative opportunities of study, increase the coordinating role of advisers in organization of these matters, to involve experienced professors of the Academy in them,
- To elaborate mechanisms to ensure the conversion from professor-oriented teaching to student-oriented one,
- To improve the assessment system of students' knowledge from the point of view of stimulating the quality of study and the students' interest,
- To take measures for calculation of students' professional interest and meeting the requirements; signify feedback factor,
- To make student-professor cooperation more efficient,
- To take measures for developing students' practical abilities, improve student internship; take steps to establish cooperation especially between undergraduate students and alleged employers with regard to the selection of diploma themes,
- To explore and, if necessary, involve the international best practice of teaching methods.

Objective 2: Maintaining student number and stable development

Yerevan State Academy of Fine Arts has been and remains the core HEI of the RA on painting, applied arts, design and other branches of culture. Alongside with calculating its potential it has not only preserved but also increased considerably its student flow for the recent years. On the purpose of assuring its further stable development the Academy should actualize the following tasks:
- Actualize likewise alternative educational programmes in compliance with International criteria
- Actualize lifelong and additional educational programmes and services for those who need vocational training or additional education in the field of culture.
- Strive to internationalize student contingent make it stable and obtain a greater number of foreign students
- Strive to become more attractive and competitive
- Assure public trust and recognition not only inside the Republic but also abroad
- Actualize the accreditation of all teaching programmes of the Academy
- Focus particularly on the quality of educational services
- To inform the internal and external stakeholders about the Academy's teaching programmes through different means
- Assure the adequacy of teaching programmes and the process of their actualisation

- Clarify the prospective plan of the Academy's admission based on external demand as well
- Carry out internal and external analyses of tertiary level education and with the calculation of their outcomes take measures to increase the Academy's competitiveness
- Establish and actualize joint common academic programme directed to the student development taking into consideration the internal resources (teaching staff, material-technical, financial) of quality assurance for specialty education.
- Establish differentiated admission requirement according to the specialties and prior inform the applicants about it
- Assist to the students' and graduates' job finding process; establish a service for professional orientation.
- Take encouraging measures to promote educational progress and develop students' creative potential.
- Take measures in objective and more effective allocation of state scholarships and educational grants as well as support students in benefitting from the offered opportunities of newly implemented bank credits system for education.
- Actualize partial discounts of tuition fees by the established decree, pay a special attention to the learning progress of those who study in chargeable system with the purpose of encouragement
- Offer and implement new teaching services with a note of demand.
- Publish the description and standards of offered specialties and provide the awareness of stakeholders.

Objective 3: Maintaining student flow and stable development

To actualize of this subjective the Academy must:
- Foster its links with tertiary level colleges, secondary schools and organize open doors for their graduates and introduce the learning process in the Academy and teaching programmes.
- Promote the specialties granted by the Academy through different means
- Constantly take into consideration the requirements of possible stakeholders
- Take measures to promote the Academy outside Armenia raising interest among applicants, periodically update the Academy website, publish information materials, organise international return visits, etc.
- Foster its relations with Diaspora Armenians (including Artsakh), create fruitful conditions in the Academy for their tertiary level education.
- Explore the regional demand and if it is needed implement the Academy potential to organize adequate education for them.

- Take precautions for overcoming language barriers to organise comprehensive tertiary level education for foreign students.

Objective 4: *Stabilization of teaching staff*

Throughout its activities the YSAFA has been prominent for its qualified teaching staff. It is staffed with the best artists of the Republic.

The institution's task is to regulate the process of teaching staff generation change pursuing a right human resource policy. And it strongly depends on the long-lasting traditions created in the Academy, the present situation and moral-psychological as well as creative atmosphere reigning with the personnel.

Especially the integration of younger personnel and teaching staff recruitment mainly depends not only on the creative working environment but also on the opportunities offered by the social basis and on the system that promotes employment productiveness.

Towards actualising this objective the Academy plans to:
- Analyse and assess teaching staff potential in view of teaching programmes and reforms at a HEI.
- Prepare a strategy programme to stabilise and recruit teaching staff, contribute to thr decrease of teaching staff average age, develop post-graduate educational research programmes for implementation
- Develop an awarding system and that of encouraging academic staff productive work
- Elaborate and implement the teacher training system
- Improve the existing criteria for academic titles regulation, clarify the procedure of presenting an academic title
- Reinforce the relations with foreign HEIs of art and involve the Academy teaching staff in them
- Contribute to the exposition of young teachers' works
- Elaborate moral and financial encouraging modes for involving young teachers.

Objective 5: *Ensuring qualitative development of the administrative staff*

It is important to ensure administrative staff qualitative growth for providing effective management and successful implementation of educational programmes.

To accomplish this objective it is planned:

- To define the staff number required for implementing the Academy's educational programmes, attain an optimal quantitative proportion between teacher-student-educational supporting staff relations
- Gradually involve younger academic administrative staff and ensure the exchange of work experience and meet the time requirements.
- Develop mechanisms for improving administrative staff quality and applying the best International practice in its achievement
- Prepare prerequisite for the administrative staff to establish favourable working conditions, install computer techniques and for applying them in working process
- To get an utmost optimization in planning the staff
- Organise courses for administrative staff improvement with the aim of implementing and applying new management methods
- Develop programmes for rejuvenating administrative staff

Objective 6: Maintaining and developing sound moral-psychological and collegial environment

Working environment is an extremely important factor for increasing education quality. Sound working environment based on high moral values and collegiality in problem solving affect positively on the quality of applicable educational services. This objective is among one of the main priorities of the Academy's strategy.

The following requirements are put forward for solving this objective:
- On the basis of traditions of the Academy and modern requirements preserve and, if needed, develop the system of values formed in the Academy throughout decades and work ethics,
- Combine general benefits of the Academy with those of an individual; develop the collective sense of responsibility,
- Develop fruitful cooperation and understanding between students and professors,
- Improve information dissemination within the Academy, assure decision making transparency,
- Support and encourage the positive initiatives of young teachers, ensure sound generation change of teaching staff,
- Involve a greater number of teachers in the process of academic decision making, strengthen their interest and participation in the life of the Academy,
- Contribute the cooperation between the administrative staff of the Academy and public institutions, namely trade union and student council.
- Encourage the organization of leisure time, entertainment and other events for the staff.

Objective 7: Improving the Academy's material-technical and financial resources, ensuring their effective management as a guarantee of actualizing educational programs

Material-technical base, financial resources and convenience of education premises play an important role in assuring proper quality of education in the Academy. The objective of the governing body is to keep constant focus on the acquisition of the necessary premises for implementing educational programmes, relevant estimation of the technical state of available educational buildings, programme actualization for their periodical renovation. Special focus must be driven on stage by stage programme development for renovation of educational buildings of Gyumri and Dilijan branches. Proper attention must be paid to the reconstruction of old laboratories and studios with time relevance. It is also important to provide proper conditions for educational-industrial internship in Dlijan branch and renovate the hall located in the main building of the Academy. It should make the use of not only the financial resources of the Academy but also the support of sponsors.

Towards the achievement of this objective the Academy must:

- Actualize technical audit of the buildings belonging to the main institution, prepare a prospective programme for renovations and ensure its stage by stage accomplishment.
- Carry out an estimation of current state of auditoriums, studios, laboratories and arrange them in line with the requirements of teaching educational programmes
- Effectively make use of not only educational areas but also supplementary ones.
- Undertake the works (buildings, studios) of providing conditions in Shorjha an area obtained by the Academy for organizing student internships
- To provide conditions for organizing summer internships for students in Dilijan branch
- Contribute to the establishment of required material-technical base for actualising perspective programme for developing branches in Gyumri and Dilijan
- Assure the working security in educational laboratories of the Academy and its branches
- Contribute to the improvement of the conditions for the laboratory and reading hall

The financial sustainability is also a guarantee for actualizing educational process and programmes of the Academy.

Except the allocation of state budget it is also very important to assure the raise of the profit of extra-budgetary fund. In other words it's a major strategic objective for the Academy to search financial additional sources. To fulfill this objective the current sources of extra-budget are not sufficient (chargeable educational system, financial support of sponsors). The Academy should use its potential, take more initiatives in finding new sources of profit by means of grants and different chargeable services. It is also important the use of financial resources purposeful and balanced for the actualization of the strategic programme of the Academy in view of improving study quality.

It is intended to comply financial planning and to link it with the actualization of its strategic objectives.

For the solution of this objective the Academy should:
- Develop strategic planning for all the spheres of activity, to plan the growth of student number, expected financial resources, their commeasurable allocation according to the actualization of strategic objectives, the salary fund and the possibility of its rise.
- Ensure the effective and transparent use of finances
- Accomplish annual budget planning and report
- Provide stable financial basis and take measures for its rise
- Undertake regulations of the inflow of financial means
- Ensure stable rise of state budgetary financing by providing active participation of the Academy in state educational programmes
- Take measures to commercialize the programmes and services of the Academy
- Make the process of formation of extra-budgetary means transparent, to involve the chairs and faculties of the Academy in it
- To enlarge the sphere of chargeable services of the Academy
- Develop analysis of prime cost of teaching separate specialties and take that into account during the calculation of study payment
- Take into account the rate of prime cost for tertiary level education and profitability while planning the list of specialties and the number of student admission.
- Actualise grant programmes as much as possible.

For assuring the effective management of financial resources the Academy must:
- Improve the financial management of the Academy through further development of normative base of financial activities, the use and analysis of information technologies for management, pursue of right human resource policy.
- Develop and implement measures for saving electricity, water, natural gas and other material resources
- Optimize the work of administrative services of the Academy and respectively decrease expenditure

- Develop the system of effective implementation of different modes of staff in the Academy, efficiently use human resources
- Develop and implement materially encouragement mechanism of the staff based on the working outcome

Goal 2

Teaching quality assurance and elaboration of mechanisms towards their realization

The process of quality assurance is the main feature of the Academy functioning. It is intended to particularly maintain the quality of education and periodically improve. For this purpose the Academy should develop and input new system of quality assurance and converge it with the European standards of high education of cultural sphere.

For actualizing this goal the following objectives should be solved:

Objective 1: Specifying the activity program of Quality Assurance center within the Academy

It is required to:
- Develop quality assurance policy and procedures
- Develop mechanisms for educational programmes and other functions of the Academy for data collecting and analysis and provide the process of its implementation in case of necessity
- Develop monitoring mechanisms through which to analyze the current situation, reveal strong and weak points of the Academy, develop the ways of improving the disadvantages, contribute to the ongoing development of all the activities of the Academy and formation of quality culture
- Provide human, material and financial resources for regulating the processes of quality assurance
- Periodically revise and improve the quality assurance system

Objective 2: Ensuring the transparency of quality assurance process

It is required to:

- Involve internal and external stakeholders in quality assurance processes
- Inform internal and external stakeholders about the quality of actualising educational programmes in the Academy, improve the transparency of educational quality assessment criteria

- Develop mechanisms for the provision of accountability of the quality of educational services

Objective 3: Developing mechanisms for quality assurance

It is required to:

- Specify the developing, approving and implementing mechanisms of educational programmes of the Academy
- Develop mechanisms for ensuring the content and convergence of the issues and educational programmes based on its mission statement
- Develop mechanisms for ensuring the content of educational programmes and educational convergence
- Carry out analysis for assessing the educational effectiveness and suggest refining of the students' final attestation system
- Ensure joint requirements and criteria for education quality assessment at home institution and in its branches, develop mechanisms for testing them
- Develop mechanisms aimed at the coherence /compatibility/, competitiveness and transparency of offered educational services
- Develop mechanisms for the assessment of tertiary level educational programmes
- Develop mechanisms for preparing institutional accreditation process in the Academy
- Develop mechanisms for preparing the accreditation process of the tertiary level educational programmes

Objective 4: Improving the management system in the Academy

The Academy plans to renovate the current management system, modernize them and refine the quality of administrative services to provide further development and education quality as well as actualizing the strategic objectives. To direct the management system so that to specify the major functions the working responsibilities and rights of human resources provide cooperation between divisions. Ensure collegiality and transparency in general decision making. Develop the quality assessment criteria for the overall functioning of the Academy and carry out a periodical quality analysis through them. For this purpose it is required:

- To analyze the management system and its relevance with the actualization of the strategic objectives of the Academy
- To transform and optimize the organizational structure of the Academy in line with new requirements of the system.

- To develop strategic programmes for all the buildings and branches of the Academy
- To develop analyzing structure for quality assurance of the Academy activities
- To implement modern methods of management in the process of the Academy management and provide staff training for it
- To ensure interrelation and specification of responsibilities and authorities between different elements of management
- To improve information service of management system
- To ensure active involvement of students in the management of the Academy
- To increase the role of student council in programme reforms in line with the Bologna process
- To support the reinforcement of external relations of the student council

Objective 5: Ensuring the effective implementation of Information technologies

The provision of educational programmes through the information resources is important for the further development of the Academy. It is also significant to provide the students and professors with accessibility of informational resources.

For this purpose it is planned to:
- Explore and improve the state of information resources in the Academy
- Develop stage by stage programmes for information resource development
- Periodically update the Academy informative website with new materials
- Establish an electronic hall for the library and provide its accessibility for students and professors
- Provide a certain level of academic studies through electronic education-methodical materials
- Yearly publish and provide the students and professors with the information «Guide» of the Academy
- Organize training for the staff with the purpose of teaching them to the use of information system

Goal 3

Development of research-oriented activity in the Academy

The Academy tends to react adequately to the developments of Bologna process to revise the research programmes as well, complying with the European standards to regard them as a stimulus to enhance professional progress and education quality and an important part of education in the processes of strategic development. Towards the achievement of this goal the HEI should solve the following objectives:

Objective 1: Credit allocation to research work from the educational program

It's necessary:

- To involve the research field as well in the tertiary level educational programmes /especially in Master programme/ with relevant credits
- To develop and actualize a research programme for postgraduate students with relevant credits and award a certificate of researcher upon graduation
- To make the choice of research themes in line with modern requirements of culture development
- To plan and coordinate the teachers' research work to the utmost
- To organize and actualize training and improvement programmes for teachers putting forward also the research sphere
- To provide conditions for publishing scientific-research and methodical works of teachers and postgraduates /PhD students/ of the Academy.
- To strive to involve a greater number of International students in Master and PhD research programmes.

Objective 2: Encouraging teachers' research activities

It's necessary:

- To develop the assessment system for defining the effectiveness of teachers' working activities based on the outcomes of creative, research as well as academic pedagogical work viewing them as primary important factors; and take them into consideration when holding a competition for academic vacancies and encouraging salary rise
- To pay a special attention not only to the candidates' practical creative activities but also to their research activeness when choosing teaching staff.
- To develop encouraging mechanisms, up to salary rise, awarding, improvement of housing conditions and the like, for assuring quality enhancement of especially younger teachers who actualize research programmmes

Objective 3: Developing joint research programs

It is necessary:
- To outline the importance of developing joint research programmes while dealing with the Institute of Art within the RA National Academy and other HEIs and actualize them to the possible extent
- To promote the mobility of PhD and Master students and provide practical support in joint research activities
- To promote the integration of academic staff and PhD students into International scientific projects
- To strive to internationalise the scientific research activities of the Academy and integrate into European cultural research area.

Goal 4
Development of the Academy's international partnerships and student mobility

The external relations of the Academy greatly contribute not only to the education quality but also to the Academy's reputation rise in external market as well as promote student-teacher mobility.

Emphasizing the role of external relations in strategic processes, the Academy plans to accomplish the following objectives:
- To activate the work of international relations division and make it more transparent
- To involve more students and teachers in the activities of International relations division
- To develop a programme for international /external/ cooperation and inform the stakeholders about it
- To expand cooperation with leading international HEIs of art, develop a joint educational programme and ensure the compliance between the levels of qualification as far as possible
- To activate and promote student-teacher mobility and exchange programmes
- To develop and implement the student credit transfer system
- To support the development and actualisation of grant programmes for students
- To encourage and activate the Academy's participation in International grant programmes
- To promote contractual relations both at national and International levels
- To expand the link with the graduates of the Academy and seek for new sponsors, increase the investment level of Academy sponsors

Goal 5
Public services and their facilitation

Culture is the most trustworthy junction of the chain linking past and future. Through the decades of its activities the Academy has greatly contributed with its service and mission to the very junction so as the latter could meet time requirements and remain tight and steady. It is due to the efforts of the Academy graduates that today as in ancient times our nation goes on conducting appropriate cultural dialogue with the civilized world. Undoubtedly we must state that culture likewise unites the nation and public. YSAFA role and function are invaluable in this matter as well. Thanks to the recent educational reforms and particularly external links, the index of tertiary level education in the Academy has acquired a new quality level. This is the best guarantee for the perspective of national culture development as well as that of high quality of services offered to the public by the Academy. From this time on the HEI plans to attach special importance and attention to this sphere of its activities and contribute to the public unity and progress. For this purpose it should accomplish the following objectives:

Objective 1: Promoting the progress of national culture

For accomplishing the following objective the Academy should primarily:
- actualize educational programmes with all sense of responsibility, carry out reforms in line with modern culture, prepare high quality specialists for different spheres of art
- prepare the Academy graduates not only for creative activities but also for innovations in cultural sphere that will actually contribute to the public progress
- outline and preach not only national but also global culture values and humanistic ideas in educational programmes
- explore the current state, demand and offer new educational programmes to the public proceeding from its mission statement
- publicize the descriptions and standards of taught specialties through different means (among them through the Academy website) and inform the public about it
- extend the tertiary level education especially on applied arts, design and computer graphics in compliance with the tendencies of culture development of the republic not only in the capital but also in different regions of the republic based on the local creative potential and demand
- cooperate with the major institutions of the republic, e.g. Institute of Arts of NAS RA, National Gallery of RA, museums, creative unions to activate the feedback, to evolve

joint cooperational activities (student internship, expositions, discussions, symposiums, etc.).

Objective 2: Strengthening the links with society, promoting the transparency of Academy's functioning, problems and programmes and aesthetic upbringing of the society

For accomplishing this objective the Academy should:
- preach and inspire new aesthetic ideas
- also become a cultural center besides offering educational services
- organize cultural events (exhibitions, symposiums, jubilees of art workers, discussions on exhibitions) involving not only the faculty and students but also the public in them
- go on with publicizing the final diploma work defence yearly held in the RA Artists' Union and involve the possible future employers and other stakeholders in them.
- Invite students from HEIs of the republic, pupils, and generally the youth to the exhibitions held in the YSAFA exhibition hall, organize discussions for them on different issues of art
- make presentations on different themes of art at RA military units, secondary schools thanks to the efforts of the Academy students and faculty
- frequently appear in public TV programmes, radio-programmes and Mass media
- make the general benefits of the Academy coincide with those of public.

Current program and evaluation of outcomes
Educational process
2012-2016

Top management	Rector's office
Subdivisions	Division of education and reforms, faculties, chairs, external relations division, human resource division, Financial and logistics division

The mission of the Academy

The main mission of Yerevan State Academy of Fine Arts is to:

a) Prepare highly qualified professionals in the fields of painting, applied arts and design
b) Develop and implement creative and scientific-research educational programs
c) Actualize services towards raising society's aesthetic awareness and promote social integrity.

Goals of the Academy

The academy has elaborated new strategic plan in line with its mission, where the following goals are on list of priorities:

a) Reform and update of educational programs and teaching methods
b) Teaching quality assurance and elaboration of mechanisms towards their realization
c) Development of research-oriented activity in the Academy
d) Development of the Academy's international partnerships and student mobility
e) Public services and their facilitation

GOAL 1

Reform and update of educational programs and teaching methods
Current program and evaluation of outcomes

2012-2016

	1	2	3	4	5
	Activities	**Responsible bodies**	**Implementation dates**	**Means for assessment, tools for control**	**guarantee for success**
1	Revision of educational programs, clarification of criteria	rector, vice-rector for education and research, Chairs	2012-2014	decree of academic council, internal self-assessment, external audit	decades of experience of implementing the Academy's educational programs, Academy's reputation
2	Revision and redevelopment of teaching-methodical programs	vice-rector for education and research, deans, chairs	2012-2016	Discussions of chairs, availability of teaching-methodical programs, methodical materials	experience of chairs, stable teaching staff
3	Development of credit transfer system	vice-rector for education and research, chairs, Division for education and reforms	2012-2013	decree of rector's office, availability of credit transfer system	availability of educational programs in line with credit system, external relations
4	Implementation assurance of educational programs and credit system and revision of information package	vice-rector for education and research, division for education and reforms	2012-2016	surveys among students and teachers, availability of information package	availability of educational programs by implementing the credit system
	1	2	3	4	5

5	Study of educational programs actualization and international experience of teaching methods	rector, vice-rector for education and research, external relations division, chairs	2012-2016	discussions of rector's office, surveys among teachers and students	availability of the Academy's experience, External relations division, International cooperation agreements
6	Developing of student knowledge assessment system	vice-rector for education and research, deans, chairs	2012-2013	discussions and decisions of chairs, surveys among teachers and students	availability of quality assurance center, working experience of chairs
7	Cooperation with external stakeholders, possible employers, RA Artists' Union and RA Designers' Union	rector, vice-rector for education and research, deans, chairs	2012-2016	Meetings with stakeholders, future employers, graduates; surveys among stakeholders	availability of cooperation agreements, joint programs
8	Defining the entry requirements according to the specialties, providing information for the applicants	rector's office, chairs, deans of faculties	2012-2016	discussions of rector's office, chairs, deans offices and surveys among first-year students	availability of differentiated admission programmes and information package on them
9	Stability of teaching staff and teacher encouragement, career growth	rector, vice-rector for education and research, deans, chairs	2012-2016	discussions of rector's office, statistical data	stable financial resources, set traditions for generation change of teaching staff, availability of PhD programme
10	Development and actualisation of postgraduate educational research programme	vice-rector for education and research,	2012-2016	Availability of postgraduate research programme,	Availability of PhD programme and teaching staff being

		chair of theory of fine arts		statistics of scientific thesis	awarded a scientific title
11	Planning and optimizing teaching and administrative staff	Chairs, human resource division	2012-2013	analysis and report of human resource division, discussions of rector's office	planning availability, statistical research, availability of quality assurance center
12	Stability of material-financial resources	Vice-rector on logistics, financial and logistics division	2012-2014	discussions of rector's office, surveys among teachers and students	Availability of financial outlays, reports and resource analysis, availability of quality assurance center
13	Update of the Academy information website	rector's office, external relations division	2012-2016	Surveys among internal and external stakeholders	availability of information website, the Academy reputation, external relations

GOAL 2
Teaching quality assurance and elaboration of mechanisms towards their realization

	1	2	3	4	5
1	Specifying the activities and policy of quality assurance center	rector's office, quality assurance center	2012-2013	Decree of rector's office, policy availability of quality assurance center	Participation in Tempus programmes, relevant experience and WB support
2	Revision of working plan of quality assurance center	rector's office, quality assurance center	2012	Discussions and reactions	Programme availability developed by quality assurance center and work experience
3	Provision of transparency for quality assurance center	quality assurance center	2012-2016	Decree of rector's office and quality assurance center	relevant experience from Tempus programme and WB support
4	Specification, development and implementation of quality mechanisms	vice-rector for education and research, deans, branches, chairs, quality assurance center	2012-2014	Discussions of rector's office, dean's offices, chairs, quality assurance center and analysis of survey outcomes	stable traditions of the Academy, relevant experience from Tempus programme, WB support
5	Improvement of the Academy management system	rector's office, quality assurance center	2012-2014	self-analysis of the HEI and external audit	Transformations of management system, administrative staff training
6	Implementation of information technologies	rector's office, quality	2012-2014	discussions of rector's	Availability of information technologies

		assurance center			office, surveys	and appropriate programmes
7	Actualization of annual self-analyses at programme and institutional levels	rector's office, quality assurance center	2013-2016	Publications and quality certificate by quality assurance center	Availability of appropriate experience within Tempus programmes (QATMI, DIUS)

GOAL 3
Development of research-oriented activity in the Academy

		1	*2*	*3*	*4*	*5*
1		Research inclusion in Master educational programme	vice-rector for education and research, chairs	2012-2013	availability of research programmes	availability of highly qualified teaching staff having scientific degrees
2		Revision and actualization of postgraduate educational research programmes	vice-rector for education and research, chair of history and theory of fine arts	2012-2016	discussion of academic council, surveys, evaluation of outcomes	availability of postgraduate research programme with credits inclusion
3		Planning and encouraging the research activities of teaching staff	vice-rector for education and research, chairs	2012-2016	decisions of chairs, monitoring, publications, exhibitions at national and international levels	planning availability for research themes of teachers at theoretical chairs
4		Participation in international grants	vice-rector for education and research, chairs, external relations division	2012-2016	availability of relevant contracts, grant programmes	Experience of actualizing Tempus and other programmes of such kind, experiencedteaching staff
5		Undertaking joint research activities (RA NAS, local and foreign HEIs)	vice-rector for education and research, chairs, external relations division	2012-2016	availability of joint programmes, teacher surveys, publications, exhibitions at national and	cooperation experience with RA NAS

				international levels	
6	Provision for publishing best research themes	vice-rector for education and research, chairs	2012-2016	discussions of chairs, surveys, monitoring, publications, exhibitions at national and international levels	availability of published monographs, yearly published bulletins of YSAFA

GOAL 4
Development of the Academy's international partnerships and student mobility

		1	2	3	4	5
1		Specification of activities of external relations division, policy amendments	rector's office, external relations division	2012-2013	decree of rector's office, policy and programme availability, surveys among teachers and students	activities of external relations division, quality assurance center
2		Strategic programme revision for student and staff mobility	rector's office, external relations division	2012-2013	availability of presentation materials confirming student and staff mobility, feedback in the Academy website	availability of external relations division, quality assurance center
3		Support in developing grant programmes for students	external relations division, chairs	2012-2016	surveys among students	availability of external relations division, participation in tempus programmes
4		Improvement of services available for foreign students, admission planning	vice-rector for education and research, external relations division	2012-2016	surveys among foreign students, availability of information in the Academy website	experience of foreign students admission

5	Activation of links with foreign graduates	external relations division	2012-2016	evidences of the links with foreign graduates, feedback in the Academy website	availability of external relations division, quality assurance center

GOAL 5

Public services and their facilitation

		1	2	3	4	5
1		Preparing highly qualified staff for culture sphere	rector's office, chairs on specialties	2012-2016	public surveys, surveys among the employers	conclusions of the presidents of the Academy final committees
2		Ensure public awareness on educational programmes	vice-rector for education and research, educational division, external relations division	2012-2016	public surveys, feedback in the Academy website	availability of website, educational programmes, information package
3		Public needs analysis and development of additional educational programmes	vice-rector for education and research, quality assurance center, chairs on specialties	2012-2016	decrees of rector's office, availability of additional educational programmes, surveys among external stakeholders, reports	actualization of tertiary level education programmes, Academy reputation
4		Organisation of cultural events in different regions of the republic	deans	2012-2016	Availability of evidences for events and the feedbacks of stakeholders	high reputation of the Academy, availability of branches in Gyumri and Dilijan
5		Feedback mechanisms for external stakeholders	external relations division, human	2012-2016	availability of feedback documents with	availability of quality assurance center and database for

		resource division		stakeholders, public surveys	external stakeholders
6	Preaching new ideas on fine arts, establishing cultural center in the Academy	deans, chairs on specialties	2012-2014	discussions of dean's office, public surveys, availability of cultural center in the Academy	availability of an exhibition hall, chairs on specialties
7	Activate the links with the Academy graduates	human resource division, quality assurance center	2012-2016	availability of documents confirming the links with graduates, surveys	Availability of graduates' information database and quality assurance center
8	Involvement of students and lecturers of other HEIs in the events organized at the Academy	Student council, deans	2012-2016	Availability of events' plan of student council, data proving the participation of students from other HEIs	Relevant experience of student council and dean offices
9	Revision and actualization of an additional programme of PR management	Vice-rector for education and research, external relations division	2012-2013	Availability of revised programme, implementation of courses, feedback of stakeholders	Participation in Tempus programmes availability of appropriate specialists
10	Organisation of cultural events in Artsakh and military units of RA armed forces	Deans	2012-2016	Availability of data proving the events organized, feedback	Potential of the Academy teachers and students